



Appointment of

Chief Executive Officer

November 2025 | Project Code: RBYMA





London Schools

Mulberry 60
School for Girls

Mulberry UTC
Where learning works

Mulberry
Academy Shoreditch

Mulberry
Stepney Green Maths,
Computing and Science College

Mulberry
Wood Wharf Primary

Mulberry
Academy Woodside

Mulberry
Canon Barnett Primary

Mulberry
Academy London Dock

East Sussex Schools

Welcoming our new schools:

- The Baird Primary School
- Hastings Academy
- Silverdale Primary
- St Leonard's Academy
- West St Leonard's Primary
- Bexhill Academy

Professional Development and Training



Connecting
Hackney and
Tower Hamlets
Schools



Mulberry Changemaker Programmes

MULBERRY
STEM ACADEMY
IN PARTNERSHIP WITH
MERCEDES-BENZ GRAND PRIX

Mulberry Arts
Creative Changemakers

GLOBAL
Girl
LEADING

MULBERRY
PRODUCTION
ARTS
ACADEMY

Contents

01	Welcome from the Chair
02	Our Trust Vision
03	Our Trust Aims
04	Partnerships with Impact and Mulberry Changemaker Programmes
05	Beyond the Trust
06	Welcoming the East Sussex Schools
07	Role Purpose
08	Key Responsibilities
09	Person Specification
10	Terms of Appointment
11	How to Apply



01

Welcome from the Chair

Dear Candidate,

Thank you for expressing an interest in the post of Chief Executive Officer (CEO).

The Mulberry Schools Trust (MST) is a growing and flourishing one. We deliver high-quality provision for local families in Tower Hamlets and Haringey in London, and we are currently developing a hub of schools in East Sussex. The Trust was founded by Mulberry School for Girls on 1st May 2017. MST has a 'family of schools' which all share a common ethos and a set of values that place moral purpose and systemic improvement for all children at its core.

Since we were established, we have grown in a planned and thoughtful way, whilst also responding to requests for system-wide school-to-school support. At the heart of MST sits the commitment to 'Outstanding Achievement for All' and this guides every decision that is made by Trustees and School Leaders about the work we do. We have always been clear that growth will not be for 'growth's sake' and that our capacity to deliver high quality education for every student will always be our central priority.

We have established partnerships with world-renowned organisations as part of the Mulberry Changemaker programmes. These are a set of initiatives designed to develop leadership, creativity, social purpose and future-ready skills among students. Our aim is to provide all our students with the best education regardless of their starting point. We provide a service to our families, and we hold true to the fundamental principles of diversity, equity and inclusion.

Our Principals, Headteachers and the Executive Leadership Team work collectively on school improvement, with an approach that is collaborative and collegiate.

This brings great opportunities for an existing CEO who wishes to lead with ambition, authenticity, and impact. Equally, if you are an aspiring or new CEO ready to take the next step into your leadership journey, this role offers an outstanding platform for professional growth with a highly supportive and accomplished team.

The values of the trust align directly with the places in which our schools are located. We have stayed true to our ethos and principles since our founding moment. We base our policies on fairness, transparency and inclusion, whilst taking into consideration the ever-changing world our students are growing up in. This role requires strategic vision, emotional intelligence and a genuine commitment to the communities we serve.

I fully appreciate the time and effort required to complete an application for a post of this nature and I thank you in advance for your commitment to the full process. On behalf of the Board of Trustees, I look forward to welcoming an exceptional leader who will join us in shaping the next chapter of Mulberry Schools Trust's story.

Yours faithfully

Jane Farrell

Chair





02

Our Trust Vision

MST is based in London and East Sussex, providing education in communities where high levels of child poverty exist. Schools in the Trust have a disadvantage index in the uppermost quintile. This is despite being amidst the wealth and affluence in London of the City and Docklands as well as prosperous market towns and villages in East Sussex.

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.

Trustees believe that a great education is a life chance. It is the means by which young people find their way into jobs and assure their future financial security, happiness and wellbeing. Equity and diversity issues in wider society continue to present barriers for many of our students and this plays out in schools, presenting limitations to educational achievement. The Trust's aim is to change this for every child.

