



Partnership Learning



DIRECTOR OF HUMAN RESOURCES

RECRUITMENT PACK

MAY/JUNE 2024



Partnership Learning

Dear Applicant,

Thank you for your interest in the post of Director of Human Resources at Partnership Learning. This is an exceptional opportunity to lead the human resources functions of a thriving multi-academy trust at a significant stage in its development and growth.

Trust Overview

Partnership Learning is currently responsible for thirteen academies – secondary, primary, all-through, special and UTC – across four local authorities (Barking and Dagenham, Havering, Waltham Forest and Southend) serving over 10,000 pupils. The Trust is already set to grow to more than 16,000 pupils and 16 schools as its current and approved new schools grow. The Trust will also be incorporating four additional schools and 3,000 pupils from the existing QED Trust in Hillingdon in Autumn 2024. Further expansion is envisaged in the coming years, aiming to reach to reach 20-25 schools by 2027.

Current Ofsted Grades of Trust schools: Outstanding 2, Good 8, Requires Improvement 2, Inadequate 0, No grade yet 1

The Trust currently employs 1,500 staff but this will grow to 2,000 in September 2024 with the additional schools joining from QED Academy Trust and a new Trust primary school opening in Barking.

Trust Vision

Statement of Vision and Purpose

The Trust's aims are:

- to transform young lives through high quality education and strong values; and
- to support and empower personal and community well-being;
by:
 - establishing great new schools;
 - transforming under-performing schools;
 - ensuring its schools achieve and maintain excellence; and
 - collaborating with local partners to strengthen communities

The Trust:

- values the individual character of its schools and their leaders, whilst encouraging and facilitating the development and deployment of effective common strategies to ensure that all its pupils thrive within well-structured, safe and aspirational environments;
- takes responsibility for challenging under-performance and driving improvement, whilst supporting its schools and their leaders through collaboration and effective use of combined financial and human resources.

Trust Philosophy

Headteachers in Partnership Learning schools have similar levels of autonomy to those leading local authority schools or stand-alone academies – including driving school vision and strategy, curriculum design, teaching and learning strategies, behaviour policy, staff structure and recruitment, appraisal and budget-setting - under the oversight of their Local Governing Board.

This approach is carried through in our financial model. We believe in keeping the maximum amount of money with schools – our central costs are equivalent to a top slice of only 2.4% compared to an average of 5-7%.

The Trust's responsibilities as an employer require a more centralised approach to HR and payroll functions, with central Trust provision of these services to all schools. However, a significant amount of work in these areas is still carried out by the schools themselves.



Director of Human Resources Role

This is an exciting opportunity for an enthusiastic, committed Human Resources specialist with both a strong track record in HR leadership and management and an interest in the strategic development of a growing Multi-Academy Trust. It will provide excellent scope for widening and deepening professional skills and experience.

Whilst the core task of the Director of Human Resources is the leadership of the Trust's HR and payroll functions, we are also looking for someone who can contribute to the wider development of the Trust and its continuing growth.

As a key member of the central senior team, the successful candidate will have the opportunity to contribute to strategic planning and effective collaborative working across the other central functions of Finance, Estates, ICT and School Improvement.

The HR function has evolved alongside the early phases of the Trust's development and has needed to respond rapidly to the growth trajectory in recent years. However, the new postholder will have the opportunity to review and develop structures and systems alongside the introduction of a new HR software package and an assessment of the Trust's current use of external HR advisers.

Trust Central Staffing

Post	Postholder
SENIOR TEAM	
Chief Executive	Roger Leighton
Consultant – Strategy and Development	Judith Black
Director of Human Resources	Vacancy
Director of Operations	Karen Sayers (until 31.08 24)
Director of Finance	Lee Medlock
Director of Estates	Marc Auden
Director of ICT	Mark Junnix
Director of School Improvement	New appointment - takes up post in August
SCHOOL IMPROVEMENT TEAM	
Principal School Improvement Lead	Nicola Masters
Principal School Improvement Lead	Jason Hughes
FINANCE TEAM	
Financial Accountant	Louise Moss
Finance Officer	Martine Wood
Finance Adviser	Kingsley Lane-Williams
ESTATES TEAM	
Facilities Management Officer	Tony Williams
Estates Compliance Manager	Carl Smith
HUMAN RESOURCES TEAM	
Human Resources/Payroll Officer	Amy Davis
OTHER	
Attendance Manager and Company Secretary	Margaret Brand
Attendance Officers	x 2
ICT Support Staff	x 16



Human Resources Function

The Trust's HR function has three key objectives:

- To develop, implement and continually improve a strategic and operational framework for the delivery of effective HR and Payroll services
- To support school leaders and school-based HR and Payroll staff to deliver effective HR processes and outcomes
- To provide Trustees with assurance that the Trust's HR processes are delivering an effective and efficient people strategy which contributes to the highest quality of education for pupils

The Trust's HR/Payroll Team currently consists of a Director of Operations (although focused predominantly on HR) and an experienced Human Resources/Payroll Officer. The current vacancy re-designates the HR leadership role more clearly with the title 'Director of HR'.

