



Headteacher

Recruitment Pack

St Martin's CE (VA) Primary School

July 2019



Dear applicant,

Welcome to St Martin's School and thank you for your interest in the post of Headteacher. If successful, you will be joining a hard-working team, determined to provide the children in their care the very best educational experience. Our school offers a warm and positive environment, catering for the needs of a diverse range of children and families from the surrounding area. The school welcomes a large number of EAL children and provides exemplary support to those children and parents who need extra help; we are proud of our diversity and of our excellent record of inclusivity which was a noted strength in the recent Ofsted Inspection.

Our position within Salisbury allows us to take advantage of the many opportunities the city offers, from workshops at the cathedral and at the Playhouse to visits to the museums, and regular services and events at our church of Sarum St Martin's. The latter works in close cooperation with us to support the children and build on our strong Christian ethos. We also have long standing links with the local community and the staff are actively involved in cluster work with other schools.

In March of this year we requested an LA review and appointed an associate Headteacher to support the acting Headteacher for terms 5 and 6. They had begun to put several plans into action when we had an Ofsted Inspection. The report highlighted some improvements and commended the actions recently undertaken but also pointed at various issues which still need addressing. We will be appointing a Headteacher who can respond to this challenge, firmly driving accelerated progress and bringing us the good rating we are striving for. To this end, they will be supported by an experienced and enthusiastic Governing Body. An early priority will be to lead the preparations towards opening a school-led nursery in September 2020.

First and foremost, we are a Church School and our Christian ethos drives us all. The outcome of our last SIAMS inspection (March 2015) was outstanding. That report highlighted how many of our children are vulnerable; at St Martin's the staff excel at meeting their needs and giving them the love and support, which enables them to learn. This means that our new Headteacher should also be a person of faith who is committed and able to promote and develop St Martin's Christian character and inclusive ethos. The successful candidate will thus have to demonstrate a capacity to provide strong Christian leadership.

We enclose further information about our school. We would encourage you to visit the school to experience first-hand our culture and ethos. You will be made most welcome.

We look forward to hearing from you,

Claudine Dunning

Mark Hart (Co-Chairs of Governors)



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About Salisbury

Salisbury is a medieval cathedral city in the southern English county of Wiltshire, known as 'the city in the countryside', Salisbury is surrounded by a landscape so quintessentially English it's almost too good to be true.

With timbered buildings, an Early English Gothic Cathedral home to the famous Magna Carta, a thriving market, buzzing arts and music scenes, museums and some of England's finest historic houses, there are many things waiting to be explored.



Salisbury may be set in a rural, mainly agricultural region but it is not an isolated one with London, Bath & Southampton easily accessible by road and rail. The South Coast with its lovely sandy beaches, sailing and cross channel ferries is not far away either.

The city has a strong artistic community, with numerous galleries, Salisbury Playhouse, City Hall, and Salisbury Arts Centre, and the annual Salisbury International Arts Festival.

Salisbury has a whole array of friendly, welcoming restaurants, cafes and inns where you can enjoy excellent food and drink from around the world.



The city centre is home to many of the well-known High Street brands as well as being blessed with a wealth of independent shops specialising in everything from arts and crafts, fashion and homewares to specialist food, sports and health.

Salisbury has a mix of independent and state schools, including boys' and girls' grammar schools. It is also home to South Wilts UTC and Wiltshire College which recently achieved University status.



About St Martin's

St Martin's is a Church of England school that has close links with St Martin's church, where children regularly visit for services and festivals. As such, Christian values are central to the ethos of our school and we offer a supportive family atmosphere where staff provide a safe and welcoming environment, ensuring

that every child is given the best chance to learn and grow.



We are a one form entry school with excellent facilities both indoor and out which allows us to cater for the education and welfare of a diverse range of children and families from the area. We use technology in our classrooms to support learning and have many other amenities including our main hall, dining room, teaching kitchen, library, jubilee garden, forest school facilities, scrap store play pod, extensive playing fields and playgrounds.



Our children are proud of their school and are encouraged to take on additional responsibilities such as the school council, and young interpreters' scheme. Children also play an active role in worship both within the school and at St Martin's church.

Our children are regularly involved in community activities and events, and we have partnered with Tunduya Primary, Zambia, which has helped both our staff and children deepen their appreciation of cultural and global issues.

Improving both progress and attainment across all year groups is a key focus for our school. We have a highly skilled workforce that includes specialist practitioners. All staff members work tirelessly to teach and support our children. They are committed to the ethos of our school and seek out opportunities to develop their own practice and share learning with others.

