



The Mount Stewart Schools

Executive Head Teacher Application Pack

***‘Two Schools
One Journey’***

Spring 2017

An exciting opportunity for an ambitious head teacher to take charge of the newly federated schools and lead the building of a common vision and ethos across both schools.



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A word from the Chair of Governors

On behalf of all the governors, teachers, staff, parents and pupils of The Mount Stewart Schools, I am pleased to welcome applications to be the inaugural Executive Head Teacher.

I believe this is an exciting opportunity for an ambitious head teacher to take charge of the newly federated schools and lead the building of a common vision and ethos across both schools.

The Mount Stewart Schools are high achieving schools with results that are well above national average. The Junior School was assessed as Outstanding by Ofsted in all four areas- achievement of pupils, quality of teaching, behaviour and safety of pupils and leadership and management. The Infant School was last assessed as Good with Outstanding features. The Schools have a high standing in the local community with significant competition for places in the Nursery and Reception classes.

This opportunity presents a unique set of challenges for the incoming Executive Head Teacher. He or she will need to build a compelling strategic vision with buy-in from all stakeholders, develop a new cohesive culture across both schools and sensitively manage these changes through all year groups, at the same time as improving on the already high standards of teaching in place.

As Governors, we have identified several areas of improvement focus for the schools and are looking for an Executive Head Teacher with the right personal attributes and experience to make a difference in the medium term. These include

- enabling the two schools to work together more effectively,
- sharing best practice and learning across the staff community
- integrating parents and the local community more fully into the schools, with a particular focus on EAL families
- improving the transition from Key Stage 1 to Key Stage 2
- developing and implementing common policies across both schools
- optimizing the use of school premises both to enhance the experience of current pupils and to provide potential revenue streams for the schools

The Schools have a very committed and engaged parent community and this is reflected in the Governing Board who are active in all aspects of school life. We are all looking forward to welcoming a new Head and enthusiastic about the changes we plan to introduce working with him or her to improve the experience and success of all the children in our care.

Yours Sincerely,

Gillan Barnard
Chair of Governors, The Mount Stewart Schools

The Schools

Introduction

Mount Stewart Infant School and Mount Stewart Junior School are non-denominational community schools situated in the Mount Stewart area of Kenton, in the London Borough of Brent. They occupy separate buildings but share a common site and some facilities such as the kitchens and the energy supply.

In June 2016, following the resignation of the Junior School Head Teacher and with the retirement of the Infant School Head Teacher due in the next 6-12 months, the governing bodies of both schools decided, after consultation with stakeholders, to form a federation and appoint a new Executive Head Teacher to take charge of both schools. The federation was effective from September 2016 with a new governing body now in place. Whilst recruitment for a new Executive Head takes place, the former Infant School Head has been appointed as Interim Executive Head until July 2017.





Mount Stewart Infant School

Learners need tools to help them learn and we provide an inclusive learning environment packed with activities to stimulate and encourage our pupils to learn, develop and grow. Our vision is high achievement for all, development and growth morally, socially, physically, culturally and academically. Our motto "A place to learn; a place to grow" embraces our philosophy of teaching children how to learn and grow into well-adjusted responsible adults. There are so many interesting and wonderful things happening in our school to help us achieve our vision.

What we believe

We believe that the education of pupils is central to the work of the school.

Our aim is to:

- Provide a stimulating learning environment where all children thrive and reach their potential.
- Help pupils to develop mentally, morally, physically, socially and emotionally.
- Develop and train our staff to provide first class education for our pupils
- Set high standards for everyone within our school community
- Work in partnership with our parents, the community and other agencies for the education and welfare of our pupils.
- Make learning, fun, enjoyable, challenging and rewarding.
- Create a harmonious school community where pupils are safe, happy and learn to appreciate the differences and diversity within the school community.

Our Values

- Respect for different beliefs and culture
- Honesty and Integrity in what we say and do
- Equality for all pupils, staff and parents
- Tolerance and Fairness

Our Mission Statement

Mount Stewart Infant School recognizes that each child is an individual; that all children need to succeed, therefore, Mount Stewart Infant School respects the individual needs of children; fosters a caring and creative environment; and emphasizes the social, emotional, physical, intellectual development of each child.

Mount Stewart Junior School

It is the mission of Mount Stewart Junior School to foster a lifelong enthusiasm for learning. We are committed to maintaining a community in which all stakeholders have high expectations of themselves and of each other. We aim to foster partnerships with parents/ carers and the wider community which support children's development and help them to understand their future role in society.

Within a happy, secure, learning environment we endeavour to value the contribution of every individual and to celebrate diversity.

Every Child Matters

The school will ensure through its processes and practices that children 'be healthy' 'stay safe', 'enjoy and achieve', 'make a positive contribution' and through gaining increasing skills and knowledge 'achieve economic well-being'.