The Trust also brings in additional HR change-management capacity on a consultancy basis as needed, for instance to project-manage the current implementation of a new HR software package.

The Trust's HR and Payroll functions have had to develop rapidly and organically during the early phases of the Trust's growth. The Trust's significant further expansion in September this year, which will add around one third to its staff headcount, will require the new postholder to review the Trust's HR structures and systems to ensure they are appropriate for the scale of the new operation. This will be an excellent opportunity for the incoming Director of HR to develop an operating framework which they can then take forward under their leadership as the Trust grows further.

The Trust's implementation of a new HR software package ('Every HR') is expected to be complete by Summer 2024 and should assist the new postholder in efficiently realising their vision.

The Trust currently commissions HR casework support from an external provider. However, once the new postholder is in place we intend to review this, including the potential for taking the service in-house through the appointment of our own team of HR advisers.



Employee Benefits

Partnership Learning's Terms and Conditions for central team posts closely follow those for equivalent-level Local Government posts.

Benefits include membership of the Local Government Pension Scheme, a Car User Allowance, a Staff Wellbeing Service and a Cycle to Work Scheme.

Next Steps

We hope that what you have read motivates you to apply for this post. If you would like an informal discussion about the role, either before or after applying, please email office@partnershiplearning.com

Your application's supporting statement should, of course, address key aspects of the selection criteria, although please do not feel that you need to evidence every single one of them. We look forward to receiving your application – Deadline for receipt 12 Noon on 10/06/24





Partnership Learning

Director of Human Resources - Job Description

May 2024

Job Title:	Director of Human Resources
Work Location:	Central Trust Offices and Trust school sites as appropriate
Reports To:	Chief Executive
Salary Grade:	Partnership Learning Senior Leadership Scale
Salary Range:	Points 16-25 £94,314– £112,985

Job Purpose

The Director of Human Resources works as part of the Multi-Academy Trust (MAT) Central Team, and in particular in close liaison with the Directors of Finance, Estates and ICT, to:

- Develop and implement the short, medium and long-term vision and strategy for the Trust's HR functions, ensuring they meet the needs of the Trust as it grows and develops.
- Lead and manage all aspects of the Trust's Human Resources functions.
- Oversee the timely and accurate provision of data by schools and the central trust to the Trust's payroll provider, to ensure all pay amounts and payment dates are accurate.
- Lead in providing HR advice and support to all schools within the Trust, currently in liaison with the Trust's external HR consultants but with a forthcoming review to consider bringing in-house.
- Provide assurance to the Chief Executive, and through them to the Board of Trustees, that all aspects of human resources and payroll systems are efficient and effective across the operations of the MAT and its schools.
- Ensure the Trust and its schools are compliant with all legal requirements and statutory guidance across human resources and payroll systems.
- Design, implement, review and revise consistent Trust-wide policies and procedures across all aspects of human resources and payroll systems.
- Provide professional leadership, advice, guidance and challenge to the Trust schools' post-holders overseeing human resources and payroll, to continually enhance their effectiveness - and where necessary intervene to ensure compliance and efficiency.