Our support staff help our children to improve their wellbeing as well as their learning, and we have recently gained our Wiltshire Healthy School accreditation.

We encourage parents to be involved in their child's education and have worked closely with the Wiltshire's Family Learning team to support them in this.

Children have regular opportunities to share their learning with parents through assemblies, school plays, sports day, open days and weekly homework.

Key School Information

School

Age Range	4-11 years
Other	Co-educational
Location	Salisbury, Wiltshire
Type of School	Church of England (Voluntary Aided)
Organisation	7 classes
Children on Roll	166
Average Class Size	24
Attendance 2018/19	93.8%
FSM	43%
SEN	25%
EAL	34%
Languages spoken	17



Current Staffing Structure

Senior Leadership Team

- Acting Headteacher
- Acting Deputy Headteacher
- SENCO (0.8)

Upper Pay Scale

- Interventions and PPA
- Three full time staff
- 0.6 class share teacher

Main Pay Scale

- Three full time staff
- 0.6 class share teacher

NQT

- One NQT

Support Staff

1 HLTA/Pastoral TA

1 Pastoral TA

9 Classroom TAs (6 also take on the role of MDSA)

Admin Officer (3 days per week)

Attendance Officer (5 mornings per week)

1 Parent Support Advisor

1 Site Manager

3 Cleaners

Key information

Phonics Screening Test 2018

Year 1 78%

Year 2 93%



SATS Results – 2018

Key Stage 1

Reading

33% working below age related expectations

67% working at age related expectations 17% who achieved high level of attainment

Writing

37% working below age related expectations

63% working at age related expectations 0% who achieved high level of attainment

Maths

40% working below age related expectations

60% working at age related expectations 13% who achieved high level of attainment

Key Stage 2

Reading

56% working below age related expectations

44% working at age related expectations 10% who achieved high level of attainment

Writing

37% working below age related expectations

63% working at age related expectations 0% who achieved high level of attainment

Maths

52% working below age related expectations

48% working at age related expectations 3% who achieved high level of attainment



Our Vision, Values & Ethos

Mission Statement

“Teach me, my God and King, in all things thee to see.” (George Herbert)

Our school is a caring Christian Community firmly founded on the Christian values of love, respect and consideration for others. We reflect these values in the day to day running of the school, in all aspects of the curriculum and in every area of our school life.

Our Vision

At St Martin’s we believe that it is our parents and families who have more power than anyone to communicate the value of schooling to the child, and so we ask that:

- Each child is in school every day, and ready to learn.
- Parents are involved in every way they can, in helping each child to be happy, confident and able to achieve their best.

In return, we promise that every member of the St Martin’s team will work tirelessly, to make certain that parents and each child are supported, in every way that we are able, so ensuring that each and every child makes the best progress possible at school and so achieves their full potential.

It is our wish that every child who leaves St Martin’s, does so believing that ‘If you can dream it, you can do it.’

Our Values

St Martin’s school has six core values: Honesty, Friendship, Respect, Perseverance, Responsibility and Team

Work. These are reflected in our ‘Golden Rules’.

At St Martin’s we love to celebrate a job well done. We always make sure that when our children show these values to their friends, families and teachers, that they are rewarded for doing so.

We uphold and teach pupils about British values, which we see as: democracy, rule of law, individual liberty, mutual respect, tolerance of those different faiths and beliefs. These values are taught explicitly through Personal, Social and Health Education (PSHE) and Religious Education (RE). And we promote these values through planning and delivering a broad and balanced curriculum.

We will actively challenge pupils, staff or parents expressing opinions contrary to fundamental British Values, including “extremist” views.

Our Christian Ethos

Our Christian ethos is central to everything we think and do. We are a caring Christian Community firmly founded on the Christian values of love, respect and consideration for others. We reflect these values in the day to day running of the school, in all aspects of the curriculum and in every area of our school life. We are judged to be an OUTSTANDING Church School (SIAMS March 2015).

We regularly visit Sarum St Martin's Church to worship together, and the children and staff enjoy visiting Salisbury Cathedral for workshops and services.



Headteacher Job Description

The Core Purpose of the Headteacher in our Church school

The headteacher is the prime mover in creating, inspiring and embodying the Christian ethos and culture of this Church school, securing its Vision with all members of the school community and ensuring an environment for teaching and learning that empowers both staff and students to achieve their highest potential.

Thus, the core purpose of the headteacher is to provide professional leadership and management for the school within the context of the Trust Deed. This will promote a

secure foundation from which to achieve high standards in all areas of the school's work. To gain this success the headteacher must establish high quality education by effectively managing teaching and learning and using personalised learning to realise the potential of all pupils. The headteacher must establish a culture that promotes excellence, equality and high expectations of all pupils within a strong Christian ethos.

