



Newcastle East mixed  
multi Academy Trust



# Principal/Lead for Secondary School Improvement

## Candidate Information Pack

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Nurture Educate Achieve Transform



## Introduction from NEAT Chief Executive Officer

Thank you for your interest in finding out more about the role of Principal and Lead for Secondary School Improvement with Newcastle East mixed multi Academy Trust (NEAT).

I was appointed as CEO from a headship role within the trust and still retain executive leadership of Walkergate Community School in relation to its status as a teaching school.

I'm confident that this new role, initially to lead Benfield School and to contribute to the trust as a secondary specialist, offers the right person their first step on a long-term career path with NEAT as the scope of our activities develops and our trust grows.

Although jobs - and schools - are much more than inspirational quotes, these words from Martin Luther King Jr sum up for me the current context for the trust and the mix of opportunities and challenges that it presents:

***“Faith is taking the first step even when you don't see the whole staircase.”***

It is difficult to predict exactly what the “whole staircase” will look like for our trust over the next 3-5 years, however we have a strong foundation of collaborative working as a group of schools on which to build and a wide range of expertise at all levels of the organisation on which to draw.

But we do recognise that we need to embrace the opportunity afforded by the retirement of Neil Walker, the current headteacher of Benfield School, to refocus the role and build leadership capacity for our future needs.

The board of directors, local governors, senior leaders and staff are currently shaping our strategic plans for 2018-21 ready to engage with pupils, parents, the local community and partner organisations. Our aim is to ensure not only that we make a positive difference to the lives of our young people and their families but that we can make a greater difference by being together.

If this is the right role and organisation for you, we look forward to receiving your application and exploring how you will make a difference for us.

I hope you are able to join us at one of the three Open Days at **9.30-11.30am** on **Thursday 8, Tuesday 20** or **Thursday 22 February** to hear more about our vision for the future and learn more about Benfield. Details of how to register your interest are in the advert on page 7 of this pack.

Yours faithfully,

**Debi Bailey, CEO**



## About NEAT

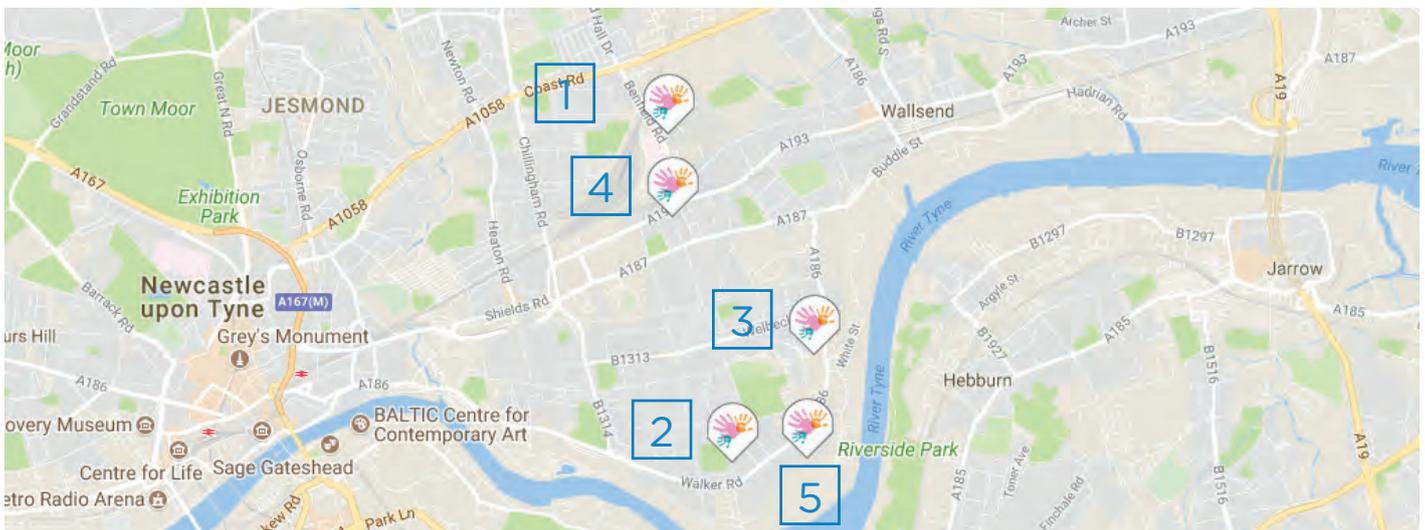
### Who We Are

NEAT was established in spring 2017 and currently consists of five schools located in the east end of Newcastle upon Tyne:

