

Chief People Officer (CPO)

Recruitment Pack



Welcome

It gives me great pleasure to welcome you to the Mulberry Schools Trust. Our Multi Academy Trust (MAT) is a flourishing collaboration of schools and partners with a focus on delivering high quality provision for local families in Tower Hamlets and East London.

We believe in outstanding achievement for all. We have a clear vision that all students who attend one of our schools leave us as highly qualified, confident and articulate young people with a wealth of experience. Our aim is to develop creativity, leadership and a life-long love of learning. This will enable our students to lead enriched, happy and fulfilled lives, making a contribution to their own community, to British society and to global well-being.

I enjoy seeing all of our dedicated and innovative staff teams work with each successive cohort of students to shape the culture and ethos of their schools so that each individual feels empowered and has the opportunity to contribute.

All schools in the Trust benefit from a range of partnerships. We are also highly entrepreneurial, offering outstanding opportunities for students and their families through our Mulberry Changemaker programmes.

Dr Vanessa Ogden
Chief Executive Officer, Mulberry Schools Trust

Our Vision

Our vision is to be a key provider for quality education so that all our students leave us as highly qualified, confident and articulate young people with a wealth of experience.

A Mulberry education is premised on three under-pinning principles:

1. Access to education and the chance to be educated is a human right in a civilised world.

We believe that every young person should receive the same opportunities and quality of education, regardless of their natural ability or where they come from. Our Trust was formed to enable our partners to deliver the best possible educational outcomes for their young people and the communities they serve through sharing expertise and promoting outstanding practices.

2. Education should provide rich intellectual and personal development for individuals and communities of people.

An education offered by the Trust is concerned with the spiritual, moral, social, cultural and physical development of people so they have self-determination and can create for themselves, fulfilled, happy lives. It is also concerned with equipping people for employment, making a contribution to the economy as well as enabling them to sustain themselves financially.

3. Education is a public good.

To have universal school education brings economic and social benefits to the whole of society; it creates greater peace, prosperity and economic and social well-being. The Mulberry Schools Trust is outward facing and contributes to education beyond the doors of its own schools.

These principles shape the aims of the Trust's education: the curriculum that is delivered, the personal development that is offered and the wider opportunities that are provided across the system.

Our Aims

Our aim is to develop creativity, leadership and a life-long love of learning in our students which will enable them to lead enriched, happy and fulfilled lives, making a contribution to their own community, to British society and to global well-being.

Every student will receive an education that:

1. Engenders high levels of academic and technical ambition
2. Provides rich personal development
3. Enables the development of students' high aspirations and self-determination

Bringing Down Barriers to Success

Our shared background in providing for disadvantaged communities has inspired the Trust to build up a broad network of partnerships to aid and develop student experience, opportunity, drive and success. It is our belief that there should be no barriers to each child's future and that society should, and can, be a level playing field. Aspiring for this to be reality we promise to:

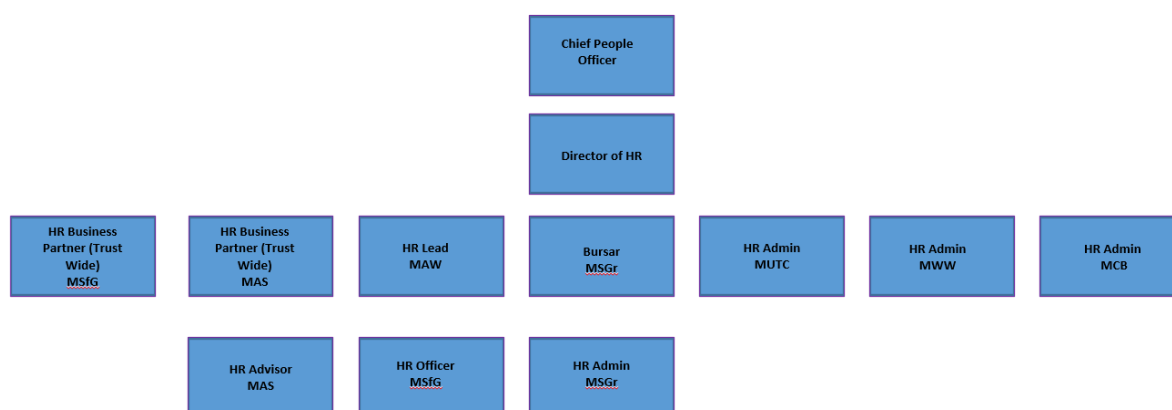
- Emphasise high quality subject teaching that is reinforced by excellent support for learning and intervention.
- Deliver inclusion services that assist personal development.
- Provide excellent pastoral care so no student goes unsupported.
- Continually develop strong leadership and have high levels of expertise in education, supplemented by knowledgeable, committed and challenging governance.