The headteacher is the leading professional in the school. Accountable to the governing body, the headteacher provides vision, leadership and direction for the school and ensures that it is managed and organised to meet its aims and targets. The headteacher, working with others, is responsible for evaluating the school's performance to identify the priorities for continuous improvement in teaching, learning and assessment and in raising standards; ensuring equality of opportunity for all; developing policies and practices; ensuring that resources are efficiently and effectively used to achieve the school's aims in accordance with its mission statement, and for the day- to-day management, organisation and administration of the school.

The headteacher, working with and through others, secures the commitment of the wider community to the school by developing and maintaining effective partnerships with, for example, schools, other services and agencies for children, the Local Authority, and Diocese, higher education institutions and employers. Through such partnerships and other activities, headteachers play a key role in contributing to the development of the education system as a whole and collaborate with others to raise standards locally.

Drawing on the support provided by members of the school's church and wider communities, the Headteacher is responsible for creating a productive learning environment that is engaging and fulfilling for all pupils.



The six key areas of headship

Shaping the Future

Critical to the role of headship is working with the governing body and others to create a shared vision and strategic plan, which inspires and motivates pupils, staff and all other members of the Church school community. This vision should express core educational values and moral purpose and derived from Christian values and summarised in the mission statement.

The headteacher will:

- Ensure the vision for the school is clearly articulated, shared, understood and acted upon effectively by all.
- Inspire and lead the worshipping community, which is the school.
- Work within the school and Church communities to translate the vision into agreed objectives and operational plans, which will promote and sustain school improvement.
- Demonstrate the vision and Christian values in everyday work and practice.
- Motivate and work with others to create a shared culture and positive climate.
- Encourage creativity, innovation and the use of appropriate new technologies to achieve excellence.
- Ensure that strategic planning takes account of the diversity, values and experience of the school and community at large.

Leading Learning and Teaching

Headteachers have a central responsibility for raising the quality of teaching and learning and for pupils' achievement. This implies setting high expectations and monitoring and evaluating the effectiveness of learning outcomes. A successful Christian environment promotes a learning culture, which will enable pupils to become effective, enthusiastic, independent learners, committed to life-long learning.

The headteacher will:

- Enable a consistent and continuous school-wide focus on pupils' achievement, using data and benchmarks to monitor progress in every child's learning.
- Ensure that learning is at the centre of strategic planning and resource management.
- Establish creative, responsive and effective approaches to learning and teaching to suit the multiple needs of children of varied social and ethnic backgrounds.
- Provide, after consultation with the governing body over the arrangements, for the daily act of collective worship in accordance with the school's Trust Deed and Schedule 20 of the School Standards and Framework Act, 1988.
- Implement the policy of the Governing Body on Religious Education in accordance with the school's Trust Deed.
- Build a culture and ethos based on Christian values of challenge and support where all pupils can achieve success and become engaged in their own learning.
- Demonstrate and articulate high expectations and set stretching targets for the whole school.
- Within the school's Christian ethos, implement strategies which secure high standards of behaviour and attendance.



- Initiate and implement a diverse, flexible curriculum and implement an effective assessment framework.
- Take a strategic role in the development of new and emerging technologies to enhance and extend the learning experience of pupils.
- Monitor, evaluate and review classroom practice and promote improvement strategies.
- Challenge underperformance at all levels and ensure effective corrective action and follow-up.

Developing Self and Working with Others

Effective headteachers manage themselves and their relationships well. Headship is about building a Christian learning community that enables others to achieve. Through performance management and effective continuing professional development practice, the headteacher supports all staff to achieve high standards, recognising their unique contributions as valued individuals. To equip themselves with the capacity to deal with the complexity of the role and the range of leadership skills and actions required of them, headteachers should be committed to their own continuing professional development.

The headteacher will:

- Treat people fairly, equitably and with dignity and respect to create and maintain a positive school culture in a manner consistent with the Christian ethos.
- Build a collaborative learning culture within the school and actively engage with other schools to build effective learning communities.
- Develop and maintain effective strategies and procedures for staff induction, professional development and performance review.
- Ensure effective planning, allocation, support and evaluation of work undertaken by teams and individuals, ensuring a clear delegation of tasks and devolution of responsibilities.
- Acknowledge the responsibilities and celebrate the achievements of individuals and teams.
- Develop and maintain a culture reflecting the mission statement of high expectations for self and for others and take appropriate action when performance is unsatisfactory.
- Regularly review own practice, set personal targets and take responsibility for own personal and spiritual development.
- Manage own workload and that of others to allow an appropriate work/life balance.
- Act as the spiritual leader to staff and pupils.