Teaching and Learning

We aim to set standards of excellence in the teaching and learning experiences we offer and to give our pupils the opportunity to acquire knowledge, understanding, skills and attitudes which will be the key to their success in future education and adult life. We aim to meet the needs of all our pupils by involving them in an appropriate, broad and balanced curriculum.

Personnel and premises

We aim to achieve efficient management of school finances and to provide a pleasant, safe and stimulating learning environment for our pupils.

Pupils Welfare and Guidance

We aim to develop and sustain a happy and secure environment in which our children gain in confidence and independence, while learning to accept responsibility and to make a positive contribution to a caring school environment.

Equal Partners

This school is proactive in promoting equality & challenging inappropriate discrimination and seeks to create an environment which respects everyone

At Mount Junior School, we have high expectations of our parents, and in choosing to send your child to the school we expect to work in partnership with you in providing an all-round education for your child.

We want every child to be happy, achieve the most they can and leave here a confident, well-mannered and educated young person. Our view of education can be best summed up by the School Mission Statement:

Life Long Learners Reach Great Heights

"It takes a village to raise a child"

- African Proverb

Job Description

Role and Responsibilities

The Executive Headteacher will promote and support the vision and aspirations of the two federated schools through enabling and motivating staff as a single team across the federation. The Executive Headteacher will take overall responsibility for the leadership, organization, management and conduct of all staff and pupils across the federation. Working with governors, parents, carers and other stakeholders, the Headteacher will create an inspiring and empowering learning environment and ethos in which all staff and pupils achieve success and thrive as individuals.

Responsible and accountable to the Governing Body for the organisation, management and standards of The Mount Stewart Schools, and in accordance with the provisions of the School Teacher's Pay and Conditions Document and within a range of duties set out in that document, and the National Standards for Headteachers, the Executive Headteacher will:

- provide ambitious, dynamic and inspirational leadership, promoting a secure foundation to build upon the strengths and high expectations of the two schools and to move them forward to new successes.
- continue to promote the schools' current ethos and provide vision, leadership and strategic direction for the federated schools
- put the pupils and their learning at the heart of every decision made, so that all pupils attain highest possible standards and the school contributes fully to pupil's personal development- intellectually, physically, socially, culturally, morally and spiritually.
- Promote safeguarding and the welfare of all pupils in a nurturing and inclusive environment.
- ensure that the schools provide an environment in which there is equality of opportunity for pupils and staff in all its activities.

In order to fulfil the Executive Headteacher role and responsibilities, the following areas of leadership are identified:

1. Vision and Direction

- Build a shared vision and strategic plan across both schools which inspires and motivates all stakeholders and reflects the needs of each school and its community.
- Ensure the vision is clearly articulated, shared, understood and acted upon by all to promote and sustain school improvement.
- Initiate and build capacity for change across the federation.
- Develop and implement robust systems in key areas including short-, medium- and long-term strategies that provide improvement, sustainability and capacity building.
- Empower, develop and maintain strategic leadership capacity to support succession planning and meet the needs of both schools.
- Ensure the federation moves forward for the benefit of all pupils and their communities.
- Motivate and inspire stakeholders to create a strong, shared culture of learning within an open and inclusive environment.

2. Leading, Learning & Teaching

- Ensure a consistent and continuous focus on pupils' attainment, using data and benchmarking/ benchmarks to monitor progress in every child's learning.
- Encourage a creative, responsive and effective approach to learning and teaching, responsive to the needs of the pupil community
- Ensure a culture that supports and facilitates pupil engagement in, and ownership of their own learning.
- Demonstrate and articulate high expectations and set stretching targets for the whole school community.
- Implement strategies which secure high standards of teaching and learning across both schools to ensure it is consistently strong enough to raise standards.
- Determine, organise and implement a diverse, flexible curriculum and implements an effective assessment framework.
- Take a strategic role in the development of new and emerging technologies to enhance and extend the learning experience of pupils.
- Monitor, evaluate and review classroom practice and promote improvement strategies.
- Challenge underperformance at all levels and ensure effective corrective action and follow-up.
- Continue to grow and further the programme of extra-curricular activities already provided by the schools.
- Develop outside learning opportunities across the grounds of both schools

3. Leading and Managing staff

- Build a collaborative learning culture across both schools for both pupils and staff
- Encourage high standards for all pupils, overcoming disadvantage and advancing equality, instilling a strong sense of accountability in staff for the impact of their work on pupil's outcomes.
- Recognise individual needs and work with designated staff within both schools and with outside agencies.
- Develop and maintain effective strategies and procedures for the induction, professional development and performance review of all staff.
- Ensure effective planning, allocation, support and evaluation of work undertaken by teams and individuals,
- Ensure clear delegation of tasks and devolution of responsibilities.
- Develop a positive ethos and foster a culture of continuous improvement by acknowledging the responsibilities and celebrating the achievements of individuals and teams.
- Regularly review own practice, set personal targets and take responsibility for own professional development.
- Manage own workload and that of others to allow an appropriate work/life balance.