Partnerships with Impact

The Mulberry Schools Trust's corporate and arts partners, such as the Mulberry STEM Academy in partnership with Mercedes-Benz Grand Prix Ltd, the British Film Institute, Bank of America, the National Theatre, the London Stock Exchange Group, the Edinburgh Festival Fringe, Barts Health NHS Trust, the Donmar Warehouse, the English National Opera, Model United Nations, the Women of the World Festival and many others, all contribute extensively and are central to the wider extra-curricular experiences that the Trust is able to offer to achieve its aims.

The Trust HR Team

The Trust HR Team are based across the seven schools with HR Business Partners working in Trust wide roles to support work across schools and in the central function.



*In addition to line management and accountability of the HR team above, the CPO will also lead and have responsibility for other professional and development teams including support staff hubs/networks and Trust wide CPD.

Job Description

Job Title: Chief People Officer (CPO)

Reports to: Director of Performance and Operations

Salary scale: SH 1-6

Hours of Work: Full time

Location: Office base at Mulberry School for Girls - working across various Trust sites as required. Remote work one day per week, agreed with Director of Performance and Operations

Duration: Permanent

Purpose of Role

The Chief People Officer will champion and be accountable for the development and successful implementation of the Mulberry People Strategy; Operational People Plan; Equality, Diversity and Inclusion Strategy; and Occupational Health and Wellbeing Strategy in a values-led, agile and high performing organisation. The role provides critical leadership in building the capability and capacity of all schools in the Trust. It also provides effective strategic partnership to the Executive Services leadership team as well as leads in working collaboratively across the system in all people matters which benefit from 'at scale' whole-system working. The CPO will have high level organisational and administrative skills, ensuring that all projects are well planned and executed, and have real impact. The CPO will have a strong reputation as a 'strategic -doer'- demonstrating the ability to think ahead and anticipate future need. They will be effective change managers and will have the ability to inspire others to do same.

The post holder will be expected to work as part of a cohesive team, contributing to the Trust's Strategic Leadership and direction and, when necessary, take lead responsibility for corporate issues outside their immediate sphere of responsibility.

This role is a new role- that is created due to the growth of the Trust from two schools in 2017 to eight schools currently, across the age range. The role has overall accountability for 720+ employees and this is likely to grow further as our primary grows, London Dock opens and with further growth. It is also a highly strategic role, created to ensure that Mulberry Schools Trust becomes the employer of choice in an ever-challenging recruitment market - recruiting and retaining the very best staff- teaching, associate staff and senior leaders. The CPO will be overall accountable for all HR issues, and will line manage the Director of HR who oversees all schools HR. The CPO will report in to the Trust board and committees on all aspects of HR and people culture. The CPO will form part of the senior executive team, reporting into the Director of Performance and Operations role and forming part of 'tier 2' senior directorate.

This role provides expert advice, support and challenge to the Senior Leadership Team on people, organisation and communications, ensuring that the functions operate as strategic partners in decision and development of the organisation.

A specific whole Trust area of responsibility and accountability will be around overseeing all staff training and development, including both associate staff and teaching staff. This will require drawing together a team of senior leaders including the director of school improvement, the director of The East London Teaching School Hub and the director of Reconnect London. Whilst individual line management will reside with current structures, it would be expected that this team will meet, under the leadership of the CPO, on a monthly basis- so that strategies and approaches are aligned. This will require updates to the Trust finance committee.

The other key area of work will be around Trust growth. Currently schools operate with a degree of autonomy in regards to IT, HR, Premises and data management. In order to ensure best practice is shared, the CPO will draw together staff teams who will meet at least half termly, including the senior line managers. This will include the monitoring of impact of this work.