This vision is underpinned by moral purpose – a desire to do more to improve the quality of education for all children and young people – and a commitment to schools working together to secure an inclusive, ambitious, collegiate and high-quality offer for parents and their children in London and East Sussex.

Three 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.

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 opportunities and high-quality education for every child regardless of the barriers, and we work doubly hard to address the systemic barriers that mean some pupils have access to more opportunities than others. Our Trust was formed to enable our schools 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, contributing 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 wellbeing. MST is outward facing and contributes to education beyond the doors of its own schools.

03 Our Trust Aims

In each of our schools, we have a very clear statement of purpose – ‘outstanding achievement for all’. We see education as holistic, the arts are just as important in shaping our pupils as STEM, as is understanding the systemic barriers our pupils face and addressing those head on.

Whilst each school is different, we are united in the commitment to working together to secure a great future for every child within our care. In making this appointment, we want to continue to pioneer cutting-edge education for young people we serve to prepare them for their future careers.

We hold true to the fundamental principles of diversity, equity and inclusion for all.

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**



04 Partnerships with Impact and Mulberry Changemaker Programmes



We have a broad network of partnerships to 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.

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.

We offer a wealth of opportunities beyond the classroom through our Mulberry Changemaker Programmes – a suite of entrepreneurial initiatives that nurture leadership, creativity, social purpose and future-ready skills. These ground-breaking programmes lie at the heart of the Trust's vision, supporting social justice, raising aspirations and preparing young people for high-impact futures.

Mulberry STEM Academy

The Mulberry STEM Academy is a supplementary school for students aged roughly 5–18. It operates on Saturdays and during holidays and is run in partnership with **Mercedes-Benz Grand Prix Ltd**. The aims of the programme include building a talent pipeline into STEM industries for underrepresented groups as well as providing access to mentoring, hands-on engineering experiences, and project-based learning. Students get a chance to engage in real-world skills in science, technology, engineering, and mathematics. Students also gain practical experience at the Mercedes-Benz Grand Prix Ltd Headquarters, mentoring and long-term pathways into STEM careers.

**MULBERRY
STEM ACADEMY**
IN PARTNERSHIP WITH
MERCEDES-BENZ GRAND PRIX



Mulberry Production Arts Academy (MPAA)

The Mulberry Production Arts Academy is a specialist programme for students interested in the technical and production side of the creative and performing arts. It is run in partnership with several leading organisations, including The Royal Central School of Speech & Drama, The National Theatre, TAIT and the Backstage Trust. The programme offers workshops, mentoring, and immersion placements in professional settings. The MPAA builds confidence, technical skill, professionalism, and routes into creative industries.

Global Girl Leading

Global Girl Leading is the Trust's international leadership programme and is a leadership development programme 'by girls, for girls'. Supported by teachers, girls together learn to lead change. They co-create learning activities which include negotiation skills, teamwork, risk-taking and campaigning. They are given platforms and coaching to make their voices heard. The programme empowers girls to lead social change locally and globally.



The East London Teaching School Hub

Offers ITT (Initial Teacher Training), the ECF (Early Career Framework), NPQs (National Professional Qualifications) in leadership and CPD (Continuing Professional Development). This is system leadership work in Tower Hamlets and Hackney to support outstanding teaching and leadership across the region whilst also improving practice within the Trust.

Mulberry College of Teaching (MCoT)

Mulberry College of Teaching (MCoT) is a school-based ITE provider working with a strong partnership of local secondary schools based in East London. This means we can offer a richly integrated hub-school programme to ensure that you are immersed in the best evidence-informed research and practice in schools.







05 Beyond the Trust

Since we were established, we have grown in a planned and thoughtful way, whilst also responding to requests for system-wide school-to-school support. We want our new CEO to lead growth similarly: in a planned and thoughtful way.