4. Managing the Organisation

- Create an organisational structure which reflects the schools' values, and enables the management systems, structures and processes to work effectively in line with legal requirements.
- Produce and implement clear, evidence-based improvement plans and policies for the development of the school and its facilities.

- Manage the school's financial and human resources effectively and efficiently to achieve the school's educational goals and priorities.
- Make the best use of joint premises and budgets for the benefit of both schools, subject to the direction of the Governing Body.
- Recruit, retain and deploy staff effectively across both schools.
- Manage and organise the school environment efficiently and effectively to ensure that it meets the needs of the curriculum and health and safety regulations.
- Ensure that the range, quality and use of all available resources is monitored, evaluated and reviewed to improve the quality of education for all pupils and provide value for money.
- Conduct effective time management between each school to ensure visibility and presence across both sites.

5. Securing Accountability

- Develop effective working relationships with the joint Governing Body for both schools.
- Fulfil commitments arising from contractual accountability to the Governing Body for the schools, its environment and all its work.
- Develop an ethos across the schools which enables everyone to work collaboratively, share knowledge and understanding, to celebrate success and to accept responsibility for outcomes.
- Ensure individual staff accountabilities are clearly defined, understood and agreed and are subject to rigorous review and evaluation through performance management.
- Develop and present a coherent, understandable and accurate account of the school's performance to a range of audiences including Governors, parents and carers.

6. Strengthening Community

- Build upon a school culture and curriculum which takes account of the richness and growing diversity of the school's communities.
- Ensure a range of community-based learning experiences.
- Collaborate with other agencies in providing for the academic, spiritual, moral, social, emotional and cultural well-being of pupils and their families.
- Create and maintain an effective partnership with parents and carers to support and improve pupils' achievement and personal development.
- Seek opportunities to invite parents and carers, community figures, businesses or other organisations into the school to enhance and enrich the school and its value to the wider community.
- Contribute to the development of the education system by, for example, sharing effective practice, working in partnership with other schools and promoting innovative initiatives.
- Promote the concept of lifelong learning and family learning through partnership.

7. Safeguarding and Promoting the Welfare of Pupils

- Ensure a safe and supportive school culture.
- Ensure the welfare of pupils is safeguarded and promoted in line with current best practice national legislation and local authority advice.
- Co-operate and work with relevant agencies to protect children.

Person Specification

The person specification below shows the key abilities and skills we are looking for in our Executive Headteacher. The selection panel will shortlist candidates on the basis of how well they meet the requirements of this person specification. We are looking for candidates who demonstrate knowledge and understanding of each area and show evidence of having applied (or awareness of how to apply) this knowledge and understanding in a school context.

Criteria	ESSENTIAL	DESIRABLE	Measured by			
			APPLICATION	INTERVIEW	TASKS	REFERENCES
Qualifications and training						
A good Honours degree or equivalent	✓		✓			✓
Qualified Teacher Status	✓		✓			✓
National Professional Qualification for Headteachers (NPQH) and further qualification		✓	✓			✓
A record of CPD relevant to Headship		✓				
Experience						
Successful experience of Headship in a primary school environment	✓		✓			✓
Leadership experience across more than one school and across the primary phase age range	✓		✓			✓
Experience of working in a multi-cultural setting and responding positively to the richness and diversity this brings	✓		✓			
A demonstrable track record of raising achievement and improving pupil outcomes	✓		✓			✓
A proven track record of leading and managing change successfully	✓		✓			✓
A proven track record of inspiring, leading, empowering and managing staff effectively	✓		✓			
Successful experience of effective strategic, financial, premises and resource management to achieve educational priorities and value for money	✓		✓		✓	✓
Successful experience of developing constructive relationships with other schools, organisations and stakeholders for the benefit of all	✓		✓			✓
Experience of working strategically and in partnership with Governing Boards	✓		✓		✓	
Professional Knowledge and Skills						
Ability to provide clear educational vision and direction	✓		✓	✓		✓