1. Benfield School: ages 11-18
2. Central Walker Church of England Primary School: ages 2-11
3. Tyneview Primary School: ages 2-11
4. Walkergate Community School: ages 2-11
5. West Walker Primary School: ages 3-11

We are a “mixed” multi academy trust as we have one faith school and four non-denominational schools and the trust is set up to ensure each school preserves its particular status.

We work in partnership with the Newcastle Diocesan Education Board to ensure the trust has effective governance arrangements and on strategic matters that particularly affect Central Walker Church of England Primary School.



2,275 pupils



£13 million budget



350 staff



*Pupils from all five schools with Debi Bailey, CEO of NEAT and Roger Alston OBE, Chair of the NEAT Board at the NEAT Launch Event in July 2017*

We chose to form a multi academy trust to build on existing collaboration and deliver an all-through education from 2-18 with a continuous curriculum and seamless transition from primary to secondary.

All of our schools are currently judged “Good” by Ofsted and we continue to strive for improved outcomes for all our pupils and prepare them for life after school.

## Making A Difference Together

Each school is encouraged to have its own ethos and character but to work collectively as one trust to achieve our shared vision and aims.

### Our Vision

Our young people and their families will be healthy, happy, achieve well and be given the opportunities to make the most of their talents and fulfil their potential.

### Our Mission

To make a real difference to the outcomes for our families through real partnership and engagement.

### Our Aims

- To raise aspiration for all our children and the communities we serve through outstanding learning and achievement
- To nurture strong partnerships with parents and the local community, holding the welfare of our young people at the heart of everything we do
- To provide a high level of support to ensure that the mental and physical health of our children and their parents/carers is as good as it can possibly be

- To invest in the long term development of all staff through ongoing professional development, professional networks and encouraging peer to peer support
- To uphold the belief that all NEAT schools are working together for the common mission of all the local communities they serve
- To ensure that NEAT is a driving force at the forefront of education – locally, regionally and nationally

## Our Governance Arrangements

We have a strong and effective Board of Directors, who are also trustees of the charitable company. The directors bring an extensive range of skills and expertise from education, health, sports and cultural organisations as well as global private sector companies.

Each NEAT school has its own local governing body, which includes parent and staff members alongside individuals with a wealth of knowledge and active involvement in their school communities. The Board of Directors delegates the operational running of each school to the principal/headteacher and the local governing body and they are held accountable for the school’s performance through the CEO and the Chair of the Trust Board.

We have a subsidiary company, NEAT Active Limited, which has a separate Board of Directors. It runs the commercial activities linked to community use of Benfield Sports Centre, as well as the Newcastle PE and School Sport Service.



## About our Teaching School Alliance

Walkergate Community School was awarded teaching school status in July 2017. All of the schools in NEAT are part of the Teaching School Alliance and we are currently formalising arrangements for another partnership of schools to join.

This is an exciting development for both Walkergate and the trust as a whole as it gives us the opportunity to work with other partners within the alliance and across the wider teaching school network. As a learning organisation we want to contribute to best practice and transform our own schools by learning from others, developing and training our staff and accessing educational research, innovative teaching practices and funding opportunities.

All teaching schools are tasked with providing high-quality school-led initial teacher training, providing high-quality school-to-school support to spread excellent practice and providing evidence-based professional and leadership development for teachers and leaders. We are currently developing the detail of our plans to meet these key performance indicators.