Strategic Leadership

- Operate strategically and operationally as a full member of the MAT Central Team.
- Contribute to the development of the MAT's strategic and operational plans.
- Provide strategic and operational leadership of all aspects of Human Resources for the MAT and its constituent schools.
- Provide assurance to the Chief Executive, and through them to the Board of Trustees, that Human Resources and Payroll policies and processes are statutorily compliant and efficient across the operations of the MAT and its constituent schools.
- Design, implement, review and revise Trust-wide Human Resources and Payroll systems that deliver efficient and effective outcomes based on the MAT's aims and goals
- Provide professional leadership, advice, guidance and challenge to the Trust schools' post-holders overseeing human resources and payroll, to continually enhance their effectiveness - and where necessary intervene to ensure compliance and efficiency.
- Play a key role in due diligence assessments of possible additions to the MAT's schools in respect of human resources and payroll systems.
- Oversee the human resources and payroll aspects of the on-boarding process for schools joining the Trust as well as being the key point of contact with the Trust's legal advisers for school transfers to the Trust.
- Ensure that all MAT Human Resources policies, including recruitment, grievance, absence and disciplinary and redundancy policies and procedures comply with legal and regulatory requirements.
- Build HR capacity within the Trust, helping school leaders to develop their knowledge and skills related to managing their staff.
- Lead on the Trust's policy and practice in relation to organisational change, such as restructuring, redundancy and TUPE.
- Lead on the development of staff wellbeing and engagement programmes, and benefits and rewards packages, that match the Trust's vision and ethos.
- Work with unions and professional associations, maintaining strong and effective relationships that support the Trust's employment approach and responsibilities.
- Establish positive network relationships through local, regional and national forums as required.
- Participate in agreed out-of-hours director on-call arrangements.

HR Support

- Lead in providing HR advice and support to all schools within the Trust, currently in liaison with the Trust's external HR consultants but, subject to a forthcoming review, through setting up, leading and managing an in-house team of HR advisers
- Develop and oversee the process for resolving HR casework.

- Seek and make use of specialist Human Resources and legal expertise in relation to Human Resources issues where necessary, liaising (currently) with the MAT's external Human Resources provider and legal advisers.
- Ensure that relevant staff with responsibility for their school's Single Central Record in MAT constituent schools maintain the SCR in line with statutory guidance for safeguarding purposes.
- Oversee school senior leader access to the Trust's external HR/Legal advisory support providers where necessary.
- Attend on-site visits to individual schools within the Trust to support Headteachers, Senior Leadership and/or Governors' panels on formal and complex disciplinary, capability, grievance, sickness absence cases, hearings or appeals.
- Ensure the Trust has a proactive approach to staff absence management, including providing advice, guidance and training to school leaders.
- Attend high-level formal welfare and absence review meetings as required, to advise the schools within the Trust on occupational health recommendations, stress risk assessments, phased returns, and reasonable adjustments.
- Resolve complex employee relations casework including, where appropriate, negotiating and drafting settlement agreements.
- Liaise with the Trust's employment law advisors and insurers as necessary regarding risk management, settlement agreements and employment tribunals.

Information Systems

- Monitor and analyse workforce statistics and report on these to other Senior Trust Leaders and Trustees.
- Manage the Trust's HR information system ('Every HR') including managing user access, overseeing training, generating reports, and considering future developments.
- Prepare MAT level information - and oversee Trust schools' provision of information - for HR and payroll-related returns for the DfE, LAs and other agencies and stakeholders, such as the school workforce census and reporting related to the public sector equality duty, within statutory guidelines.

Payroll

- Oversee systems for the timely and accurate provision of data by schools and the central trust to the Trust's payroll provider, to ensure all pay amounts and payment dates are accurate.
- Monitor the effective delivery of the payroll services provided by the MAT's payroll provider.
- Monitor one-off, time-limited or permanent changes in payroll (eg salary increases, changes in hours, expense reimbursements) in order to prevent errors.
- Oversee the resolution of payroll discrepancies.
- Respond to payroll-related questions from employees if unable to be resolved at school level.
- Manage and direct Trust central staff with responsibility for payroll administration.

- Oversee the issuing of employment offer letters and contracts that are issued on behalf of all schools within the Trust.
- Liaise with pension providers as and when necessary.
- Ensure the maintenance of accurate and up to date employee records.

Other

- Keep up to date with legislative changes that may impact the Trust HR provision, communicating changes and associated advice to relevant stakeholders.
- Manage the Trust's use of external providers and services linked to workforce management, ensuring the quality of the provision is high and the Trust receives value for money (including Employee Assistance, Occupational Health and Salary Sacrifice/Incentive providers).
- Develop, implement and monitor the Trust's 'safer recruitment' procedures, including compliance with Disclosure and Barring Service (DBS) checks and other relevant checks.
- Support the CEO and Senior Leadership Team in the interview and selection process for recruitment to senior posts in the central team.
- Support schools within the Trust with assessment and evaluation of new/revised job roles and grading, including liaison with local authority job evaluation panels.

The above-mentioned duties are neither exclusive nor exhaustive and the post holder may be required to carry out such other appropriate duties as may be required by the Chief Executive.



