



***Be proud of what you do***



# Headteacher Recruitment Pack

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## Contact details

### **Buckfastleigh Primary School**

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## Letter from the Chair

Dear Applicant,

Thank you very much for your enquiry regarding the post of Headteacher at Buckfastleigh Primary School.

We currently have an Acting Headteacher following the departure of the substantive Headteacher due to ill health. We are moving into a phase requiring rapid improvement after receiving 'requires improvement' at our recent Ofsted inspection at Buckfastleigh.

Buckfastleigh is a welcoming and happy school with an ethos of aspiration and achievement. As part of the South Dartmoor Academy Chain, Buckfastleigh plays a leading role within the Academy and wider learning community, working proactively with all of its stakeholders. The school provides a wide, exciting curriculum and through creative teaching, pupils are supported and encouraged to achieve their full potential with success being recognised and celebrated in all its forms.

We wish to appoint a Headteacher who will drive up standards and secure the best outcomes for our pupils; ensuring the school quickly returns to good and then continues on a journey to outstanding. Our school leader will be strong, dynamic and inspirational with a proven record of school improvement and be ready to take the school forward with challenge, commitment and enthusiasm.

An outline of the structure and management of the school and the Academy can be found in the school information pack. Informal visits are welcomed. Please contact the school office on 01364 643304 to arrange a visit to our school.

The closing date for completed application forms is Friday 16th February and interviews will be held on Thursday 1st and Friday 2nd of March. A detailed programme will be sent to those candidates selected for interview.

Thank you for your interest in the post and we look forward to receiving your completed application form.

Yours faithfully

Beverley Garland – Chair of Governors.



# BUCKFASTLEIGH PRIMARY SCHOOL



## About Buckfastleigh



Buckfastleigh is a small rural town situated within the Dartmoor National Park, and often described as a gateway to the Moor. The town's history is largely built on the wool and tanning trade which still has a presence in the town today. There is a strong and vibrant community atmosphere with the school taking an active role. This is also supported by various clubs and societies covering a diverse range of interests and ages. There is much to see and do within the town itself including; The South Devon Railway, Otter Sanctuary and Butterfly Farm, Buckfast Abbey, Hembury Woods, Pengelly Caves and Pennywell Farm. Ashburton and Totnes are also nearby and offer a good variety of shops and restaurants.

Buckfastleigh has easy access to the A38 and is less than half an hour from both Exeter and Plymouth, affording an easy commute. Our unique location makes it ideal for pursuing many leisure activities including moor walking, mountain biking, caving, rock climbing, white water kayaking and sea related sports/activities. In addition to this, the university cities of Exeter and Plymouth both offer cultural experiences with theatres, respected venues and contemporary restaurants.





## More than just a Headteacher

Taking on this role is not only about becoming the Headteacher at Buckfastleigh Primary, there must also be an equal level of commitment to becoming a member of the senior leadership team of South Dartmoor Multi Academy Trust. You need to be focused on raising standards and improving outcomes in your own school whilst also working together and supporting all the schools in the Academy in achieving the same goals. Within the Academy we work closely together in monitoring teaching and learning, sharing the CPD of our staff, supporting our schools in Ofsted, raising standards and have total transparency.

Our Academy is dynamic and we are all highly motivated to work creatively to provide excellence in education. The Academy Leadership Team (all school leaders, business leads and a director) meet every Tuesday at 8am. Academy Primary School Leaders also meet twice a half term for more primary specific monitoring and planning.

The Headteacher at Buckfastleigh Primary School will work in collaboration with other school leaders and be accountable to the CEO/Executive Principal. As Headteacher of Buckfastleigh Primary School, you will be responsible for the day to day running of the school, liaising with stakeholders, developing the curriculum, raising standards and improving the quality of teaching and learning. The CEO/Executive Principal will help in setting the strategic direction for the school and support and monitor overall performance. Several business functions such as finance, premises and health and safety are managed centrally although there will still need to be some involvement in these areas at a school level. The Headteacher will also be the designated safeguarding lead.





## About the South Dartmoor Academy



The South Dartmoor Academy was formed in April 2011 and consists of 7 local schools: Ashburton Primary, Atrium Studio, Buckfastleigh Primary, Ilsington C of E Primary, Moretonhampstead Primary, South Dartmoor Community College and Widecombe Primary. We are currently in management partnerships with Broadhempston Primary School and Route 39 Academy. In September 2019 we will also be opening a new special school in Newton Abbot, 'Glendinning House,' that will cater for KS2-KS5 children who have communication and interaction difficulties.