Examples of projects already in progress include:

- leading headteacher induction across Newcastle schools
- leading assessment and moderation for early years, key stage 1 and key stage 2 across Newcastle
- working in collaboration with a research school to develop an action research approach to school improvement
- delivering accredited Outstanding Teacher Programme and Improving Teacher Programme

## About Benfield School

### Our Ethos

A belief that all students have the potential to succeed is at the heart of our ethos.

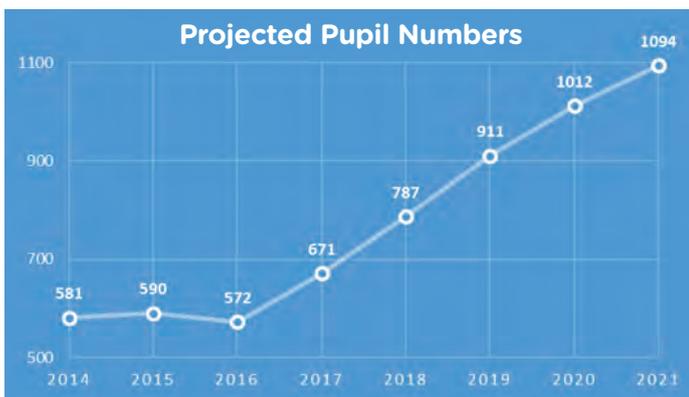
As a smaller-than-average secondary school we pride ourselves on being able to provide a personalised approach to care and guidance. We use PiXL Edge as a framework to enable our students to develop the attitudes, attributes and skills which are important for employment and life beyond school.

We are highly committed to providing an inclusive and all-through education to age 18 and our positive teaching and support staff work relentlessly to enable our students to be successful, happy and confident.

### Our Context

Benfield experienced a fall in pupil numbers between 2010 and 2016 due to the demographics of our catchment area. You can see that a period of rapid growth is already underway and this is expected to continue: we estimate 195 pupils will join Year 7 in 2018 with the year group projected to be full at our PAN of 207 every year from 2019 to 2021.

This presents both opportunities and challenges. We are recruiting seven additional teachers for 2018-19 but the lagged nature of school funding means that we need to draw upon the trust's financial reserves for a period of time to manage this growth.



2017 Quintile - Whole School	Q5	Q4	Q3	Q2	Q1
% Girls					
% FSM Ever 6					
% EAL					
% SEN support					
% SEN statement/EHCP					
School deprivation					

Q5= Bottom 20% of schools Q1 = Top 20% of schools

Our designated feeder schools are Walkergate Community School and Byker Primary School. In 2017 our Year 7 intake was from over 20 different schools including pupils from North Tyneside schools as we are close to the local authority boundary.

Our provision includes an Additionally Resourced Centre (ARC) for students with physical and medical disabilities and Additionally Resourced Provision (ARP) for students with social communication needs.

All of the schools in NEAT are committed to inclusive education and meeting the needs of all learners.

## Our Premises

A £17 million refurbishment project was completed in 2010 and enables us to provide our students with stimulating learning environments and modern teaching facilities.

We also have some of the best sports facilities within the city of Newcastle. These include:

- 20-metre swimming pool
- sports centre with six badminton courts and international standard gymnastics centre
- dance studio
- multi-use sports hall
- fitness suite
- 3G all-weather pitch
- extensive grass playing fields

Our students have access to all of these sports facilities, through PE lessons and extra-curricular activities. Pupils from local schools also share these benefits.

We currently lease part of our site to Newcastle Bridges School, which is part of the Prosper Learning Trust.

This is expected to continue until August 2019 when we will need to be able to accommodate our growing student population.



## Message from the Chair of the Local Governing Body

Under the successful leadership of our current headteacher, Benfield School has significantly improved over the last 10 years with the rise of academic standards, improved quality of teaching, development of facilities and extensive opportunities for students.

All this has been achieved whilst maintaining the distinctive student-centred ethos which makes Benfield the friendly, caring, supportive school it is. Ensuring that each young person has opportunities to develop, to become well-rounded individuals and make a positive contribution to the adult world is central. The lengths to which staff go to help students is remarkable and this is due to the ethos that the senior leadership team has promoted and nurtured.

