



'Love School Life'

'Growing together, learning for life'



The Highfield Schools

Headteacher Candidate Pack



Highfield Infants' School



Highfield Junior School



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(Application download online or via school office)



HIGHFIELD INFANTS' AND HIGHFIELD JUNIOR SCHOOLS

South Hill Road, Bromley BR2 0RL

Telephone 020 8460 2597

Email: admin@highfield-jun.bromley.sch.uk

Websites: www.highfield-inf.bromley.sch.uk www.highfield-jun.bromley.sch.uk

Dear Applicant,

Welcome to Highfield Infants' and Junior Schools, we are delighted that you are interested in the position of Headteacher.

After ten years at Highfield Infants' and four years as Headteacher across both schools, our current Headteacher Ann Golding is retiring. Under her leadership the schools have worked closely together to provide continuity of provision from EYFS to Year 6 and have recently joined the Nexus Education Schools Trust (NEST). NEST is a collaborative MAT providing excellent opportunities and support for staff and pupils. We also have close links with other schools in the Borough through moderation and teacher training.

Highfield Infants' and Junior schools are separate three form entry schools which share a large site with excellent facilities. We work closely with our stakeholders and are a school rooted in the local community.

The schools provide an inspiring curriculum which develops the whole child and as well as achieving high standards in key subjects, we excel at music and sport.

We are looking for a Headteacher with the experience, skills and commitment to lead our well established, mutually supportive team of staff and Local Committee members. They will also need to embrace the challenges of working across two schools and to continue the close working relationships across the schools and with our NEST partners.

We very much hope that you have been inspired to join us and take the opportunity to visit our schools and look forward meeting you.

Yours faithfully

Jo Addison

Chair of Local Committee



NEXUS EDUCATION SCHOOLS TRUST

NEST Admin, Worsley Bridge Primary School, Brackley Road
Beckenham, Kent BR3 1rf

Telephone 020 8 650 2977 Ext 5

Email: office@nexustrust.org



Paula Farrow,

Chief Executive, Nexus Education Schools Trust,

I am delighted that you have taken time to consider the Headship position at The Highfield Schools, two outstanding, collaborative Infant and Junior schools with strong primary partners, providing challenge and opportunity across the Trust.

The Highfield Schools converted to academy status in 2013 creating an Umbrella Trust with nine exceptional schools in Bromley. In 2017 the schools joined Nexus Education Schools Trust, a Multi Academy Trust with six academy primary schools in Bromley.

The Trust group of school continues to grow and in 2018 will include:-

*Alexandra Infant School
Alexandra Junior School
Bickley Primary School*

*Farnborough Primary School
Highfield Infants' School
Highfield Junior School*

*Perry Hall Primary School
Pickhurst Infant School
Manor Oak Primary School
Worsley Bridge Primary School*

Nexus Education Schools Trust believe that all decisions and choices should be child centred. We aim to nurture every individual, provide excellent education outcomes enabling our pupils to succeed and ultimately transform the life opportunities and aspirations of our pupils, allowing them to be fulfilled individuals within an ever changing world.

As an organisation we recognise that each school's communities are different. We value each school's uniqueness and its contribution; in ensuring pupils have the best education and experiences. Each school is distinct to the success of the organisation. We believe passionately that together we can make a greater difference; providing higher education outcomes and wider opportunities for our pupils and greater prospects for our staff and communities.

As a Headteacher of a Trust school and in partnership with the Local Committee you will play an important part in the growth and success of the Multi Academy Trust and the children and families it serves. Our academies are autonomous, serving their individual communities and are committed to the mission and vision of the Trust to:-

Provide excellence and opportunity for all, to enable lives to be transformed

The Trust school leaders and governance structure, shape the strategic direction of the organisation, supporting the achievement and outcomes for pupils in our schools. The Trust is accountable for the standards and finances in schools and provides accountability mechanisms, monitoring and support functions; to enable each school to work effectively and efficiently. The Head's Forum, meeting monthly, provides the opportunity to discuss, analyse and inspire others to shape the direction of the Trust.

I hope the pack encourages you to arrange a visit to the schools and to find out further information on Nexus Education Schools Trust, its' aims and values and I look forward to meeting you soon.

Regards
Paula Farrow
CEO, Nexus Education Schools Trust

Highfield Infants' and Highfield Junior Schools

South Hill Road, Bromley BR2 0RL

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We are looking for.....

