



# Director of People and Culture Application Pack

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## Welcome From the CEO

Dear Candidate

I am delighted that you are interested in our Director of People & Culture role at Generations Multi Academy Trust (GMAT). We are very proud of our Trust and excited about its future.

Leadership of the HR function represents a genuinely exciting opportunity; and the person we appoint to this role will be critical in leading and developing the next stage of our People and wider HR strategy. You will have the scope and opportunity to further develop our HR function and to build on its work to recruit, develop and retain our highly talented, well-motivated and diverse staff body. The executive level of this role gives the successful applicant a challenging breadth of responsibility, with the opportunity to make a significant contribution to GMAT's future development. You will be expected to provide strategic advice to senior leadership and to lead significant HR initiatives, whilst also overseeing the effective delivery of routine tasks including payroll, recruitment, and providing general HR support to staff.

What kind of person are we looking for? The Director of People & Culture will work closely with Trust and academy leaders to lead and direct the Trust's responsive, effective and professional HR function. We are seeking an outstanding leader who will champion the people in our Trust. We require a leader with the ability to develop positive and lasting relationships, combining nurture and compassion with rigour. A leader who enjoys coaching and mentoring, and one who sees development of the next generation of staff and leaders as a privilege. You must be able to thrive on working in a highly aspirational environment; understand the opportunities and challenges of leadership at executive level; and possess the resilience to successfully manage this.

What would you find in us? GMAT strives to deliver the highest of standards within a genuinely happy environment. Our people are our greatest asset and are nurtured and developed as such. You would join our MAT Executive Leadership Team - an exceptionally close and supportive group of people who share a common determination to ensure the very best life chances for young people. Our ambitious and dedicated leaders are supported (and challenged) in this by an experienced and professional group of Trustees.

I hope this gives you an insight into our leadership ethos and very much look forward to receiving your application.



**Alison Garner,**  
CEO of the Generations Multi Academy Trust Board



## About the Trust

Generations Multi Academy Trust (GMAT) is a cross-phase Multi Academy Trust based in Cheshunt, Hertfordshire. GMAT currently comprises two secondary schools (Goffs and Goffs-Churchgate) and one primary school (Flamstead End School). Each of the schools is graded as either outstanding or good and the MAT's success has been matched by consciously steady growth, with plans underway for a further primary school (Andrews Lane School), to join the MAT partnership in January 2025. GMAT currently has just under 3,000 students in its care and employs just under 400 staff. In Spring 2023, the MAT opened nursery provision on the Goffs-Churchgate site, with subsidised and term-time only places for staff.



*“ I've been so impressed with Goffs-Churchgate. My daughter is in Year 7 and is really enjoying her time so far, plus she has come on leaps and bounds academically from when she first started. She really enjoys coming to school, which in turn makes us very happy. It's a fabulous school; well done to all the staff for making this school what it is today. ”*

- Parent

All of GMAT's schools enjoy extremely high levels of applications and are over-subscribed. The schools are within close proximity of each other and share many activities, including CPD for staff. One of the Trust's fundamental principles is that no one school is in any way more important or successful than the other. As such, CPD and other events are rotated through schools in the Trust, with everyone learning from and sharing with each other. This collegiate and collaborative approach permeates our Trust.

Staff and students work in modern, professional environments, with all schools benefitting from recent building projects including a full, £20million rebuild at Goffs. The facilities provide light, modern, professional and a fit for purpose working environment for all.



Notwithstanding a highly challenging funding situation for schools generally, the MAT remains financially secure. Finances are overseen by a Chief Finance Officer with considerable financial expertise in the private sector. The Trust deliberately created an Income Generation function, and extensive lettings and business development work takes place across all sites in the MAT. This additional income – now yielding in excess of £500k per annum – underpins generous levels of staffing at our schools, plus many 'extras' that would otherwise be unaffordable in the current funding climate.

“...staff develop positive relationships with pupils and support them really successfully to work together.”