As the Trust is likely to grow, possibly into different geographical areas, the CPO will be a central part of this growth team, led by senior officers- supporting due diligence, people management and the development of Trust wide culture.

Key Accountabilities, Duties and Responsibilities

Talent & Leadership Development

Lead strategies and plans which identify and develop the talents of all people in the Mulberry schools Trust so that we can attract and retain a diverse workforce. Develop the skills, competence, and mindset of leaders across Mulberry Schools Trust to enable the delivery of the Trust strategy, and to enable an engaged, motivated and high performing workforce who live our values every day.

Key outcomes:

- Develop the leadership pipeline, overseeing the supporting and coaching of leaders with their continuous development, particularly new leaders.
- Ensure development of a collective leadership style that is aligned with strategic vision, and which promotes a healthy, diverse and values-driven work environment.
- Implement talent management practices that build on everyone's potential ensuring quality feedback, succession opportunity and reinforcement of development at all levels.
- Work with leaders and their teams to increase impact, effectiveness, and performance. Providing access to best-in-class interventions around team development, facilitation, mediation, mentoring, coaching and leadership development.
- Ensure that support staff who lead aspects of work in IT, data, premises and health and safety are sharing best practice, learning from each other and are continually supported and developed.

Culture and Values

Lead the development and delivery of strategies which ensure continuous improvement to Mulberry Schools Trust culture; driven by our values at the core of everything we do.

Key outcomes:

- Act as a thought leader ensuring the strategies of the organisation embody the aspired values and culture throughout everything we do.
- Ensures that the organisation deliver the effective communications to achieve the ambition of having a positive impact on lives and local communities.
- Nurture the development of a listening and learning organisation, ensuring that all staff can be involved and feel that they have a voice. Ensuring that feedback, communication and intelligent data is used to continuously improve.
- Liaise with colleagues so communications and marketing strategies are aligned to the organisation's strategic and operational priorities and that synergies between the functions are maximised.
- Lead on continuous assessment development and improvements in employee engagement, job satisfaction and work climate.
- Delivery of the organisational development programme, which develops people, teams and culture and demonstrates significant improvement against identified measures of success.
- Leading on the development of organisational change readiness including the preparation of leaders as sponsors and agents of change.
- As lead Executive for Diversity and Inclusion enable a culture where everyone feels a sense of belonging, where they are proud of what they do, and can bring their whole selves to work.
- Promote the Trust to any potential school (s) wishing to join- in terms of our values and our people culture and our training and development offer.
- Take responsibility for internal communications between schools- such as the CEO bulletin and the HR bulletin.

Learning & Career Development

Lead a team of senior and executive leaders in developing the plan for learning and career development, drawing together the work of those responsible for school improvement in the Trust (such as leaders in charge of CPD in each school in the Trust, the Director of School Improvement, the Director of HR, the Director of Communications, for example), the work of the ELTSH and Mulberry College of Teaching and the work of the Leadership Academy to promote employee-led learning, and to enable people to be at their best at work. To establish Mulberry Schools Trust as a place to work and grow, and to ensure mechanisms for all people to flourish. To be accountable for all organisational requirements in terms of minimum compliance with regard education and training, and ensure professional requirements are met.

Key outcomes:

- Implement the systems and culture that promotes employee-led learning so that people regard the organisation as a place to learn and grow.
- Work with Headteachers, Principals and executive leaders to ensure training, education and learning needs across all staff are met, particularly for support and associate staff.
- Ensure that mechanisms are in place to ensure people can be at their best at work, and career development opportunities are clearly available and can accessed by all who choose to.

People Management processes

Lead and develop a highly motivated and highly capable HR team to provide effective and comprehensive operational and strategic support, thus enabling schools to successfully deliver their own place-based people and workforce plans.