Recruiting a new school leader brings a period of uncertainty for any school. It is important that the person appointed is right for Benfield and can build on the excellent relationships with students, parents, staff and governors that already exist, both at Benfield and across the trust.

Benfield has a supportive and enthusiastic local governing body with a great deal of knowledge about the school. We are actively involved in steering the future direction with the senior leadership team and ensuring that we have high quality provision that meets the needs of all students.

I am sure you will be impressed by the potential that Benfield offers as we embark on our next stage of growth and I look forward to working with the successful candidate to continue the drive to raise standards and improve outcomes and life chances for our students.

**Elizabeth Bohill**  
Chair of Benfield School Local Governing Body

## Message from the Chair of the Trust Board

Improving pupil outcomes and working towards an all-through education with seamless transition continue to be the main priorities of all our principals/headteachers and the CEO.

However the trust board is aware that the education landscape is changing and the teaching school alliance will enable us to contribute to, and benefit from, a sector-led approach to developing the teaching profession and improving school performance. An initial focus of this role will be to lead on establishing Benfield as the ITT hub for the alliance.

Beyond that the board recognises that some opportunities to improve the life chances of our pupils and develop our workforce will only be available if we expand our portfolio of schools. Whether by welcoming successful schools that share our vision and values and would like to join an innovative and collaborative partnership or by becoming an approved sponsor, the number of schools within NEAT is likely to increase over the next five years.

While this will benefit all schools in terms of more opportunities for school-to-school support to create a thriving learning environment for pupils and staff, it will also offer a wide range of career opportunities, potentially including executive headship, for a person who has the desire to grow with the trust and shape its future.

**Roger Alston**  
Chair of NEAT Board of Directors



## Principal/Lead for Secondary School Improvement

**Initially £90,000 - £105,000, negotiable depending on experience and skills  
To start September 2018, or sooner if can be negotiated**

***“Faith is taking the first step even when you don’t see the whole staircase.”* Martin Luther King Jr**

Benfield School is a rapidly growing 11-18 secondary school and one of five schools that formed the Newcastle East mixed multi Academy Trust (NEAT) in Spring 2017. At the heart of our trust is the aim to nurture, educate, achieve and transform the lives of young people and our communities.

This new role offers a rare opportunity to combine leading the only secondary school in a highly collaborative multi academy trust with contributing to wider system leadership as a secondary specialist, initially as a key partner in a new Teaching School Alliance led by Walkergate Community School and eventually across the trust as its portfolio of schools grows.

Your first priority will be to build on the current strengths of Benfield students, staff and governors to secure ambitious standards and educational outcomes as the school continues to grow. But we also need an outward-looking individual who can seize opportunities and lead strategies from day one that will deliver improved outcomes beyond Benfield.

Our candidate information pack will tell you more about the role and the trust. You’ll see that previous experience of headship is less important to us than appointing a proactive individual with a track record of successful school improvement, the ability to work with a range of partners and the vision and drive to bring opportunities to fruition that enable young people to succeed.

Creating this role demonstrates our commitment to build capacity and future proof our trust within a rapidly changing education landscape. We have faith that taking your first step on this career path with NEAT will give you new challenges, great rewards and the opportunity to shape our trust to make a real difference.

**Like to find out more about this unique opportunity?** We are holding three **Open Days** to find out about the role, meet key people and look around the school at **9:30-11:30 on Thursday 8, Tuesday 20 and Thursday 22 February**. Please register your interest by contacting Suzanne Hendey, NEAT Central Support Manager on 0191 2284090 or by email at [admin@neat.org.uk](mailto:admin@neat.org.uk). If you are unable to attend any of these dates, we can arrange an informal telephone discussion with Debi Bailey, NEAT Chief Executive.

**Interested in applying?** A completed application form, criminal records declaration form and equalities monitoring form must be submitted by 9am on Monday, 26 February 2018. Shortlisting is due to take place on Wednesday, 28 February 2018 with the assessment process on Monday, 12 and Tuesday, 13 March 2018.