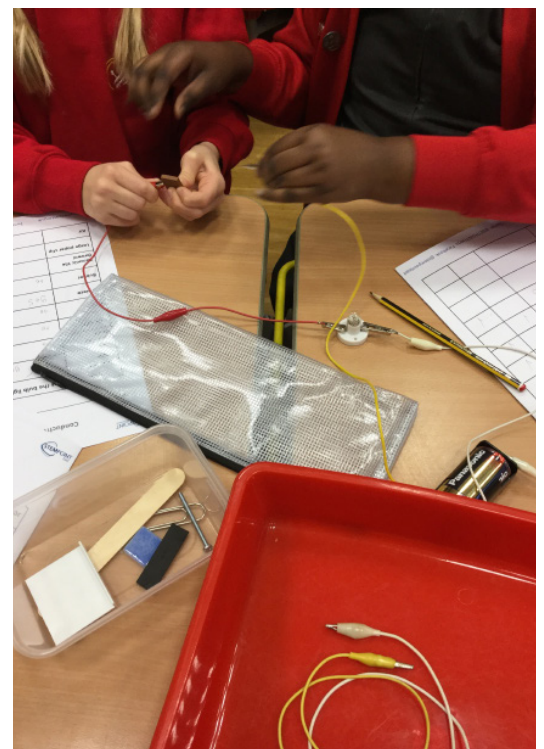
- OFSTED



Our schools pride themselves on their sense of community – both within the school itself, and in the wider locality. Visitors to our schools unfailingly comment on a very real sense of community, coupled with warmth and pride.

Our schools are members of Cheshunt Extended Services (ChExS), offering a variety of extended school and community-based activities for both students and parents. Our students actively support local charity work such as the Isabel Hospice and maintain strong links with our local primary schools.

Our schools are proud to be truly community-based schools, with students and staff from different religions and a number of languages spoken in each school. As a Trust we recognise and celebrate what makes us unique and different, and acknowledge that we are also part of one community. Our aim is for everybody to feel valued and respected and we strive hard to ensure we create a positive culture within the schools to enable this to happen.



*“ Pupils enjoy learning and benefit from the high ambition leaders have for their education. ”*

- OFSTED



## Vision and Values

The name “Generations” was deliberately chosen to reflect the MAT’s desire to educate and nurture children from their earliest days at school and the MAT is extremely clear about its daily purpose, reflected in its motto of “No Set Destiny for Any Child.” All of our schools, leaders and staff fiercely believe in the life-changing nature of education and work tirelessly to that end, day in and day out. There is no set destiny for any of the children in our care; rather, our daily work across the piece allows children to forge new futures and destinies.



Whilst each school within the Trust is encouraged to have its own identity, with its own vision and values, fundamentally there is alignment across the schools where the Trust is committed to ensuring:

- No set destiny for any of our children
- Quality first delivery day in and day out
- The highest standards of achievement for each child, driving upward social mobility for all children in our care
- Robust and effective leadership and governance
- The highest standards of financial/ business delivery, ensuring that the Trust’s business operation underpins the delivery and work of all of our academies
- Personalised, high quality professional development for staff, ensuring a highly skilled workforce (including opportunities for identification and dissemination of effective practice, and engagement in research and development)

## Staff Development

The Trust has a culture of high aspiration for both its children and its staff. As such, the Trust has an extremely strong reputation for staff development, for both teaching and support staff. Developing the next generation of school leaders is a responsibility that we take very seriously. We have a full suite of staff leadership development opportunities which staff can engage with, be they an ECT or a highly experienced colleague.

We offer personalised training for staff which best meets their needs, including the opportunity to do a research project in partnership with Cambridge University or external professional accreditation. Many staff use their designated development time to coach others or to receive coaching, as we place a lot of emphasis on 'on the job' training and support. A thorough induction scheme is available to all new staff, and mentors/buddies are assigned to ensure new staff feel welcome and able to confidently settle into GMAT's ways of working.