An experienced and innovative Headteacher to lead our high achieving, outward looking schools forward.

Our schools are members of the Nexus Education Schools Trust MAT. Our partner schools are highly successful and along with Highfield are contributing to the development and success of the Multi Academy Trust. The visions and values of the schools provide opportunities to develop the whole child, enabling pupils to be confident, successful and independent. The breadth of opportunities, through excellent provision for learning and teaching, equip them for the next stage of their education.

The Directors of Nexus Education Schools Trust in partnership with the Local Committee, which works across both of the Highfield Schools, are seeking to appoint an inspirational, and strategic Headteacher.

We have:

- Well behaved pupils who show a keen desire to learn.
- A unique learning environment with excellent sporting and music provision in our Infant and Junior schools.
- Strong values and high academic achievement
- Passionate and professional staff who deliver an exciting curriculum.
- Supportive parents and community eager to engage in the school's development.

What are we looking for?

An experienced Headteacher with:

- Excellent leadership skills, the ability to motivate all stakeholders and to foster a culture of enthusiasm and positivity.
- The ability to manage split sites and foster close working practices between the schools.
- A track record of driving school improvement forward through high quality teaching and learning.
- The will to develop the whole child through outstanding achievement in all curricular and extra-curricular activities.
- Motivation to work in partnership with NEST and its partner schools.

What can we offer?

- A dedicated, motivated and highly skilled team of leaders, teachers, support staff, local committee members and parents.
- The support of the NEST Multi Academy Trust and its partner schools.
- Enthusiastic, engaged and hardworking pupils who enjoy learning, have positive attitudes and who are proud of their schools.
- Professional, diligent and committed trustees.
- A community of schools within the Multi Academy which provides wider opportunities for staff, pupils and communities.

Our Schools Values

Confidence, Inclusivity, Responsibility, Creativity, Determination, Respect



Key Facts

HIS

HJS

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|-----------------------------|--|--------------|
| Type of school | Co-educational Infants' and Junior Schools | |
| School category | Academy | |
| Multi Academy Trust | Nexus Education Schools Trust | |
| Age range | 4 - 7 years | 7 - 11 years |
| Location | Shortlands, London Borough of Bromley | |
| Number of children | 270 | 384 |
| Number of classes | 9 | 12 |
| Attendance | 97% | 97.3% |
| Leadership Structure | Head Teacher, Deputy Head Teachers, Phase Leaders, EYFS Lead | |
| Governance | One Local Committee across both schools | |
| Teachers | 9 (FTE) | 16 (FTE) |
| Newly Qualified Teachers | 1 part time | 0 |
| Free School Meals | 4% | 7% |
| Special Education Needs | 6% | 6% |
| English Additional Language | 24% | 23% |
| Last Ofsted Report | Judged as 'Outstanding' | |
| | January 2008 | January 2009 |
| Finance | In surplus in both schools | |

SCHOOL PERFORMANCE 2017

EYFS

GLD = 84% (LA 77%)

Year 1 Phonics Screening

Pass = 97%

Year 2 End of Key Stage One

Reading

Expected + = 91%

Greater Depth = 41%

Writing

Expected + = 89%

Greater Depth = 30%

Maths

Expected + = 91%

Greater Depth = 32%

Year 6 End of Key Stage Two

Reading

Progress = +3.00

Expected + = 94%

Exceeding = 54%

Writing

Progress = +1.10

Expected + = 90%

Exceeding = 42%

Maths

Progress = +2.90

Expected + = 97%

Exceeding = 56%

SPAG

Expected + = 92%

Exceeding = 57%



KS1 Combined Expected Standard

Reading, Writing and Maths 2017 = 83%

(LA 69%)

KS2 Combined Expected Standard

Reading, Writing and Maths 2017 = 89%

(National 61%)

SCHOOL LOCATION AND BUILDINGS

The schools are located in the Shortlands area of the London Borough of Bromley, a highly sought after area with extensive amenities.

Highfield Primary school opened in 1959 and became the Junior School when a new Infants' school was built in 1972. Both schools have been extended and maximum use is made of the shared site.

Shortlands benefits from plentiful green spaces, a variety of housing and excellent transport links. Bromley Town centre is a short walk away, trains to Central London take 20 minutes, and the Kent countryside is very close by.