Our Multi Academy Trust is unusual compared to many as all our schools have equal representation and status within the Academy, regardless of the school size.

Before becoming an Academy we explored what our main drivers were for creating this group and these became the following core principles:

- Early Intervention – to use Academy resources to target vulnerable and underachieving children and their families
- 4-19 Curriculum – to develop a 4-19 curriculum that meets the needs of all our pupils and ensures a consistency of language and approach towards learning from all staff
- Back office – to work towards reducing costs and improving services by pooling resources and skills across the Academy
- Partnership/Extended Schools – to provide all pupils within the Academy equal access to the benefits of an excellent and broad based education

These principles underpin all that we do and are often a focus for our next steps of development as a group of schools. We are extremely united and dedicated in wanting to achieve the highest quality of education for all our pupils and all school leaders within the Academy are invested in wanting all the schools to succeed. There is a huge amount of transparency within the schools as we can only work effectively together by fully understanding the challenges each school faces.

### Academy Governance

Within our Trust, we want each school to reflect the individual needs of their local community and therefore, each school has retained a local governing body whose work is focussed on monitoring the quality of provision within their school and providing challenge and support to school leaders. The Directors of the Academy comprise of 1 member from each local governing body and work together in setting the strategic direction for the Academy.





## About the South Dartmoor Academy

### Academy Leadership

The Academy leadership team meet weekly at 8.00am on Tuesday mornings. This enables all school leaders to share good practice, discuss and plan strategic developments in the Academy and also to mutually support each other in what can be at times, a very challenging role. These meetings have proven to be hugely successful and something that is valued highly by all the senior leaders within the Academy.

The Academy leadership team currently consists of:

Rachel Shaw – CEO/Executive Principal

Louise Lee-Gammage – Headteacher, Ashburton Primary School

Matt Messias—Principal, Atrium Studio

Paul Collins - Principal, South Dartmoor Community College

Tammy Docking – Head of School, Ilsington C of E Primary School

Will Bentall—Headteacher, Moretonhampstead Primary School

Des Stokes – Head of School, Widecombe Primary School

Sarah Parker-Khan—Vice Chair of Directors

Dan Turner—Head of School, Broadhempston Primary School



### Academy Finance

As an Academy our financial year runs from September to September and all the schools share one bank account. We are given individual allocations for each school which are managed individually but monitored centrally by our Chief Finance Officer. We have made good use of our combined buying power to reduce costs in many areas such as ICT, health and safety, catering, grounds maintenance and insurance. Our business development leader is focussed on best value for money and works creatively to try and bring further funding into the Academy through grants and bids for additional funding.

### The future of the Academy

In order not to become isolated, due to our Academy status, we remain heavily involved in our local learning community and are open to other local schools who wish to become part of the Multi Academy Trust. We are building a new school which will open in September 2019 for high functioning children with communication and language difficulties. This school will cater for children aged 7-19.





**At Buckfastleigh Primary School we aim to:**

*Instil in children an enthusiasm for learning and prepare them for their future lives.*

**We achieve this by:**

- Developing a love of learning and empowering children with the knowledge and skills to become lifelong, self-motivated learners.
- Promoting a sense of belonging and encouraging an effective partnership with parents and the wider community.
- Helping children to become confident individuals who are able to live a safe, healthy and fulfilling life.
- Offering a warm, welcoming environment where every individual understands their roles and responsibilities and respects the views and opinions of others.

### **'The Buckfastleigh Way'**

This was devised by staff and children and underpins all that we do in our school.

***The Buckfastleigh Way***

***Always try your best and challenge yourself in your learning***

***Treat others as you would like to be treated yourself***

***Always be polite and show good manners***

***Be a positive role model for others***





## Key School Information

Number of children on roll	201		
Average class size	28.7 children		
% of children on SEN register	24%		
	2 Children with statements 3 Children with EHCP		
% of children eligible for Pupil Premium	17% (34 children)		
Attendance	2016-2017 95.7% 2017-current 95.3% (PA 12%)		
Last Ofsted Inspection	December 2017 <b>Requires Improvement</b>		
EYFS	67% GLD		
Year 1 phonics	69%		
Key Stage 1 results 2017	<b>EXS</b>		
	Reading	78%	
	Writing	74%	
Cohort 23	Maths	87%	
Key Stage 2 results 2017	<b>EXS</b>		<b>Progress</b>
	Reading	84%	+0.13
	Writing	28%	-3.38
Cohort 31	GPS	81%	
	Maths	81%	-1.45
	R,W & M	61%	
Key Stage 2 disadvantaged 2017	<b>EXS</b>		<b>Progress</b>
	Reading	83%	+0.19
	Writing	75%	-1.10
Cohort 12	GPS	83%	
	Maths	83%	+0.42
	R,W & M	67%	





## Key School Information

There have been a number of staff changes in the last 3 years, particularly at school leadership level. The current acting Headteacher has been in post since October 2017 after joining the school in September 2017 as the assistant Headteacher. Currently two SENDCos working in other primary schools within the Trust are working in the school following the resignation of the substantive SENDCo in the Autumn term. 2 new teachers have joined the school since the beginning of the academic year.