*Leaders and staff  
are united in their  
vision on moving the  
school forward.*

- OFSTED

## Leadership Development

The Trust has its own Leadership Academy for both staff and student leadership development. The staff programme specifically provides opportunities for aspiring middle and senior leaders. All leadership development pathways are personalised for the individual and staff receive one to one support from a mentor alongside working on a whole school project. All staff are welcome to join the Leadership Academy at any point in their career.

A full suite of leadership training is offered with a comprehensive range of sessions including, but not limited to: Developing your leadership approach; Building a high performing team; Using data for impact; Fostering positive behaviour for learning; and Leading and managing innovation and change.

## Key Information

GOFFS	
Last Ofsted	Good – May 2023
Type of School	Secondary with Sixth Form
Age Range	11-18
Number of Students on Roll	1,600
% FSM Students	15.1%
School Website	<a href="http://www.goffs.herts.sch.uk">www.goffs.herts.sch.uk</a>

GOFFS - CHURCHGATE	
Last Ofsted	Good – May 2022
Type of School	Secondary
Age Range	11-16
Number of Students on Roll	600
% FSM Students	31.3%
School Website	<a href="http://www.goffschurchgate.herts.sch.uk">www.goffschurchgate.herts.sch.uk</a>

FLAMSTEAD END SCHOOL	
Last Ofsted	Outstanding – Jan 2015
Type of School	Primary – 2 Form Entry, with 60 place nursery provision
Age Range	2-11
Number of Students on Roll	480
% FSM Students	18.7%
School Website	<a href="http://www.flamsteadend.herts.sch.uk">www.flamsteadend.herts.sch.uk</a>



## Living and Working in the Area

The Trust is located in Cheshunt, Hertfordshire, and is uniquely situated to benefit from the many green spaces in the surrounding area, whilst also enjoying transport links to central London and other large urban areas. The Lee Valley park, including the White Water Centre, built for the London 2012 Olympics, is located on our doorstep.

The journey to central London takes approximately 30 minutes by train. Close links to the A10 and M25 mean that the school is easily accessible from across Hertfordshire, as well as from north London and parts of Essex.



Cheshunt has a vibrant, diverse community and has experienced significant development in the past year, with further plans to create a new town centre with leisure, retail and office spaces, in addition to 1,500 new homes and 2,500 new jobs, with the Leader of Hertfordshire County Council stating: *“These innovative and important projects will help us make sure that Hertfordshire remains a wonderful place for families to live, work and learn.”*

# Person Specification

	CRITERIA	ESSENTIAL (E) DESIRABLE (D)		WHERE ASSESSED
		E	D	
<b>A</b>	<b>EDUCATION, QUALIFICATIONS &amp; PROFESSIONAL DEVELOPMENT</b>			
1	Good Honours degree in Human Resources Management, Business or related disciplines (QTS)	✓		A, C
2	CIPD Level 7 qualification or equivalent	✓		A, C
3	Evidence of continuing professional development, demonstrating that knowledge of employment legislation and HR best practice is up to date		✓	A, I, R
4	Experience of leading and delivering HR CPD activities for others		✓	A, I
<b>B</b>	<b>PROFESSIONAL QUALITIES , KNOWLEDGE AND EXPERIENCE</b>			
5	Strategic HR leadership experience, founded upon employee-centred principles of best practice	✓		A, I, R
6	Experience of creating and implementing a comprehensive HR strategy, aligned to wider business objectives	✓		A, I, R
7	Experience of leading and developing a team to provide a first class comprehensive HR service	✓		A, I, R
8	Ability to analyse data, develop strategic plans, set targets and monitor/evaluate progress towards these	✓		A, I, R
9	Ability to advise across breadth of generalist HR matters, including but not limited to: payroll, recruitment, employee relations, remuneration matters	✓		A, I, R
10	Experience of working within education sector		✓	A, I, R
11	Willingness to develop and maintain knowledge and understanding of statutory requirements with regard to safeguarding children - including Safer Recruitment, Safeguarding procedures and Prevent	✓		I
12	Knowledge and understanding of the key legal issues relating to the HR function within a school Trust, including: equal opportunities, race relations, disability, employment, wellbeing	✓		I
13	Robust working knowledge of UK employment law, able to adapt this to employment contracts, handbooks and policies	✓		A, I, R