*We are committed to safeguarding and promoting the welfare of children and young people. It is essential that all our staff and volunteers share this commitment. An enhanced criminal records check from the Disclosure and Barring Service is required for all posts.*



## Job Description

<b>Job title:</b>	Principal/Lead for Secondary School Improvement
<b>Location:</b>	Secondary academy in the north east, initially Benfield School
<b>Date:</b>	January 2018
<b>Responsible to:</b>	Chief Executive Officer, who is responsible to the Trust Board The Local Governing Body, and its Chair in particular, will also work closely with the Headteacher in relation to driving the academy forward and further developing local partnerships
<b>Responsible for:</b>	Academy teaching and support staff
<b>Job purpose:</b>	Lead, motivate and inspire students, staff, parents and the wider community Accountable for pupil progress, outcomes and academic results at the academy within the context of the NEAT vision and values

The following is typical of the duties the post holder will be expected to perform. It is not necessarily exhaustive and other duties of a similar nature and level may be required from time to time.

### Main Responsibilities as Academy Principal:

#### Educational Leadership and Management

- Accountable for the performance, pupil progress and academic results of the academy
- Ensure that the academy has a robust school improvement plan and work with the Chief Executive Officer to ensure appropriate school improvement support is in place and evaluated
- Develop a shared expectation of outstanding teaching and learning and ensure staff are provided with effective opportunities to develop their professional expertise

- Create and support an aspirational and innovative culture of learning in the academy
- Create a climate for learning and a system of monitoring and intervention that enables all students to thrive
- Set and embed high educational standards in the academy
- Work with the Chief Executive Officer and other NEAT Principals/Headteachers to design and implement an effective curriculum and the broader student experience
- Set appropriate national curriculum targets for pupil outcomes and monitor attainment and progress against these
- Ensure the welfare and safety of all students from all groups, including their safeguarding
- Ensure appropriate strategies for managing attendance, behaviour and exclusions are implemented throughout the academy



## Strategic Leadership and Management

- Work with all stakeholders to develop a positive school ethos and culture
- Lead the academy in partnership with the local governing body and key senior leaders
- Agree, communicate and deliver aspirational short- and medium-term aims and objectives for the academy within the context of the trust's longer-term vision
- Develop and maintain the values of NEAT within the academy
- Contribute professionally to the broader NEAT agenda including the development and delivery of strategic plans and priorities

## People Leadership and Management

- Lead on all staffing issues in the academy, including the appointment and development of staff and dismissals
- Ensure a culture of working together to achieve high standards throughout the academy
- Manage performance and ensure that staff receive appropriate support to achieve those high standards
- Ensure that appraisal and ongoing feedback are embedded for all staff in the academy
- Make pay progression recommendations to the local governing body in line with NEAT pay policy
- Undertake effective planning to ensure that the staffing needs for the academy are proactively identified and managed. Work collaboratively with the Chief Executive Officer and other NEAT Principals/Headteachers to identify shared staffing and recruitment approaches

- Create a climate of reflective practice and professional development that enables all staff to achieve their best. Contribute to and participate in shared CPD arrangements across NEAT
- Develop capacity within the senior and middle leadership teams
- Lead on staffing structure changes in the academy with the support and guidance of the Chief Executive Officer

## Financial and Business Management

- Work closely with the NEAT Director of Finance to ensure budgets are set and managed within the guidelines agreed by the NEAT Board of Directors
- Monitor actual expenditure against budget
- Implement key Trust-wide policies and strategies e.g. finance, HR, equalities and diversity, IT, governance, compliance, communications
- Ensure that efficient administrative systems are implemented and managed
- Manage and utilise the site and facilities to the benefit of the academy, the trust and the local community. Collaborate with other schools in the trust to ensure best use of all facilities for the benefits of pupils
- Work with the Chief Executive Officer and other NEAT Principals/Headteachers to develop a shared resources strategy and be proactive in sharing back office services to deliver efficiency savings
- Ensure that health and safety policies are fully implemented and managed