Location of the Highfield Schools



Highfield Infants' and Highfield Junior Schools

South Hill Road, Bromley BR2 0RL

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HEADTEACHER JOB DESCRIPTION

Core Role

Headteachers occupy an influential position in society and shape the teaching profession. They are lead professionals and significant role models within the communities they serve. The values and ambitions of headteachers determine the achievements of schools. They are accountable for the education of current and future generations of children. Their leadership has a decisive impact on the quality of teaching and pupils' achievements in the nation's classrooms.

Headteachers lead by example the professional conduct and practice of teachers in a way that minimises unnecessary teacher workload and leaves room for high quality continuous professional development for staff.

They secure a climate for the exemplary behaviour of pupils. They set standards and expectations for high academic standards within and beyond their own schools, recognising differences and respecting cultural diversity within contemporary Britain. Headteachers, together with those responsible for governance, are guardians of the nation's schools –
National Standards for Head Teachers (2016)

The Headteacher of the Highfield Schools is accountable to the Trust Board and the Chief Executive (CEO) for the professional leadership, strategic direction and operational management of the schools in order to ensure that the schools' aims are implemented in accordance with the strategy and the policies of the Trust. The Headteacher is required to monitor, evaluate and review the impact of policies, priorities and targets of the schools and take timely action as necessary and work in partnership with the Local Committee.

As a member of a Multi Academy Trust the Headteacher will work alongside the partner schools, providing additional collaborative opportunities throughout the MAT.

The *National Standards of Excellence for Headteachers* are set out in four 'Excellence As Standard' domains:

- ☐ **Qualities and knowledge**
- ☐ **Pupils and staff**
- ☐ **Systems and process**
- ☐ **The self-improving school system**

Within each domain there are six key characteristics expected of the nation's Headteachers. These have been included in the Job description for the Headteacher and are colour coded.

Job Description

| Focus | Requirements |
|---|---|
| Strategic direction and development of the school | <p>Hold and articulate clear values and moral purpose, focused on providing a world-class education for the pupils they serve.</p> <p>Sustain wide, current knowledge and understanding of education and school systems locally, nationally and globally, and pursue continuous professional development.</p> <p>Work with political and financial astuteness, within a clear set of principles centred on the school's vision, ably translating local and national policy into the school's context.</p> <p>Communicate compellingly the school's vision and drive the strategic leadership, empowering all pupils and staff to excel.</p> <p>Ensure that the school's systems, organisation and processes are well considered, efficient and fit for purpose, upholding the principles of transparency, integrity and probity.</p> <p>Exercise strategic, curriculum-led financial planning to ensure the equitable deployment of budgets and resources, in the best interests of pupils' achievements and the school's sustainability.</p> <p>Create outward-facing schools in Nexus, which work with other schools and organisations - in a climate of mutual challenge - to champion best practice and secure excellent achievements for all pupils.</p> <p>Challenge educational orthodoxies in the best interests of achieving excellence, harnessing the findings of well evidenced research to frame self-regulating and self-improving schools.</p> |
| Leadership and Management of Pupil Achievement, Progress and Safety | <p>Demand ambitious standards for all pupils, overcoming disadvantage and advancing equality, instilling a strong sense of accountability in staff for the impact of their work on pupils' outcomes.</p> <p>Ensure that pupil safety is at the centre of all of the school's functions, in particular strategic planning and resource management.</p> <p>Provide a safe, calm and well-ordered environment for all pupils and staff, focused on safeguarding pupils and developing their exemplary behaviour in school and in the wider society.</p> <p>Ensure an aspirational culture and ethos of challenge and support where all children can achieve success and become engaged in their own learning and the learning of others.</p> <p>Ensure a consistent and continuous school-wide focus on pupils' achievement, using data and benchmarks to monitor progress in every student's learning.</p> |