	CRITERIA	ESSENTIAL (E) DESIRABLE (D)		WHERE ASSESSED
		E	D	
14	Understanding of work with and role of trade unions in education sector		✓	A, I
15	Demonstrable results focus with a bias for action and delivering outcomes	✓		I
<b>C</b>	<b>STAFF ENGAGEMENT &amp; DEVELOPMENT</b>			
16	Proven track record in talent acquisition and talent management. Leadership of staff recruitment, appointment and induction processes	✓		A, I, R
17	Persuasive, with ability to build relationships and positively influence others	✓		A, I, R
18	Excellent verbal and written communication skills, with attention to detail	✓		A, I, R
19	Reflective practitioner, willing to take responsibility for own self-development	✓		I
20	Able to use performance management process to develop staff whilst instilling a strong sense of accountability in the impact of their work on student outcomes	✓		A, I
21	Experience of, and skills in, the use of a range of KPI's to evaluate and drive improvements in staff and performance of HR function	✓		A, I, R
22	Appreciates the importance of a work life balance for all staff and conveys a demonstrable commitment to staff wellbeing	✓		A, I
23	Experience in developing and promoting staff benefits and remuneration package, to ensure this remains attractive and fit for purpose	✓		A, I, R
24	Experience in providing coaching to facilitate clear succession planning in a climate where excellence is the standard	✓		A, I, R
25	Ability to create, deploy and integrate effective strategies to enhance the Trust's workplace culture	✓		A, I

	CRITERIA	ESSENTIAL (E) DESIRABLE (D)		WHERE ASSESSED
		E	D	
<b>D</b>	<b>ACCOUNTABILITY</b>			
26	Experience and evidence of highly developed skills of robust appraisal and performance management of all staff, recognising high performance and tackling underperformance through to resolution	✓		A, I
27	Experience of effective strategic resource management to achieve educational priorities and ensure efficiency and value for money	✓		A, I, R
28	Ability to take ownership of and drive people-centred initiatives from design to implementation	✓		A, I
29	Ability to undertake difficult or challenging conversations, in order to improve working environment and climate for learning	✓		A, I
<b>E</b>	<b>PERSONAL QUALITIES, SKILLS AND ATTRIBUTES</b>			
30	Trustworthy, with ability to maintain confidentiality at highest levels	✓		A, I, R
31	Solutions focused, with a highly positive 'can do' attitude	✓		I
32	Ability to lead and work with flexibility, empathy, integrity and rigour	✓		I, R
33	Approachable with outstanding communication and interpersonal skills – able to operate with blend of sensitivity and diplomacy	✓		I
34	Ability to build and maintain strong, respectful relationships with a range of Trust stakeholders	✓		I, R
35	Ability to organise work, prioritise tasks, make decisions and manage time effectively	✓		I, R
36	Has stamina, resilience, tenacity, is able to remain positive and enthusiastic whilst working under pressure	✓		I

**Key: A = Application Form I = Interview and Assessment Tasks R = References C = Certificates**

# Director of People & Culture

## Job Description

<b>Job Title:</b>	Director of People & Culture
<b>Contract Type:</b>	Permanent
<b>Location:</b>	Various
<b>Reporting to:</b>	Chief Executive Officer
<b>Responsible for:</b>	HR Manager, 2 HR Officers, 1 HR Assistant + 1 HR Apprentice
<b>Salary:</b>	£80,000 to £90,000

### Purpose of the role:

The Director of People & Culture is an authentic and principled people leader, with strategic and operational responsibility for all aspects of the Trust's HR service, which underpins the Trust's people culture. The Director of People & Culture is responsible for and leads on:

- Development of the Trust's people strategy, its associated goals, plans and budget to ensure that its people are aligned to achieve the Trust's goals
- Provision of end-to-end HR services to an employee group of around 400 staff across multiple locations, with the aim of providing an excellent employee experience
- Leadership, management and coaching of the HR team
- Ensuring the Trust's compliance with UK employment-related legislation and best practice principles within the sector