## Parental, Community and Sector Engagement

- Develop strong and effective partnerships with parents
- Develop a thriving sense of school community to include present, past and future pupils and parents
- Create proactive links with the community including, for example, businesses, feeder schools, other local schools, local community groups and religious organisations
- Take an active role in developing networks across the education sector including other secondary schools and multi academy trusts

## Main Responsibilities as NEAT Lead for Secondary School Improvement:

- Make an active contribution to the development of the future vision and strategic direction of the Trust within a changing education landscape, particularly in relation to secondary provision

### Initially:

- Take the lead role in driving the key performance indicators of the Teaching School Alliance led by Walkergate Community School for developing and delivering Initial Teacher Training across the alliance schools and establish Benfield School as the ITT hub

## In future, depending on the trust's context and the priorities identified by the Trust Board of Directors and the CEO:

- Take the lead role in developing and delivering a Trust-wide teaching and learning priority within the NEAT Strategic Plan under the direction of the Chief Executive Officer
- Play an active role in the growth of the Trust by contributing to the due diligence of joiner schools in collaboration with the Chief Executive Officer and project team and making recommendations for appropriate schools to join
- Provide school-to-school support to schools that join the trust or which seek the support of the trust/teaching school alliance to improve their outcomes

## General Responsibilities as NEAT Employee:

- Assist in maintaining a healthy, safe and secure environment and act in accordance with the trust's health and safety policies and the school's/central team's health and safety procedures
- Promote and implement the trust's equality policy in all aspects of employment and service delivery
- Promote and safeguard the welfare of children and young persons s/he is responsible for, or comes into contact with, in accordance with the trust's safeguarding policy and school's child protection policies and protocols
- Work to promote the vision and values of the trust
- Participate in appraisal, training and development and other activities that contribute to performance management
- Attend and participate in regular team and 1:1 meetings



## Person Specification

Criteria	Essential/ Desirable	Application	Tasks	Interview	Vetting checks
<b>Knowledge and qualifications</b>					
Qualified teacher status	E	✓			✓
National Professional Qualification for Headship or Executive Leadership (NPQH or NPQEL) or other post-qualification educational leadership/management qualification e.g. MEd	D	✓			✓
Evidence of personal commitment to lifelong learning	E	✓		✓	
Wide, current knowledge and understanding of national and local education policy and research and how it translates into the school's/trust's context	E		✓	✓	
Thorough understanding of how young people learn and the core features of effective curriculum planning, delivery and assessment, particularly in Key Stages 3 to 5 and transition from primary	E		✓	✓	
<b>Experience</b>					
Substantial experience as a senior leader in a secondary school	E	✓			✓
Experience of leadership in a variety of contexts, ideally in more than one school	D	✓			✓
Experience of working collaboratively with senior leaders in other schools to achieve shared priorities and/or of supporting other schools	D	✓		✓	✓
Experience of accurately analysing quantitative and qualitative data to evaluate school performance and identify school improvement priorities	E	✓		✓	✓
Track record of successfully implementing whole school strategies to improve pupil outcomes	E	✓		✓	✓
Evidence of successfully developing teams of professionals, delegating with accountability and managing change	E	✓		✓	✓



Criteria	Essential/ Desirable	Application	Tasks	Interview	Vetting checks
<b>Skills and competencies</b>					
Inspires and influences all stakeholders to support the fundamental importance of education and aspiration in young people's lives	E		✓	✓	
Models good practice and leads by example with integrity, positivity, creativity, resilience and clarity	E		✓	✓	
Drives forward strategic priorities and translates these into practical actions which support and empower students and staff to succeed	E		✓	✓	
Demands ambitious standards and high expectations for all students to overcome disadvantage and advance equality	E		✓	✓	
High level critical reasoning skills to identify, construct and evaluate arguments, identify the relative importance of ideas and solve problems	E		✓	✓	
Makes sound decisions based on gathering information, generating suitable alternatives, accurately appraising options and evaluating impact	E	✓	✓		
Effectively manages own behaviour and relationships with others to provide appropriate support and challenge	E		✓	✓	
High level oracy and communication skills that are effective for a range of audiences	E				
High level numeracy and literacy skills to analyse and interpret complex data and write effective reports/documents for a range of audiences	E	✓			
Committed to outward-facing schools working in partnership to champion best practice and secure excellent outcomes for all pupils	E				
Ability to safeguard and promote the welfare of children including motivation to work with children, forming and maintaining appropriate relationships and personal boundaries with children and young people, emotional resilience in working with challenging behaviours and attitudes to use of authority and maintaining discipline	E				✓
<b>Other</b>					
No disclosure about criminal convictions, barring or misconduct that is considered to make the candidate unsuitable for this particular role	E	✓		✓	✓
No concerns about medical fitness or attendance that is considered to make the candidate unsuitable for this particular role	E				✓