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| | <p>Create and maintain an environment which promotes good behaviour, discipline and celebrates success.</p> <p>Ensure collaboration with other agencies in providing for the intellectual, spiritual, moral, cultural, physical, social and emotional wellbeing of the children.</p> |
| Leading and Managing staff in the delivery of a high-quality learning and teaching | <p>Lead by example - with integrity, creativity, resilience, and clarity - drawing on their own scholarship, expertise and skills, and that of those around them.</p> <p>Lead, motivate, support, challenge and develop staff to secure improvement.</p> <p>Ensure that all staff are engaged with the school's key strategic priorities and the development of the school's aims and objectives, through effective communication across the whole school community, whether they be teaching or support staff.</p> <p>Secure excellent teaching through an analytical understanding of how pupils learn and of the core features of successful classroom practice and curriculum design, leading to rich curriculum opportunities and pupils' well-being.</p> <p>Maximise the contribution of staff to improve the quality of education provided and standards achieved. Ensure that outstanding teaching is the primary objective for all teachers.</p> <p>Create an ethos within which all staff are motivated and supported to develop their own skills and subject knowledge, and to support each other.</p> <p>Identify emerging talents, coaching current and aspiring leaders in a climate where excellence is the standard, leading to clear succession planning within School and Nexus Education Schools Trust.</p> <p>Implement and sustain rigorous procedures for monitoring the performance of all staff including objective setting and personal development plans.</p> <p>Successful experience of monitoring, evaluating and improving the quality of teaching and learning.</p> <p>Acknowledge the responsibilities and celebrate the achievement of individuals and teams.</p> <p>Hold all staff to account for their professional conduct and practice.</p> <p>Establish rigorous, fair and transparent systems and measures for managing the performance of all staff, addressing any under-performance, supporting staff to improve and valuing excellent practice.</p> <p>Distribute leadership throughout the organisation, forging teams of colleagues who have distinct roles and responsibilities and hold each other to account for their decision making.</p> <p>Shape the current and future quality of the teaching profession through high quality training and sustained professional development for all staff in school and across Nexus.</p> |

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| <p>Leadership and Management of the Curriculum</p> | <p>Understanding of the principles of effective teaching and learning and the ability to promote a culture of learning throughout the school.</p> <p>Understanding of the principles of how to engage children through an exciting child centred curriculum.</p> <p>Successful experience of reviewing and developing the curriculum.</p> <p>Understanding of the role and impact of assessment in children's learning.</p> <p>Successful experience of promoting the personal, social, moral, cultural and spiritual development of pupils.</p> <p>Understanding of the factors which create barriers to learning and ability to implement appropriate strategies for reducing inequalities and promoting social inclusion.</p> <p>Determine and ensure implementation of a diverse, flexible curriculum to ensure high quality experiences for pupils of all backgrounds and abilities.</p> <p>Ensure that the curriculum is providing for the intellectual, spiritual, moral, cultural, physical, social and emotional wellbeing of all children.</p> <p>Ensure that the curriculum enables pupils to progress to the next stage of education with appropriate skills and knowledge and an 'I can' attitude.</p> <p>Establish an educational culture of 'open classrooms' as a basis for sharing best practice within and between schools, drawing on and conducting relevant research and robust data analysis.</p> |
| <p>Stakeholders and the local community</p> | <p>Demonstrate optimistic personal behaviour, positive relationships and attitudes towards their pupils and staff, and towards parents, trustees and members of the local community.</p> <p>Secure the commitment of all parents and carers, especially hard-to-reach parents, and the wider community to the vision and direction of the school. Act at all times as an ambassador for the school in a manner which upholds its values and ethos.</p> <p>Seek opportunities to communicate and enhance the value of the school to other sectors of the local community.</p> <p>Contribute to the development of the education system by sharing effective practice, working in partnership with other schools both within Nexus and other schools.</p> <p>Develop effective relationships with fellow professionals and colleagues in Nexus and other public services to improve academic and social outcomes for all pupils.</p> <p>Inspire and influence others - within and beyond schools - to believe in the fundamental importance of education in young people's lives and to promote the value of education.</p> |

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| <p>Accountability and Governance</p> | <p>Work with the Local Committee to analyse and plan for the future needs and further development of the school within the local, national and international context.</p> <p>Work in partnership with Nexus Education Schools Trust to develop and implement the strategic plan, monitoring and improve the outcomes for pupils across the organisation.</p> <p>Translate the vision into a plan with agreed, prioritised, objectives and operational plans which will promote and sustain school improvement within an agreed timeframe.</p> <p>Encourage a school ethos which enables everyone to work together, share knowledge and understanding, celebrate success and accept responsibility for outcomes.</p> <p>Present a coherent and accurate account of the school's performance in a form appropriate to a range of audiences, including parents, the Nexus Education Schools Trust, the local community, OFSTED and others, to enable them to contribute effectively.</p> <p>Welcome strong governance to account for pupil, staff and financial performance at local and Trust level.</p> <p>Model entrepreneurial and innovative approaches to school improvement, leadership and governance, confident of the vital contribution of internal and external accountability.</p> |
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The Headteacher may be asked by the Trust to undertake other duties reasonably regarded as falling within the duties and responsibilities of the post. This job description will be reviewed annually at the end of the academic year or earlier if necessary. In addition, it may be amended at any time after consultation with the post-holder.