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Selection Criteria – Director of Human Resources

May 2024

Experience and Qualifications

Degree or equivalent professional qualification
Appropriate specialist HR qualifications
Evidence of updating professional skills
Currently or recently holding a senior HR post with a successful track record
Evidence of the capability to be accountable for the work of a team
Successful experience of managing change
Evidence of expertise and success in establishing, implementing and developing effective HR systems and practice

Professional Knowledge

Provides evidence of successfully managing strategic responsibilities in current and/or previous posts
Has the ability to help develop and expand the Trust
Thorough and up to date understanding of HR and payroll statutory requirements and best practice
Clear understanding of HR-related data generation, collation and analysis
Can set, maintain and actively promote high standards of professional competence in those they lead
Thorough knowledge of relevant HR legislation and guidance and the implications for successful HR practice
An understanding of HR and payroll issues specific to the context of employees working in a state-funded school environment

Personal qualities

Evidence of strong leadership skills and professional competence
Ability to lead and manage people to work effectively as individuals and as a team towards a common goal.
Ability to rapidly gain the trust and professional confidence of Trustees, Headteachers and other key stakeholders
Shows a clear commitment to the principles of Partnership Learning and its vision for the MAT
Shows a strong commitment to partnership working with all stakeholders
Shows a strong commitment to equal opportunities
The ability to enthuse, inspire and motivate colleagues
Effective decision-making skills; the ability to identify and implement solutions to complex problems
Excellent oral and written communication skills
Effective interpersonal skills
Strong self-management skills including the ability to plan time effectively for self and others
A high level of personal integrity and probity

Advertisement

Director of Human Resources, Partnership Learning

Dates: Apply by Noon 10/06/24; Interviews w/c 17/06/24; Start – 1st September 2024 or as close to this as possible

Salary: Partnership Learning Senior Leadership Scale Points 16-25 (£94,314– £112,985)

Locations: Central Trust offices in Dagenham/Trust school sites as needed/Remote working as appropriate

Contract type: Full Time

Contract term: Permanent

Partnership Learning, a growing Multi-Academy Trust, is seeking a Director of HR who will bring enthusiasm and drive to the leadership of the Trust's HR functions and also contribute to the wider development of the Trust.

Partnership Learning is currently responsible for thirteen academies – secondary, primary, all-through, special and UTC – across four local authorities (Barking and Dagenham, Havering, Waltham Forest and Southend) serving over 10,000 pupils. The Trust is already set to grow to more than 16,000 pupils and 16 schools as its current and approved new schools grow. The Trust will also be incorporating four additional schools and 3,000 pupils from the existing QED Trust in Hillingdon in Autumn 2024. Further expansion is envisaged in the coming years, aiming to reach to reach 20-25 schools by 2027. From September 2024 the Trust will employ approximately 2,000 staff

The successful candidate will be responsible for leading and managing the Trust's HR and Payroll functions and will join a central senior team consisting of Chief Executive, Strategy and Development Consultant, Director of Finance, Director of ICT, Director of Estates and Director of School Improvement. The Director of HR will play a key role in the central team, with overall responsibility for HR across the Trust's schools and as a contributor to the wider development of the Trust.

This is an exciting opportunity for an enthusiastic, committed HR specialist with both a strong track record in the leadership of HR functions and an interest in the wider development of an established Multi-Academy Trust at a key point in its growth.

Key purposes of the role

- Develop and implement the short, medium and long-term vision and strategy for the Trust's HR functions, ensuring they meet the needs of the Trust as it grows and develops.
- Lead and manage all aspects of the Trust's Human Resources functions.
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- Design, implement, review and revise consistent Trust-wide policies and procedures across all aspects of human resources and payroll systems.

- Provide professional leadership, advice, guidance and challenge to the Trust schools' post-holders overseeing human resources and payroll, to continually enhance their effectiveness - and where necessary intervene to ensure compliance and efficiency.

Salary will be paid on the Partnership Learning Senior Leadership Scale, on a ten-point range starting at £94,314 and rising through annual incremental progression (subject to successful appraisal) to £112,985.

Partnership Learning's Terms and Conditions for central team posts closely follow those for equivalent-level Local Government posts.

Applications can be made online only by application form available at www.partnershiplearning.com - CVs will not be accepted.

Closing date:

Noon 10/06/24

Interview date (subject to confirmation):

Week commencing 17/06/24

Partnership Learning is committed to safeguarding and promoting the welfare of its pupils and expects all staff and volunteers to share this commitment. An enhanced criminal record check via DBS will be undertaken for the successful candidate. This post is exempt from the Rehabilitation of Offenders Act and a comprehensive screening process, including a disclosure check, will be undertaken on all applicants.