Key outcomes:

- Strengthen people practices (Employee Relations, Recruitment, Learning Operations) pushing the boundaries of what can be achieved within a wider system context.
- Work in partnership with Headteachers and Executive Leaders to develop a comprehensive workforce plan, utilising appropriate planning methodologies, and forecasting workforce requirements based upon operational requirements and organisational changes. Ensure resourcing strategies support a nimble, cost-effective and adaptive workforce.
- Ensure cost-effective HR policies and processes which attract and retain talent, resulting in the right people in the right roles and minimising time to become fully effective in role.
- Continually review the employee value proposition so that it supports the above.
- Define and track appropriate People analytics ensuring they are meaningful measures of organisational health and lead indicators of future organisational performance.
- Through excellent problem-solving skills and organisational skills, resolve conflicts quickly and efficiently, and manage multiple projects at one time.
- Ensure compliance

Occupational Health and Wellbeing

Champion wellbeing as a key factor in sustainable workplace performance and engagement, lead the Occupational Health and Wellbeing Service and continue to optimise the wellbeing offer in Mulberry Schools Trust.

Key outcomes:

- Lead the provision of the Occupational Health offer aimed at promoting physical and psychological wellbeing and preventing illness and injury arising from work activity.
- Lead the provision of the Wellbeing offer ensuring we support staff to be well, safe, healthy and motivated for work.
- Ensure we are developing behaviours and practice that ensure wellbeing is part of everyone's working life and builds a sustainable workforce fit for the future.

Equality, Diversity and Inclusion (EDI)

Provide strategic leadership and personal action to enable an inclusive and compassionate culture where all people are valued for their individual strengths, views, backgrounds and lived experiences. Ensure the required compliance data and analytics for EDI are fully optimised and provide intelligent information to inform decision making or priority work areas.

Key outcomes:

- Ensure mechanisms are in place for diversity and inclusion to be embedded in Mulberry Schools Trust culture, relative to decision making, how our values are lived in action, our recruitment methodologies, our communication, and creating a workforce which is representative of communities.
- Lead on the Equality, Diversity and Inclusion Strategy to ensure that all service lines and corporate services are able to demonstrate advancement in equality of opportunity and meeting our obligations and duties under the Equality Act 2010 and Public Sector Equality Duty.
- Promotion of EDI through Trust comms; leading on EDI initiatives to address workforce inequalities and empower staff with protected characteristics; identifying education, learning

and development opportunities for the Trust with respect to the EDI agenda; and partnering in the system to work collaboratively to address the EDI agenda.

- Ensure compliance of reporting within the Equality Act 200 including Gender and ethnicity Pay Gap reporting and take necessary actions on areas highlighted from this data to enhance the EDI agenda in the Trust.

Management and Leadership (where appropriate)

All executive directors have responsibility as part of the executive team to shape overall strategy and direction and ensure the achievement of our organisational goals. The CPO will take part in executive team on call rotas and will line manage the director of HR, whilst also working closely with the director of communications, the director of school improvement and Headteachers and Principals in the training and development of all staff.

Responsibility for ensuring that:

- Staff are managed and standards of work are maintained and that Trust policies for the management of staff performance are adhered to.
- Appraisals of staff directly managed are undertaken and that the appraisal process is maintained throughout the team.
- Staff receive appropriate health and safety and other mandatory statutory training as prescribed and those relevant records are maintained.
- Other records are maintained by the team ensuring compliance with the agreed record keeping systems of the Trust.
- Informed consent is obtained where appropriate and documented in accordance with Trust procedures.
- Appropriate risk and other assessments are completed and documented in a timely manner in accordance with Trust Policy.
- Any allocated budget for talent and leadership development is spent wisely and efficiently, secures value for money, and aligns with the Trust objectives in this area of work.

Education

- Ensure all support staff and teaching staff get the same level of entitlement in regards to an outstanding support, training and development offer.
- Undertake training and mentoring of staff and other groups as prescribed.
- To take responsibility for identifying own training and development needs, suggestions for improvements to the service and policy changes to the line manager.
- Compliance with Trust arrangements for continuing professional development.

General requirements

Ensure they and where appropriate their staff:

- Are familiar with and adhere to trust policies and procedures at all times,
- Are aware of their responsibilities in relation to safeguarding children, and the specific responsibilities placed on individuals who work with children and young people. Adhering to any relevant safeguarding policies and acting in a way that safeguards the health, safety and well-being of children at all times.