Ability to articulate their vision of outstanding learning and teaching	✓		✓	✓	✓	
Ability to inspire, challenge, motivate and empower others to attain challenging outcomes	✓		✓	✓		
Knowledge and understanding of models of effective leadership and organisational structures	✓		✓	✓		
An innovative approach and be able to inspire creativity and innovation in the staff of both schools.	✓		✓	✓	✓	
Ability to lead, manage and motivate the whole school community	✓		✓	✓	✓	✓
Ability to evaluate intelligently complex data	✓		✓		✓	
Highly developed skills and proven track record of effective school self-evaluation, improvement and strategic thinking	✓		✓	✓	✓	
Ability to plan, allocate, support and evaluate work undertaken by groups, teams and individuals	✓		✓	✓		
Well-developed skills in evaluating and improving the quality of teaching and learning	✓		✓		✓	
Ability to instil a strong sense of accountability in staff by holding them to account for pupil outcomes and their highest achievable standard of professional conduct and practice	✓		✓	✓		
Ability to consult and negotiate effectively with different stakeholders involved with the school including pupils	✓		✓	✓	✓	
Well-developed knowledge, skills and understanding of promoting positive relationships with parents and local communities	✓			✓	✓	
Thorough knowledge of safeguarding legislation and safer working practices	✓		✓	✓	✓	✓
Thorough knowledge and understanding of current national policy developments and implications for schools	✓		✓	✓		

Personal Characteristics and attributes

Is positive and approachable, creating an ethos that motivates and supports all staff	✓		✓	✓	✓	
Is authoritative, calm and level headed, highly organised and flexible, able to manage a wide range of tasks and responsibilities competently	✓			✓	✓	
Excellent communication, presentation and interpersonal skills that allow them to interact positively with a wide range of people both in writing and orally	✓			✓	✓	
Demonstrates sensitivity and resilience when dealing with difficult situations	✓			✓	✓	
Demonstrates high levels of integrity, empathy and tact	✓			✓		✓
Demonstrates energy, drive and commitment in their approach to work	✓		✓	✓		✓
Exhibits high quality organisational and time management skills including working under pressure to deadlines	✓		✓		✓	✓
Demonstrates strong commitment to the welfare of every child and staff member, with a particular focus on the protection of vulnerable individual	✓		✓	✓	✓	✓
Can evidence strong commitment to promoting equal opportunities within the school curriculum and employment practices	✓		✓	✓		✓

Selection Process

How to Apply

Please complete the attached application form and return it to Cimone Le Maitre, Business Support Manager, Brent Schools Partnership, e-mail: cimone.lemaitre@bsp.london by **12 noon on Monday 30th of January**.

Applicants must use the application form. We are unable to accept CVs. If invited to interview, you will be required to bring with you evidence of your qualifications and right to work status (if required).

Key Dates

Applications by: **Monday 30th January, 12 noon**

Interviews on: **Wednesday 8th and Thursday 9th February**

Visits to the school: **Between Monday 16th and Friday 20th of January**

Visits to the school are welcomed by appointment with Mrs Naomi Ninvalle, interim Executive Headteacher. Please make arrangements on 020 8904 5113 or e-mail: head@msi.brent.sch.uk

The interview will consist of a presentation, panel interviews and a number of tasks. The panel will consist of representatives from the Governing Board of both the infant and junior schools, a representative of the local authority and the Strategic Director of the Brent Schools Partnership.

Safeguarding

All organisations and individuals who work with children and young people, or are involved in providing services for them have a duty to safeguard and promote their welfare.

The Mount Stewart schools are committed to safer recruitment, safeguarding, and promoting the welfare of children and young people and expect all staff and volunteers to share this commitment. This post is subject an enhanced Disclosure and Barring Service (DBS) check. Reference checks will also be performed prior to interview

Equal Opportunities

The Mount Stewart schools are fully committed to promoting equality of opportunity and our recruitment and we will follow fair recruitment and selection processes.

We serve a rich and diverse community and a school where all our children, irrespective of their background, learn and play harmoniously. We are fully committed to every child achieving well and all staff valued equally with opportunities for staff to develop and succeed in their careers.

The London Borough of Brent values the diversity of its community and aims to have a workforce that reflects this and therefore encourage applications from all sections of the community. Applications are welcome from people with a disability as they are under-represented across the London Borough of Brent.

Key Information

Summary Facts



**Mount Stewart
Infant School**



**Mount Stewart
Junior School**

Type	Community , Infant	Community , Junior
Address	Carlisle Gardens, Kenton, Middx HA3 0JX	Mount Stewart Avenue, Kenton, Middx HA3 0JX
DfE number	304- 2019	304- 2018
Telephone	020 8907 5113	020 8907 1977
Email	admin@msi.brent.sch.uk	admin@mstewartjnr.brent.sch.uk
Website	www.msi.brent.sch.uk	www.mstewartjnr.brent.sch.uk
Gender	Mixed	Mixed
Age Range	3- 7	7- 11
Enrollment	270	390
Classes	9	13
Head of School	Harpreet Arora	Alison Earnshaw
Executive Head Teacher	Naomi Ninvalle (Acting)	Naomi Ninvalle (Acting)
Religion	Non-denominational	Non-denominational
Ward	Kenton	Kenton
Ofsted Report	http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/101501	http://www.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/101500