We have a dedicated research and development arm of the Trust's work, which allows us to build our own knowledge base about disadvantage, community and education as well as creating entrepreneurial activity to address the disadvantage gap for children in education. We are involved with the DfE's new RISE programme and the Curriculum and Assessment Review.

In February 2021, Mulberry School for Girls was designated the Teaching School Hub for all Hackney and Tower Hamlets schools. The school was awarded this designation again in 2024. There are only 87 schools in the country with this status. This is system leadership work in Tower Hamlets and Hackney to support outstanding teaching and leadership across the region whilst also improving practice within the Trust. Our outgoing CEO is also a designated National Leader in Education and has led on school-to-school Support nationally.

The Trust's corporate, cultural and civic partners including Bank of America, the National Theatre, Mercedes-Benz Grand Prix Ltd., the Royal Central School of Speech and Drama, Goldsmiths, University

of London, Barts NHS Trust, TAIT, the Obama Foundation's Girls Opportunity Alliance, the Royal Ballet and Opera, Clifford Chance, WOW Foundation, Pinewood, UCL Institute of Education and many others play a vital role in enriching the wider experiences we can offer our students. Their support significantly enhances the Trust's ability to provide high-quality extra-curricular opportunities that align with and advance our mission.

The Trust's work has also been acknowledged at the highest levels. Schools within the Mulberry Schools Trust were visited by Her Majesty The Queen Camilla in 2012, 2019 and most recently in 2025 to open our newest school Mulberry Academy London Dock.

In 2015, First Lady Michelle Obama chose Mulberry School for Girls as the UK launch site for her 'Let Girls Learn' campaign—an association that continues through the Obama Foundation's Girls Opportunity Alliance. More recently, in December 2023, Sir Lewis Hamilton visited Mulberry School for Girls as part of the Trust's flagship STEM Academy programme.

These national and international engagements reflect the Trust's reputation for excellence and recognise its ongoing commitment to ensuring that disadvantage is never a barrier to ambition or achievement.



06 Welcoming the East Sussex Schools

Based on relationships developed over the last two years we are delighted to be welcoming six new schools to the MST family. We believe this is a great opportunity to take our learning to a different context and bring fresh perspectives to our work. These schools will be fully integrated into MST in early 2026 and are the start of our thoughtful expansion beyond London.

The East Sussex Schools will be a beacon of innovation, collaboration, and local empowerment, offering a place-based, context-responsive approach that nurtures the growth and success of local students and the communities in which they live. This is a long-term commitment on our part to invest in the future of local young people and their communities. Our aim is to create change that benefits not just the next generation, but generations to come.

Our cluster of schools includes:

- The Baird Primary School
- Hastings Academy
- Silverdale Primary
- St Leonard's Academy
- West St Leonard's Primary
- Bexhill Academy

This is hugely exciting for us as we build on all our work to date, to develop a bold and aspirational future for further place-based change. By understanding and supporting the unique characteristics and strengths of the local area, we aim to not only support the growth of local talent but also contribute to the region's ongoing success.

MST will provide tailored support to each school within the cluster, while working collectively to raise aspirations, improve outcomes, and foster a sense of shared purpose. Schools will work collaboratively within the cluster, and more widely, to ensure they can draw in all available resources to support students. We will draw on the excellent local assets by aligning with East Sussex's Cultural Strategy, much as we have done in London to build partnerships that enrich our pupils' lives.

Locally-led and governed decisions will be informed by and responsive to the needs of our new communities.



07 Role Purpose



Building on years of thoughtful, impactful leadership we are excited about our next chapter and as our CEO you will lead this era so that the Trust continues to thrive and succeed.

You will be relentless in your pursuit of an excellent education for every child. Working with a highly qualified and committed team you will make sure that we continue to deliver great teaching and learning, that we offer unrivalled enrichment opportunities outside of the classroom, and that we work in partnership locally, nationally and globally to bring down barriers to each child's future in London, East Sussex and beyond.

We are confident that you will find this a brilliant opportunity to shape the next chapter of the Trust. Our Trustees and our team are fully committed to our success and are looking forward to working with you in achieving our vision.

There are **millions of materials**. Here are a few. What do you think they have in common?