- Take all reasonable steps to manage and promote a safe and healthy working environment which is free from discrimination,
- Comply with the trust policy on confidentiality, and the Data Protection Act 1998 as amended, relating to information held manually or on computerised systems,
- Respect the confidentiality and privacy of staff at all times,
- Fully participate in health and safety training,
- Participate in statutory/mandatory, personal training, development, appraisal, and attend all relevant training courses as required.

Person Specification

Education/ Qualifications

- CIPD level 7 or relevant equivalent employment law qualification or relevant experience in the HR field of work.
- Degree educated

Experience

- Experience in a similar role driving cultural change, organisational transformation, and creating a Value Proposition that reflects the organisation's culture and strategy
- Proven record of developing and implementing operational strategy that delivers step changes across HR, leadership and development and talent management.
- Experience within a large, complex business at a senior level
- Experience of leading transformational change
- Experience of operating at executive management or equivalent experience at senior level

Skills and Abilities

- Knowledgeable and innovative in developing people practices, ability to demonstrate inspiring leadership others, to share in your vision for the People agenda having the influence and edge to take action and build a highly engaged organisation
- Quickly establishes credibility and respect and builds strong working relationships as a trusted advisor to senior leaders, capable of guiding others through ambiguity and building capability to resolve complex issues
- Build and maintain exceptional partnerships and influence with Executive peers
- Lifelong learner and role models leadership as a journey of self-awareness, feedback from others, and course correction
- Passionate and focused leader able to deliver strategies for finding and developing talent at all levels of the organisation
- Able and willing to have high impact conversations, bring directness and empathy into conversations, build from a place of collaboration, share important information
- Possess high levels of self- motivation, energy – and can deploy strategies for self-care and personal resilience
- Capable of building high performing extended teams
- Adapts to changing conditions; able to generate effective and pragmatic solutions to people-related challenges
- Strong, efficient and fair negotiation and consultation skills
- Makes decisions with strategic consequences confidently and effectively
- A skilled networker, promoting brand and reputation; experienced in representing organisations at external events and creating strategic partnership
- Communicates in a highly effective manner across a wide variety of mediums to create positive outcomes for all stakeholders
- Ability to engage, negotiate with and collaborate with a wide range of stakeholders
- Ability to write clearly and concisely, producing reports for internal and external audiences
- Excellent presentation skills, ability to give high level presentations to Board and on behalf of the organisation to other organisations
- Ability to think strategically, develop strategic plans and translate into objectives and action

- Ability to identify opportunities for continuous improvement
- Being flexible and adaptable at work in order to meet competing priorities
- Ability to deal with sensitive information in a tactful and diplomatic manner
- IT competent
- Demonstrate a comprehensive understanding of the climate and landscape that the Trust operates within, with knowledge of current issues facing education and MATs.

Knowledge and Expertise

- Up to date knowledge and understanding of Human Resources best practice and a thorough understanding of the practical application of employment law.
- Knowledge of National terms and conditions for teachers, local government support staff and School Workforce Census.
- Knowledge and understanding of key Human Resources processes such as payroll and pensions, HR information systems and recruitment and selection.
- Health & Safety. Good understanding of Health and Safety obligations.
- Equal Opportunities. Understanding and commitment to Equality and Diversity.
- Knowledge of current related government policies and relevant strategies in education, and how these impacts on people strategy and HR.
- Have an understanding of the principles of equality, diversity and inclusion as it relates to staff and patients and able to demonstrate personal commitment to challenging discrimination and promoting equalities
- Understand the implications of the financial, commercial, political and regulatory environment, both locally and nationally, and take account of this when advising senior leaders and managers on the approach to policy development, the priorities for service improvement and the background reporting and internal and external communications.

Candidates should demonstrate how they meet these selection criteria in their application form, their supporting statement and the selection interview, including supporting tasks.

The supporting statement should be 3 pages of A4, font 11. Thank you in advance for your application. We look forward to receiving it. This is a new and key strategic role and we are excited about the difference it will make to MST.

If you would like to discuss the role in confidence prior to application, or you have any questions, please e mail Dr Stuart Mundy on smundy@mulberryschoolstrust.org