Managing the Organisation

In a Church school, the relationship between the mission statement and the provision of effective organisation and management should reflect the Christian aims. The headteacher will seek ways of improving organisational structures and functions based on rigorous self- evaluation within this Christian context. Headteachers should ensure that the school and the people and resources within it are organised and managed to provide an efficient, effective and safe Christian learning environment. These management responsibilities imply the re-examination of the roles and responsibilities of those adults working in the school, nurturing them, in order to build capacity across the workforce and ensure resources are deployed to achieve value for money. Headteachers should also seek to build successful organisations through effective collaborations with others.



The headteacher will:

- Create an organisational structure which reflects the school's values and mission statement, and enables the management systems, structures and processes to work effectively and legally.
- Produce and implement clear, evidence-based improvement plans and policies for the development of the school and its facilities which fit within its Christian ethos.
- Ensure that policies and practices take account of national, diocesan and local circumstances, policies and initiatives.
- Manage the school's financial and human resources effectively and efficiently to achieve the school's educational goals and priorities.
- Recruit members of staff who are able and willing to contribute to the Christian ethos of the school, retaining and deploying them appropriately and managing their workload to achieve the vision and goals of the school.
- Implement successful performance management processes which reflect the Christian identity of the school with all staff.
- Challenge inappropriate staff behaviour and deal effectively with staffing issues, including those relating to conduct, competence and attendance.
- Manage and organise the school environment efficiently and effectively to ensure that it meets the needs of the curriculum and health and safety regulations.
- Ensure that the range, quality and use of all available resources is monitored, evaluated and reviewed to improve the quality of education for all pupils and provide value for money.
- Use and integrate a range of technologies effectively and efficiently to manage the school.

Securing Accountability

With Christian values at the heart of their leadership, headteachers have a responsibility to the whole school and Church community. They are accountable to a wide range of groups, particularly pupils, parents, carers, governors, parish, Diocese and the LA. They are accountable for ensuring that pupils enjoy and benefit from a high-quality Christian education, for promoting collective responsibility within the whole school community and for contributing to the education service more widely.

The headteacher will:

- Fulfil commitments arising from contractual accountability to the governing body.
- Develop a school ethos which enables everyone to work collaboratively, share knowledge and understanding, celebrate success and accept responsibility for outcomes.
- Ensure individual staff accountabilities are clearly defined, understood, nurtured and agreed and are subject to rigorous review and evaluation.
- Work with the governing body (providing information, objective advice and support) to enable it to meet its responsibilities.
- Develop and present a coherent, understandable and accurate account of the school's performance to a range of audiences including governors, parents and carers.
- Reflect on their personal contribution to school achievements and take account of feedback from others.



Strengthening Community

Headteachers will be committed to engaging with the internal and external school community to secure Christian principles of equity and entitlement. They will collaborate with others in order to share expertise and bring positive benefits to their own and other schools. They should work collaboratively at both strategic and operational levels with parents /carers, the Church and across other multiple agencies for the well-being of all children. Headteachers share responsibility for leadership of the wider educational system and should be aware that school improvement and community development are interdependent.

The headteacher will:

- Promote a vision of a Church school witnessing to its Christian values in its local community.
- Build a school culture and curriculum which takes account of the richness and diversity of the school's communities.
- Create and promote positive strategies for challenging prejudice and dealing with harassment in a Christian manner.
- Ensure learning experiences for pupils are linked into and integrated with the wider community.
- Ensure a range of Church and community-based learning experiences.
- Collaborate with Church and other agencies in providing for the academic, spiritual, moral, social, emotional and cultural well-being of pupils and their families.
- Create and maintain an effective partnership with parents /carers to support and improve pupils' achievement and personal development.
- Seek opportunities to invite parents/ carers, members of the Church family, community, business or other organisations into the school to enhance and enrich the school and its value to the wider community.
- Contribute to the development of the education system by, for example, sharing effective practice with schools in the diocesan family and wider Salisbury cluster, working in partnership with others to promote innovative initiatives.
- Co-operate and work with relevant agencies to protect children.

The applicant will be required to safeguard and promote the welfare of children and young people.