### Key responsibilities:

#### 1. Strategic Oversight

- Operate, advise and support at senior level within the Trust's Leadership structure. Attend Executive Leadership Team (ELT), Senior Leadership Team (SLT), People Committee (PC) and Trust Board meetings, as required
- Work with the Trustees, CEO and other senior leaders to devise and deliver on a people strategy to support the Trust's growth and aim to provide an excellent employee experience. This should include initiatives to support inclusion and diversity, talent acquisition, performance management, talent development, employee engagement and wellbeing
- Develop purposeful operational plans for a variety of HR areas including resourcing, compensation and benefits, succession planning – to include policies, programmes, processes, systems and collaboration with external providers to meet success criteria
- Oversee the implementation of the people strategy and all related HR initiatives and projects

- Successfully communicate the Trust's people strategy to the wider senior leadership and HR teams and employees
- Ensure the Trust's compliance with UK people-related legislation, other statutory requirements and best practice from industry
- Successfully manage the integration of new schools into the Trust, from a people and employment law perspective

## 2. Leadership and Management

- Serve as a trusted advisor to the CEO and other senior leaders on matters including workforce planning, recruitment, coaching / development, people management, culture and change management, compensation & benefits and performance
- Establish, measure and report on the performance of the HR function against a range of key metrics
- Lead on the provision of advice and take part in disciplinaries, grievances and other employee relations matters concerning senior members of staff or where these are complex in nature. Coach other members of the HR team to provide advice and support on other ER matters
- Act as the Trust's main point of contact with external parties during conciliation or litigation related to employment matters
- Effectively partner with other internal teams and external service providers to run seamless and error-free core HR processes eg. payroll, benefits, systems, onboarding / offboarding, employee communications and culture / team-building initiatives
- Ensure that the Trust has the requisite HR policies, procedures, processes and systems in place to meet legal and statutory requirements, as well as improve efficiency
- Act as an ambassador and champion for employee wellbeing and engagement including developing policies, approaches and interventions that go beyond best practice
- Manage and lead all direct reports in the HR team, including where appropriate:
  - resource planning and recruitment
  - ensuring that their performance effectively delivers the Trust's aim to deliver first class HR provision to its employees
  - agreeing targets and objectives and regularly monitoring their performance against these through the appraisal process
  - regular communication through informal and formal channels such as team and one to one meetings
  - leading and promoting improvement, change and strategic projects
  - coaching, mentoring and training/developing staff