08 Key Responsibilities

Strategy and Vision

- Build on the vision and ethos of MST.
- Develop the next phase of our strategy in partnership with Trustees and in consultation with key stakeholders.
- Actively plan for future needs and further development of the Trust within the local and national context.
- Participate in sector-wide activities, sharing best practice, providing advisory support across the MAT and in the wider sector.
- Ensure robust governance structures are in place, so the Board has the right information to make decisions that are in the best interests of our pupils and schools.
- Ensure all schools operate within a shared framework while retaining their individual character.

Leadership to deliver high quality pupil outcomes

- Role model MST values and lead our staff so they share our sense of moral purpose and systemic improvement for all children.
- Champion equality and equity while actively addressing issues that lead to unequal access to opportunities for young people.
- Inspire and support the Senior Trust Team so they are empowered and equipped to implement the Trust's strategy to secure the best outcomes for our pupils.
- Lead the full and successful integration of the East Sussex Schools into MST.

- Be accountable to the Trustees for the overall performance of schools within the Trust.
- Ensure high standards and continued educational achievement across the Trust monitoring data and performance, working with the Trust senior leadership team and Principals/Headteachers to ensure the delivery of the highest quality of teaching and learning.
- Ensure the Trust has a climate of educational innovation and improvement for all cohorts, based on educational research and best practice.
- Intervene when required to ensure improvements are made.
- Use performance information and external evidence to guide continuous improvement across the Trust.

Financial and Regulatory Health

- As the Accounting Officer, maintain and grow organisational and financial stability utilising resources effectively and efficiently.
- Ensure all policies of the Trust follow statutory and regulatory requirements and that the policies as implemented ensure equity of opportunity and of practice in all aspects of the work of the Trust.
- Ensure that the policies and procedures relating to safeguarding and safer recruitment are adopted by the Trust Board and are fully implemented and followed by all staff.
- Ensure governance, audit and compliance are fully met.

08 Key Responsibilities

Rooted in place, sharing on global platforms

- Root our work in the local communities in which our schools operate, actively understanding the challenges of and key players in and around our schools delivering our approach to place-based change.
- Proactively source external partners and platforms, including from higher education and business, to broaden and enhance the experience and ambition of our pupils so they find their way into jobs and assure their future financial security, happiness and wellbeing.
- Act as an ambassador of the MST inspiring and empowering others to break down barriers to success.
- Champion opportunities for pupils and staff to engage with global perspectives.

People and culture

- Lead talent development and succession planning across schools and the central team.
- Ensure leadership at all levels reflects high expectations, integrity and professional standards.

- Support the trust to continue to be regarded as an employer of choice.

Governance and stakeholder engagement

- Work constructively with the Trustees to support effective governance and informed decision making.
- Provide clear and high-quality information to the board, ensuring robust oversight of performance and risk.
- Ensure schools maintain strong relationships with parents/carers, unions and external partners.
- Engage confidently with the Department for Education, Ofsted and other regulatory bodies.

Innovation and improvement

- Encourage evidence-informed practice and innovation across the trust.
- Ensure digital strategy and technology are used thoughtfully to enhance learning and operations.



09 Person Specification

As a Trust that is rooted locally and outward facing, our CEO will respect the diverse contexts of all our schools, role modelling the positive, active citizenship we expect of our staff and pupils. You will preserve what is unique and precious about MST, while confidently shaping the next era, as we look to develop our strategic plan beyond 2027.

You will be an inspiring and strategic leader with a passion to ensure that every child has access to a life-enriching education. You will understand systemic barriers to achievement and want to actively address those so all our pupils can thrive. Rooted in our values of respect, integrity, responsibility and collaboration, you will lead our family of schools so that they have what they need to be successful for their pupils, staff and families. An active champion of equity, diversity and inclusion you will have a proven track record and clear evidence of:

Vision

- A commitment to the highest standard of education to all pupils.
- Knowledge of the education sector with an understanding of what drives school improvement to improve pupil outcomes.
- An ability to contribute and respond effectively to policy and sector developments.
- A proven commitment to inclusive practice and high standards for every pupil, including those with additional needs.
- A track record of raising expectations and leading schools to deliver ambitious outcomes.
- A proven commitment to the Arts.