Headteacher Person Specification

Person Specification for the Appointment of Headteacher of Sarum St Martin's C of E Voluntary Aided Primary School

	Qualifications and Experience	Essential	Desirable
1	Qualified Teacher Status	Y	
	Qualified to at least Degree Level (or equivalent)	Y	
	Qualified to teach and work in the UK	Y	
2	Readiness for headship – NPQH, or evidence of equivalent level of learning - achieved through senior leadership role within a school		Y
	Readiness for headship - Successful experience as a School Leader at least at Deputy Headteacher level	Y	
	Readiness for headship - Successful experience as a Headteacher/Principal		Y
3	Successful teacher in the primary phase, significantly raising the attainment and accelerating progress of children in classes you have taught and subjects you have led	Y	
	'Outstanding' teacher in primary phase, with the ability to develop others to achieve significantly improved outcomes for children via your support/intervention		Y
4	A committed Christian, actively planning to support the school's Christian Foundation and a member of the Church of England or other mainstream Christian church (member of Churches Together in Britain and Northern Ireland) – preferably supported by a clerical reference	Y	
5	Recent and relevant in-service professional development and/or training which has had direct impact upon leadership/school improvement, including Safeguarding.	Y	
	Recent and relevant experience and in-service professional development and/or training including Financial Management and Managing Teams		Y
	Leadership Skills and Knowledge	Essential	Desirable
6	The ability to articulate and communicate a vision for St Martin's C of E VA Primary School as a distinctive and effective church school and the commitment to uphold and develop its Christian values	Y	
	The confidence and ability to lead inspirational Collective Worship appropriate to our Voluntary Aided school status (1944 Education Act)	Y	
7	Can contribute to building effective working relationships beyond a school – e.g. cluster working, trust-wide improvement, research hubs or local authority/diocese work	Y	
8	The ability to develop others, to lead by example and to support and champion staff and children, creating an inclusive environment that engages all stakeholders and nurtures all children to achieve their potential		Y
	A track record of behaviour and discipline management skills		Y
	Understanding of and commitment to the protection of children through Safeguarding, including liaison with outside agencies	Y	



9	The successful use of performance management and professional development of staff, including the effective management of underperformance where required		Y
	Able to identify a clear strategic vision and direction for the school in conjunction with Governing Body, and then communicate it effectively to the wider school community. To include leading the future development of a school-led nursery.	Y	
10	An interest in the tasks involved in working with the Site Manager, individual Governors and the Diocesan Property Dept to ensure the school Premises are fit for purpose and kept safe and secure.		Y
	Leading Teaching and Learning	Essential	Desirable
11	A passionate belief in the potential of every child and successful development and promotion of inclusion	Y	
12	A Leading teacher who can evidence school improvement through leading, coaching and motivating staff		Y
13	Successful leadership and development of a differentiated, balanced and effective curriculum which develops pupils spiritually, morally, socially & culturally and supports their academic, creative and physical development and well-being	Y	
14	An inspiring leader of change who has successfully used whole school self-evaluation (e.g. lesson observations, work scrutiny and data analysis) to identify weaknesses that need addressing, raise standards and bring about school improvement	Y	
15	Awareness and understanding of the current Ofsted and SIAMS processes and framework	Y	
	Personal Characteristics	Essential	Desirable
16	A believer in the power of education and the ability to develop others to excellence; having a passion for learning that extends beyond the school	Y	
17	An inspirational leader with the vision to build upon the school's current position within the local community	Y	
18	High personal standards, moral integrity and Christian values	Y	
19	Strong interpersonal, written and oral skills and able to inspire trust, commitment and mutual respect between children, families, staff and the wider school community	Y	

Selection Process

If you are interested in applying for this fantastic opportunity to lead our school, we would encourage you to come and visit it. To arrange this please contact the school office on 01722 554300

The preferred method of application is online, and applications should be made on the form at:

<http://jobs.wiltshire.gov.uk/>.

For further information about our school, please look at our school website:

www.stmartinsprimaryschool.com

For information not available on the website, please contact the school office on 01722 554300 or admin@st-martins.wilts.sch.uk

St Martin's CE (VA) Primary School is an equal opportunities employer. We are fully committed to safeguarding and promoting the welfare of children and young people and expect all staff and volunteers to do the same. The successful applicant will be required to undertake an Enhanced Disclosure DBS check before taking up the post.

The deadline for applications is 4 September 2019.

Shortlisted applicants will be invited to attend an interview by **10 September 2019**.

Interviews will take place on **24 September 2019**.

Please confirm your availability to attend in your covering letter.

Appointment Timescales

It is the school's intention to appoint our new Headteacher to take up the post on 1st January 2020.

Pay Scale

L13-19 depending on experience.