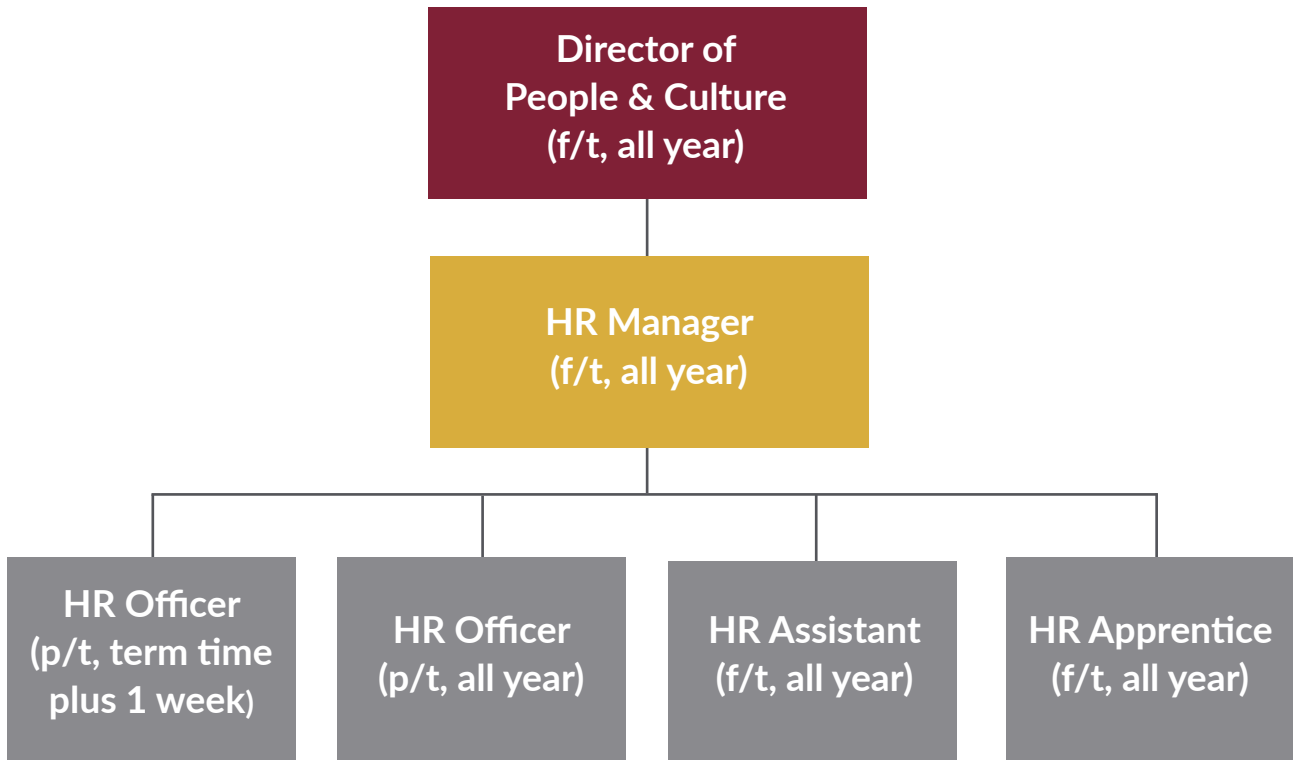
## 3. Operational

- Provide cover across all HR functions in the absence of other staff

### Note

*The duties and responsibilities listed above are indicative of the tasks the Director of People & Culture will perform and are not intended to be an exhaustive list. The post holder will be expected to take on additional responsibilities appropriate to the role as required by the needs of the Trust and in consultation with the CEO as they arise.*

## HR Reporting Structure



“ Great school and teachers are very caring and do go the extra mile. ”

- Parent

## How to Apply and Key Dates

Thank you for your interest in our Trust. The Trustees' Selection Panel look forward to receiving your application.

The application process requires you to complete the following tasks:

1. Complete the Trust's Application Form. Please ensure all boxes are completed and a full chronology of employment included.

With reference to the person specification, please write a personal statement of no more than 2 sides of A4 in length, typed in Arial 12 point demonstrating where, how and why you consider you meet the person specification criteria. You should draw on relevant evidence of how your recent experience has prepared you to serve as HR Director for GMAT. Please do not repeat information included elsewhere on the Application Form. *Please also note, you are not expected to respond to every aspect mentioned in the person specification.*

2. Provide two professional referees, one of whom should be your most recent or current employer.

By completing the application process as requested, you will assist the Selection Panel in shortlisting, so they can clearly determine whether you meet their requirements. Please note CVs and other forms are not acceptable. Trustees are absolutely committed to ensuring this recruitment process is fair and transparent.

GMAT is totally committed to safeguarding children. Successful candidates will undergo an Enhanced DBS check and prudent checks will be made of references and employment history.

Your completed application form and statement should be returned via email to Mrs Sancha Maggs at [sancha.maggs@ascl.org](mailto:sancha.maggs@ascl.org).

**Closing date for applications: No later than 19 December 2024 at 12 noon**

All applications will be acknowledged on receipt.

The schedule will be as follows:

Shortlisting: **7 January 2025**  
Shortlisted candidates notified: **8 January 2025**  
Assessment & Interview date: **13 January 2025**

Further information about the Trust can be found on the Trust website at: [www.generationsmat.com](http://www.generationsmat.com). In addition to this, you are welcome to have a pre-application call with Sancha Maggs, who can be contacted on the aforementioned email address or on 07771 641751.