## Living in North East England

Famous for the friendliness of its people, North East England combines vibrant city life with breath-taking countryside and a spectacular coastline within easy reach.

Transport links within Newcastle upon Tyne and surrounding areas combine bus services with the Tyne and Wear Metro, whereas the East Coast Main Line provides accessible rail travel to Edinburgh, York and London. Located only 6 miles from the city centre, Newcastle International Airport offers over 80 domestic and overseas destinations.

Lonely Planet sums up the city as follows, “Against its dramatic backdrop of Victorian elegance and industrial grit, this fiercely independent city harbours a spirited mix of heritage and urban sophistication, with excellent art galleries and a magnificent concert hall, along with boutique hotels, some exceptional restaurants and, of course, interesting bars.”

<https://www.lonelyplanet.com/england/northeast-england/newcastle-upon-tyne>

Newcastle upon Tyne was also ranked the Best City for Families in a 2017 survey comparing outstanding schools, housing prices, nearby parks, job opportunities, average salaries and crime levels across the UK.

## Working for NEAT

### We offer our staff:

- great opportunities for continuing professional development and a career pathway across the trust
- membership of the Teachers’ Pension Scheme (for teachers) or the Local Government Pension Scheme (for support staff), which the trust also contributes to on your behalf
- recognition of previous service with other schools, academies, local government etc
- access to a staff wellbeing offer including use of the sports facilities at Benfield Sports Centre
- good public transport links via Tyne and Wear Metro and road links from the A19 and A1058 Coast Road

## Applying for This Vacancy

Please read the job description/person specification for the post and the guidance notes thoroughly before completing an application form. Your completed application form, criminal record declaration form and equalities monitoring form must be emailed by:

**9am on Monday, 26 February 2018 to:**  
[s.hendey@neat.org.uk](mailto:s.hendey@neat.org.uk)

**Please note that we do not accept CVs.**

Please contact Suzanne Hendey, NEAT Central Support Manager on 0191 228 4090 if you have any queries about the application process.



## NEAT Commitment to Equality and Diversity

We are committed to advancing equality and diversity within NEAT and in our relationships with partner organisations, suppliers and contractors. Equality is about creating a fairer society where everyone has the opportunity to fulfil their potential. Diversity is about recognising and valuing difference in its broadest sense. Both of these are at the heart of our inclusive approach as an employer and education provider.

We embrace our duties to eliminate discrimination and harassment, promote equality of opportunity for all and recognise and value diversity in employment and in the delivery of services to young people and their families.

We seek to attract and retain a progressive and diverse workforce and aim to provide a stimulating, rewarding and dynamic working environment where all colleagues can thrive, develop and fulfil their aspirations.

## NEAT Commitment to Safeguarding Children and Young People

The trust and our schools are highly committed to safeguarding and promoting the welfare of children and young people.

We want to ensure candidates support this commitment. During the recruitment process we ask all applicants to tell us in confidence about any criminal convictions they have. This does not mean that you cannot work for NEAT if you have a criminal conviction as we will consider the age of the conviction, whether it is relevant to the job you applied for and any mitigating factors before making a decision. The successful candidate will also need to obtain an enhanced certificate from the Disclosure and Barring Service (DBS).

You should also expect that we will explore any gaps in your employment history, why you want to work with children and young people and if you are able to keep them safe from harm at interview. We also request information about your suitability to work with children from your referees, one of which must be your current or last employer.