### School Strengths

- Close links and collaboration with other South Dartmoor Academy schools
- Excellent community links
- Hard working and staff team
- Supportive parents
- Supportive and involved Local Governing Body
- Supportive and knowledgeable board of Directors

### How these impact on outcomes for children

- *Working with the multi academy trust allows for the sharing of best practice, leadership challenge and support and better transition for the pupils as they move to SDCC.*
- *Relationships are very good between adults and pupils and parents find the teachers both accessible and helpful.*
- *Friends of Buckfastleigh Primary School work hard to raise funds and organise regular social and fundraising events.*
- *Close links with the community (groups and individuals) has helped to raise the profile of the school in the community and has developed pride in the local community amongst the children.*
- *Working in partnership with parents gives the children a clear framework for expectations of work and behaviour. Standards in the school have risen in the past two years and behaviour is good.*





## Job Description

**HEADTEACHER—SALARY RANGE: 10-16**

**IS RESPONSIBLE TO EXECUTIVE HEAD AND GOVERNING BODY**

### MAIN PURPOSE OF THE JOB

The Headteacher as the lead professional in the school, accountable to the local governing body and Directors will provide; vision, leadership and direction for the school, in collaboration with the Executive Headteacher, ensuring that it is managed and organised to meet its aims and targets. They will promote a secure foundation from which to achieve high standards in all areas of the school's work.

### KEY RESPONSIBILITIES:

#### Shaping the future

- Can create a shared vision and ambitious strategic plan in collaboration with the Executive Principal, which inspires and motivates pupils, staff, governors and all members of the school community
- Works with the school community to translate the vision into agreed objectives and plans based on whole school priorities that are in turn based on robust self-evaluation
- Demonstrates the vision and values in everyday work and practice
- Motivates and works with others to create a shared culture and positive climate
- Ensures creativity, innovation and the use of appropriate new technologies to achieve excellence
- Ensures that strategic planning takes account of the diversity, values and experience of the school, Academy and community at large



## Leading Teaching and Learning

- Ensures a consistent and continuous school-wide focus on pupils' achievement, using data and benchmarks to monitor progress in every child's learning
- Ensures that learning is at the centre of strategic planning and resource management
- Establishes creative, responsive and effective approaches to learning and teaching
- Ensures a culture and ethos of challenge and support where all pupils can achieve success and become engaged in their own learning
- Demonstrates and articulates high expectations and sets stretching targets for the whole school community
- Demonstrates excellent classroom practice and ensures best-practice teaching is shared across the school and within the Academy
- Implements strategies which secure high standards of behaviour and attendance
- Supports the development of a diverse, flexible curriculum for 4 to 19 year olds and implements the Academy's assessment framework
- Takes a strategic role in the development of new and emerging technologies to enhance and extend the learning experience of pupils
- Monitors, evaluates and reviews classroom practice and promotes improvement strategies
- Challenges underperformance at all levels and ensures effective corrective action and follow-up



## Developing Self and Working with Others

- Treats people fairly, equitably and with dignity and respect to create and maintain a positive school culture
- Builds a collaborative learning culture within the school and actively engages with other schools in the Academy and beyond
- Develops and maintains effective strategies and procedures for staff induction, professional development and performance review
- Ensures effective planning, allocation, support and evaluation of work undertaken by teams and individuals
- Ensures clear delegation of tasks and devolution of responsibilities in agreement with the Executive Principal
- Acknowledges the responsibilities and celebrates the achievements of individuals and teams
- Develops and maintains a culture of high expectations for self and for others and is responsible for taking appropriate action when performance is unsatisfactory after consultation with the Executive Principal
- Regularly reviews and takes responsibility for own practice, sets personal targets for own personal development
- Manages own workload and that of others to allow an appropriate work/life balance