Leadership Experience

- A demonstrable track record of leading and developing complex organisations that deliver exceptional performance and

culture, in an education or young people's setting.

- A strong track record in setting and delivering strategic goals, inspiring teams, and fostering leadership development to deliver high quality outcomes for young people.
- A demonstrable ability to motivate, inspire and enable Executive Principals/Headteachers.
- Skilled at leading change with confidence, clarity and sensitivity.

People and Governance

- A commitment to equity, diversity and inclusion, with experience in leading diverse teams and developing staff.
- Strong governance experience, with a focus on compliance, risk management, and effective decision-making and statutory duties.
- Demonstrable commitment to professional development, talent pipelines and equitable workforce practices.

Stakeholder Engagement

- Confident communication and relationship-building skills with experience in engaging diverse internal and external stakeholders, including pupils, parents/carers, staff, community partners, trade unions, the government and public bodies.
- Acting as a confident spokesperson with experience advocating for educational initiatives at regional or national levels.
- Forming productive external partnerships that enhance opportunities for pupils and staff.
- Demonstrable diplomatic judgement, political awareness and the ability to navigate complex issues.

09 Person Specification

Financial and Operational Leadership

- Strong financial strategy and management skills, including budget oversight, resource generation and risk management in an education or public sector context.
- Experience in overseeing large budgets and ensuring robust accountability for public funds.
- Experience in establishing and leading teams that drive efficient operations across large, multi-site organisations.

Personal Qualities, you will

- Be relentless in your pursuit of equity of opportunity and achievement for all.
- Celebrate the richness and diversity of multiple cultures and how collectively they make our organisation and communities better places to learn and live.
- Be strategic, decisive, and resilient, with the ability to drive results in a dynamic environment.

- Be an inspiring leader who fosters collaboration, trust, and accountability across schools and communities.
- Have high expectations of yourself, and in turn those you work with, to deliver the best outcomes for our pupils.
- Have personal integrity and commitment to high ethical standards.
- Be curious and constantly looking to learn and grow.
- Value humour and humanity and understand that relationships matter as much as strategy.
- Be positive and solution-focused, bringing optimism without ignoring reality.
- Be someone who treats everyone with dignity, patience and kindness.



Outstanding Achievement For All





10 Terms of Appointment

Location: We expect our CEO to be visible across our schools and in the communities we serve. Our registered office is Mulberry School for Girls, Richard Street, Commercial Road London, E1 2JP

Salary: The remuneration package is expected to begin at £200K

Reports to: Chair of the Trust and Board of Trustees

Benefits: Pension Contribution and Other Staff Trust benefits

Process

- **Application close date:** Noon on Monday 15 December
- **Interviews with Saxton Bampfylde:** w/c 22 December – w/c 5 January
- **School/Community Visits and informal one-to-ones:** w/c 12 January - w/c 19 January
- **Stakeholder interviews:** Tuesday 27 January
- **Final Panel Interviews:** Wednesday 28 January

11 How to apply

Saxton Bampfylde Ltd is acting as partner and advisor to **Mulberry Schools Trust** on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **RBYMA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Monday 15 December 2025**.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union

membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.

The Trust is committed to safeguarding and promoting the welfare of children and expects all staff and volunteers to share this commitment. The successful candidate will require a satisfactory Enhanced DBS clearance and will be a condition of your employment with us.

THE FUTURE. IT IS WHAT UNITES US ALL. and for our children. **IT IS WHAT** brings us thousands of miles to find a new home. It is what pushes us to **BUILD HIGHER**, to **GO FURTHER**, to **EXPLORE NEW IDEAS** and **MAKE NEW CONNECTIONS**. To learn from one another and **TO MAKE OUR COMMUNITY EVER STRONGER.** **TO HELP OUR CHILDREN GO FURTHER THAN WE EVER COULD.**