Nexus Education Schools Trust as Trustees of the School in partnership with the Local Committee are committed to safeguarding and promoting the welfare of children and the Headteacher must ensure that the highest priority is given to following the guidance and regulations which safeguard children.

PERSON SPECIFICATION

| Focus | Essential (E) / Desirable (D) |
|---|--|
| Qualification. Disposition and qualities | |
| Attainments | <ul style="list-style-type: none"> • A Qualified Teacher (E) • An experienced primary Head Teacher (E) • Able to demonstrate significant professional development (E) • Further relevant professional qualifications (D) • NPQH (D) |
| Personal qualities | <ul style="list-style-type: none"> • An excellent communicator (E) • Self-confident and approachable (E) • Empathetic and able to deal with people sensitively (E) • Organised and able to organise others (E) • Professional and resilient under pressure (E) • Experienced in managing challenging professional situations (E) • Cheerful with a 'can do' attitude (E) • Positive and energetic approach (E) |
| Experience | |
| Leadership and management | <ul style="list-style-type: none"> • Able to inspire and maintain a friendly and enthusiastic atmosphere throughout the school (E) • A strategic thinker who can build, communicate and implement a shared vision of excellence (E) • Able to establish an open, professional and self-reflective culture where staff are enthusiastic about their work (E) • Curious about and courageous enough to embrace innovation and drive change when necessary (E) • Keen to identify and implement best practice through collaboration with outside agencies and other schools (E) • Confident enough to lead by example, embodying the school's aims and values (E) • Skilled in building strong relationships with the children, staff, parents, local committee members and wider community (D) • Determined to run the school in such a way that children's behaviour is managed so everyone can operate at their best (E) • Able to encourage and develop senior leaders and to value and cultivate the skills and experience of all staff (E) • Capable of being a model for professional standards who can demonstrate an effective work/life balance, offering guidance for staff in the management of their workloads, creating a supportive working environment (E) • Prepared to drive fair, rigorous and transparent performance management, including holding staff to account (E) |

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| | <ul style="list-style-type: none"> • Experience of completing and performance management and judging the impact (E) • Evidence of promoting, implementing and monitoring of equal opportunities aspects across the school (E) • Committed to developing yourself and your staff through continuing CPD (E) • Experience of leading CPD activities for others (E) • Record of exemplary teaching experience in primary schools across the age range (D) • Evidence of school leadership at Headteacher level (E) • Able to deploy resources effectively and efficiently to achieve the school's educational goals (E) • Able to maintain a good relationship with governors, providing them with timely, relevant and revealing reports (E) • Open to constructive challenge (E) • Experience of setting and managing budgets, including setting priorities for expenditure, allocating funds and cost control (D) |
| Knowledge, understanding and skills | |
| Shaping the future | <ul style="list-style-type: none"> • Knowledge of legislation and developments in education and the implication of these in the school and wider education context (E) • Evidence of a clear vision for the future of our school (E) • Evidence of an understanding on how the wider organisation can support and develop a stronger school (E) • Recent experience of OFSTED (D) • Recent experience of working within a Multi Academy or structured group of schools (D) |
| Leading learning and teaching | <ul style="list-style-type: none"> • Sound understanding of how children learn (E) • Awareness of strategies to raise pupil achievement and manage behaviour (E) • Evidence of setting targets, monitoring and rapid improvements of pupil achievement (E) • Evidence of implementation of strategies to support Moral, Social and Cultural development of the school community (E) • Evidence of the successful curriculum design, assessment and recording and reporting system to improve pupil outcomes (E) |
| Inclusion and diversity | <ul style="list-style-type: none"> • Committed to the promotion of school's ethos of developing confident, caring pupils who act responsibly (E) • Enthusiastic about independent learning (E) • Committed to giving all children the opportunity to be the best they can be (E) • Full of ideas for sustaining and developing rich and varied extracurricular opportunities (E) • Experienced in and understanding of managing children's behaviour consistently and engaging them effectively with learning (E) |