## Managing the Organisation

- In collaboration with the Executive Principal, supports the creation of an organisational structure which reflects the school's and Academy's values, and enables the management systems, structures and processes to work effectively in line with legal requirements
- Co-produces and implements clear, evidence-based improvement plans and policies for the development of the school and its facilities
- Ensures that, within the Academy structure, policies and practices take account of national and local circumstances, policies and initiatives
- In agreement with the Executive Principal, manages the school's financial and human resources effectively and efficiently to achieve the school's educational goals and priorities
- Recruits and retains staff appropriately and manages their workload to achieve the vision and goals of the school
- Implements successful performance management processes with all staff
- Manages and organises the school environment efficiently and effectively to ensure that it meets the needs of the curriculum, takes responsibility for reporting health and safety concerns to the Health and Safety coordinator.
- Ensures 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
- Uses and integrates a range of technologies effectively and efficiently to manage the school



## Securing Accountability

- Fulfils commitments arising from contractual accountability to the Directors of South Dartmoor Academy
- Develops a school ethos which enables everyone to work collaboratively, share knowledge and understanding, celebrate success and accept responsibility for outcomes
- Ensures individual staff accountabilities are clearly defined, understood and agreed and are subject to rigorous review and evaluation
- Works with the local Governing Body and Directors (providing information, objective advice and support) to enable it to meet its responsibilities
- Develops and presents a coherent, understandable and accurate account of the school's performance to a range of audiences including Local Governors, Directors, parents and carers
- Works in collaboration with the Academy Leadership Team and supports the development of core principles
- Reflects on personal contribution to school achievements and takes account of feedback from others

## Safeguarding

- Responsible for promoting the welfare of all children and young people
- Creates an organisational culture which is vigilant to, monitors and prioritises the safeguarding of children and young people above all considerations
- Works effectively and proactively with outside agencies to ensure the needs of vulnerable children and their families are fully met
- Is held to account by the Executive Principal and safeguarding Governor to ensure all safeguarding procedures are adhered to
- Is the named Designated Safeguarding Leader



## Strengthening Community

- Builds a school culture and curriculum which takes account of the richness and diversity of the school's communities whilst being part of the wider Academy
- Creates and promotes positive strategies for challenging racial and other prejudice and dealing with racial harassment
- Ensures learning experiences for pupils are linked into and integrated with the wider community
- Enhances the existing range of community-based learning experiences that have placed the school at the heart of the community
- Collaborates with other agencies in providing for the academic, spiritual, moral, social, emotional and cultural well-being of pupils and their families
- Creates and maintains an effective partnership with parents and carers to support and improve pupils' achievement and personal development
- Seeks 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
- Contributes to the development of the education system by, for example, sharing effective practice, working in partnership with other schools and promoting innovative initiatives
- Co-operates and works with relevant agencies to protect children

*NOTE: The content of the job description may be amended at any time following discussions between the Local Governing Body, Executive Principal, Directors and the Headteacher, and will be reviewed on an annual basis.*



## Person Specification

The following outlines the key skills and experience required for this position. The selection panel will assess each candidate against the criteria listed below, expecting candidates to demonstrate knowledge and understanding of each area and show evidence of having applied (or awareness of how to apply) this knowledge and understanding in the school context.

Qualifications and experience	Essential	Desirable
<p>1. Must fulfil at least one of the following requirements:</p> <p>A) Substantial and relevant senior leadership experience (3 years)</p> <p>B) Substantial and relevant experience at Headteacher level in primary education</p> <p>C) NPQH qualification</p> <p>2. Teaching qualification (BEd, PGCE, GTP, Teach First)</p> <p>3. Relevant recent professional development that prepares the applicant for this post</p> <p>4. Record of successful class teaching with at least three years teaching experience in a United Kingdom primary school</p> <p>5. Working collaboratively with other schools and local community</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>
Strategic direction and shaping the future	Essential	Desirable
<p>1. Experience of successful delivery against agreed strategic plans</p> <p>2. Ability to articulate clear visions for the school and the Academy and their development over the next three years</p>	<p>✓</p> <p>✓</p>	



<b>Leadership</b>	<b>Essential</b>	<b>Desirable</b>
<ol style="list-style-type: none"> <li>1. Track record of providing inspiration and strong leadership to all staff</li> <li>2. Track record of leading by example to promote the school's vision and values for the pupils, staff, Governors and parents of the school</li> <li>3. Track record of providing a collaborative style of leadership</li> </ol>	<p>✓</p> <p>✓</p> <p>✓</p>	
<b>Learning and Teaching</b>	<b>Essential</b>	<b>Desirable</b>
<ol style="list-style-type: none"> <li>1. Sound understanding of how children learn and effective teaching methods</li> <li>2. Track record of assessing, monitoring and evaluating the quality of teaching standards and the delivery of the curriculum across the board</li> <li>3. Evidence of using data, benchmarks and feedback to monitor progress in children's learning</li> <li>4. Evidence of a sound knowledge of the current major curriculum issues, legislative changes and their significance for the management and leadership of a primary school</li> </ol>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	
<b>Staff management and development</b>	<b>Essential</b>	<b>Desirable</b>
<ol style="list-style-type: none"> <li>1. Ability to build and motivate strong teams that enable: <ul style="list-style-type: none"> <li>• All staff to carry out their respective roles to the highest standard</li> <li>• All staff to work effectively together to deliver improvement within the schools and across the Academy</li> </ul> </li> <li>2. Experience of recruiting, managing and developing all staff</li> <li>3. Supportive of continuing professional development and providing opportunities for growth and development of all staff</li> <li>4. Experience of carrying out staff performance reviews and acting on any issues that arise from the reviews</li> </ol>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	



<b>Organisation – managing systems and resources</b>	<b>Essential</b>	<b>Desirable</b>
1. Effective track record in management of financial and human resources to achieve educational goals		✓
2. Experience of effectively managing budgets, including setting priorities for expenditure, allocating funds and cost control	✓	
3. Ability to demonstrate effective previous use and integration of a range of technologies to promote learning	✓	
4. Experience of using ICT effectively for school management, curriculum development and pupil progress	✓	
<b>Accountability</b>	<b>Essential</b>	<b>Desirable</b>
1. Ability to use monitoring and evaluation to improve the academic, spiritual, moral, social, emotional and cultural development of all pupils, and to make accurate judgements against agreed criteria	✓	
2. Thorough understanding of the statutory framework for education and the legal framework that underpins school management and the ability to make accurate judgements against agreed criteria	✓	
3. Ability to put in place effective communication mechanisms to ensure that Governors and Directors are provided with the information they need to meet their responsibilities	✓	
<b>Community</b>	<b>Essential</b>	<b>Desirable</b>
1. Ability to create and implement a parent involvement strategy that will ensure parents are: <ul style="list-style-type: none"> <li>• Involved with the schools and have confidence in the schools and the leadership</li> <li>• Well informed about the curriculum and pupil attainment and progress</li> <li>• Clear about the contribution that they can make to achieving the schools' targets for improvement</li> </ul>	✓ ✓ ✓ ✓ ✓	
2. Track record of effective links with communities in order to support learning		
3. Actively draws on the richness and diversity within the school communities to enhance learning opportunities	✓	



Safeguarding and Equal Opportunities	Essential	Desirable
1. Evidence of a commitment to promoting the welfare and safeguarding of children	✓	
2. Evidence of promoting, implementing and monitoring equal opportunities across all aspects of the school	✓	
Person attributes	Essential	Desirable
1. Demonstrates emotional intelligence	✓	
2. Communicates effectively with self-awareness and social perception	✓	
3. Adaptable to changing circumstances and new ideas	✓	
4. Approachable and enjoys being highly visible to children and parents	✓	
5. Demonstrates personal impact and presence	✓	
6. Demonstrates creativity and imagination to anticipate and solve problems	✓	
7. Demonstrates good judgement	✓	
8. Demonstrates commitment, reliability and integrity	✓	
9. Demonstrates the ability to be resilient, robust and calm under pressure	✓	

***The Governing Bodies and Local Authority are committed to safeguarding and promoting the welfare of children and young person and Headteachers must ensure that the highest priority is given to following guidance and regulations to safeguard children and young people. The successful candidate will be required to undergo an Enhance Disclosure from the Disclosure and Barring Service (DBS).***



## Application Process

### Application forms:

Application forms and the recruitment pack are available from the school website (Information Page/vacancies) or you can contact the school directly via phone or email.

### School Visits:

Visits to the school are welcomed. Please contact the school directly to arrange to be shown around the school by one of our administrators.

### Closing Date:

Please send completed applications directly to the school (email or post) by **Friday 16th February 2018**. Applications received after this time will not be considered.

### Shortlisted candidates invited for interview:

Shortlisted candidates will be invited for interview and informed of requirements and timings by **Tuesday 20th February 2018**. References will be taken up and proof of identity and qualifications will be required.

### Interviews:

Interviews will take place over 2 days, **Thursday 1st and Friday 2nd March 2018** and will be held at Buckfastleigh Primary School.

## Contact details

### Buckfastleigh Primary School

Bossell Road, Buckfastleigh, Devon TQ11 0DD

Telephone: 01364 643304

Email: [admin@buckfastleigh.devon.sch.uk](mailto:admin@buckfastleigh.devon.sch.uk)

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