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| | <ul style="list-style-type: none"> • Committed to ensuring equality of opportunity for all (E) • Capable of building on the schools' positive and inclusive ethos (E) • Evidence of action to support cultural diversity and British values within our society (E) • Evidence of an understanding to provide for a range of pupils' needs (E) • Knowledge of the SEN code of practice (D) • Happy to lead Christian acts of collective worship (E) • Ready to value and encourage parental engagement with and partnership in their children's education (E) • Keen to develop staff diversity whenever possible (E) |
| Developing self | <ul style="list-style-type: none"> • Enthusiastic about keeping up to date with educational developments and innovations (E) • Strongly committed to your own professional development (E) • Willing to accept support from others including colleagues, leaders, trustees, local committee members and improvement partners to improve personal performance (E) • Effective communicator in writing and orally (E) • Able to promote a positive work life balance (E) |
| Stakeholders | <ul style="list-style-type: none"> • Evidence of strengthening the community and ability to show an understanding of the importance of partnership links (E) • Experience of working directly with other stakeholders to raise standards and improve opportunities for pupils (D) |
| Accountability | <ul style="list-style-type: none"> • Evidence of working with Trustees/Local Committee Members to enable them to meet their responsibilities (E) • Evidence of impact of school self-evaluation documentation (E) • Evidence of working directly with stakeholders to develop and/or improve a school (D) |
| Safeguarding | |
| Safeguarding | <ul style="list-style-type: none"> • Evidence of a commitment to safeguarding and promoting the welfare of children and young people • Completion of the safeguarding children training (E) • Completion of the safer recruitment training (E) • Completion of the PREVENT training (E) |

APPLICATIONS

Salary: L21 - 27 (£67,545 – £77,738) Group 4 Outer London
Contract type: Full Time
Contract term: Permanent
Start Date: September 2018

If you have any questions about this position, please email either the Chair of the Local Committee or the CEO of NEST marking your email confidential. Jo Addison, Chair of Local Committee at recruitment@highfield-jun.bromley.sch.uk or Paula Farrow, CEO at office@nexustrust.org

The application forms and pack can be downloaded from TES, or obtained from Highfield Junior School office (recruitment@highfield-jun.bromley.sch.uk), where it can be sent by email or post.

Your application form should be completed with reference to the information in this pack. The supporting statement should be no longer the three sides of A4. CV's will not be accepted. The selection panel will take into consideration the qualifications and skills of each applicant as well as experience and personal attributes.

Visits to the school are welcomed and encouraged but are not part of the selection process. To arrange an appointment please telephone Highfield Junior School on 020 8460 2597 or email recruitment@highfield-jun.bromley.sch.uk. Available times are: Monday 19th March 1-2.30pm.

Wednesday 21st March 9.30-10.30, 11.30-12.30 and 1.30-2.30. Thursday 22nd March 9.30- 10.30, 11.30-12.30 and 1.30-2.30. Please contact Highfield Junior School to make alternative arrangements to visit if these times are not convenient.

Please return your completed application form with supporting statement to:
Jo Addison, Chair of the Local Committee
Highfield Junior School, South Hill Road, Bromley BR2 0RL

Closing date: Midday, Friday 23rd March 2018

Interviews: Wednesday 28th March 2018

Safeguarding

The Highfield Schools and Nexus Education Schools Trust are committed to safeguarding and promoting the welfare of children and young people and expect all staff and volunteers to share this commitment.

This position is subject to a criminal record's check from the Disclosure and Barring Service and will require you to disclose all criminal convictions. This post comes under the requirements of the Childcare (Disqualification) 2009 Regulation and the successful applicant will be required to complete a declaration form to establish whether they are disqualified under these regulations.

Equal Opportunities Statement

The Trust welcomes the diversity of gender, ages, abilities, ethnic origins, faiths and cultures of the people who make up our society. It is a fundamental principle of the trust's policies that all people should be valued regardless of their economic circumstances, sex, age, disabilities, culture, ethnicity, language (including British Sign Language), religion or sexual orientation. The Trust is committed to promoting equality of opportunity for all people.