



Executive Headteacher Candidate Pack



A message from the Chair

Dear Potential Candidate

Many thanks for showing interest in the Executive Headship at the GGLV Federation.

I hadn't planned to be a school governor again but was persuaded to become the Chair of Governors at the GGLV Federation 18 months ago. The Federation serves one of the most deprived wards in Lewisham, nestled amongst some of the most affluent. What swung it for me was when I first walked into the school lobby it was piled high with food donations from our families for the local foodbank. This is a community with a very generous spirit.

The children are well-behaved, eager to learn and thoroughly welcoming. As I have got to know them better it has made me even more determined that they have an outstanding education. I want the children in this community to have the same lifetime opportunities as those from more affluent families. Our children are capable of achieving great things and, when they do, I want them to say that we inspired their love of life-long learning.

The Federation needs a passionate Executive Headteacher who is willing to commit and take ownership on the continuing journey to bring stability and build on the progress that the existing leadership team have recently made. You will need to be resilient, creative, curious and show us that you know how to develop a school to be the absolute best for its pupils, families, and staff. These are challenging times and, coming out of this pandemic crisis, we are determined to "build back better".

There is a lot of talent in our vibrant and diverse population. Our schools have a wealth of culture on their doorstep including arts, history and beautiful green spaces. That is why Lewisham has been awarded the London Borough of Culture for 2022.

You will have a new, but experienced, Governing Body, a supportive Local Authority led by a Mayor who is passionate about improving life-chances for all Lewisham's young people and a supportive Local Authority with a new Director of Children's Services.

If you have the confidence, experience, and passion to make a difference for our children and their families I would be delighted to discuss this role further with you.

For more information and a confidential discussion about this role please contact **Ross Laird** at **Academicis** on **07901 585959** or via email at rlaird@academicis.co.uk.

With best wishes

A handwritten signature in blue ink that reads 'Laura Cunningham'.

Laura Cunningham
Chair of Governors



The GGLV Federation

The GGLV Federation is a hard federation established in 2012. It brings together two primary schools, Grinling Gibbons and Lucas Vale, which are in historic Deptford and situated fifteen minutes' walk apart.

There is one Governing Body which has been refreshed over the last year. It would like the schools to operate as a much tighter structure, making better use of the skills, resources and best practice in each school. The Governing Body is ambitious and passionate about building on the recent improvements.

This is a great opportunity to bring your strategic leadership to the Federation in a way that builds on the distinct characteristics of each school. The Governing Body has set out an ambitious vision for transforming the Federation and is looking for someone who will lead from the front, develop solid foundations for running the organisation and also bring creativity and flair to make the Federation an exciting place to work and learn.

Lewisham has a fantastic public transport network for candidates who do not wish to uproot. But we would expect you to throw yourself wholeheartedly into our community.





Grinling Gibbons is a one-form entry school, which is full, and includes a nursery. It sits in the heart of Deptford and has a settled, diverse population. It has a strong sense of community.

Many of the staff, including the experienced Head of School, have been at the school for several years and know the children and their families well.

"We are proud of our pupils. Whenever they go out in the community be it school trips on local transport, the Year 5 Steel Pans Band opening the Brockley Max Festival with the Mayor and local MP or, the Year 6 girls maths team at a local university competition, I always receive excellent feedback on how engaging and well behaved they are".
(Dean Gordon HoS)

The school received a "Good" from Ofsted in 2017. Since then there was a dip in the SATs results, but it is now back on an upward trajectory and last year its KS2 results were amongst the most improved of Lewisham primaries.



Lucas Vale serves a diverse community in Lewisham. The Head of School and her staff work hard to provide a stimulating environment, promoting positive behaviours and self-belief. This is reflected in the calm and purposeful atmosphere, which provides a firm foundation for the children's learning.

At present the school is mainly a two-form entry. The demographic change has created an opportunity for the school's governors and leadership to re-imagine future structures, accommodation and provision.

The school received a "Requires Improvement" grading at its last inspection in 2019 and since then has been working to improve in all areas. The current strengths of the school are in its calm and well-motivated pupils, hard-working staff and supportive parents.

On appointment, the Head of School made reading for enjoyment and improved reading outcomes a priority across all year groups. The library has been restocked, classes now have access to quality texts and the children are expected to read every evening which is enhancing children's love of learning.



Job Description: Executive Headteacher

Grinling Gibbons & Lucas Vale Federation (Grinling Gibbons and Lucas Vale Primary Schools)

Accountable to: The Governing Body of 'Grinling Gibbons and Lucas Vale Federation'

The Governing Body's vision for the Federation is one whereby all children can learn to the best of their ability, are encouraged to be curious and creative in their learning and, leave our schools with a life-long love of learning and the skills to be happy, independent and confident achievers.

Governors will expect to receive meaningful feedback on progress through regular reports, meetings and visits. The performance of the Executive Headteacher will be reviewed annually by the Governing Body. Governors will ensure that there are appropriate levels of challenge and scrutiny in relation to the Executive Headteacher's performance and that of the two schools. Where the job description makes reference to the Federation, it applies to the two schools in the title.

Setting a new strategic direction

The Executive Headteacher, working with the Governing Body, will be responsible for the strategic leadership and management of the Federation, developing a vision for the Federation in its local and national context and analysing and planning for its future needs.

The Executive Headteacher will:

- Work with the governors and senior leaders to set a new vision for the Federation which develops a stronger partnership between the two schools and makes best use of the strengths and resources of each.
- Lead by example in establishing and maintaining a clear educational direction for the Federation, supported by robust plans, policies, and monitoring arrangements, to ensure all pupils receive a high standard of education.
- Develop a robust and transparent financial management system whereby governors can be confident that every penny is spent in the best interest of pupils and there is clear read across to school improvement.

- Ensure that the learning environment, both inside and out, encourages creativity and learning, matched by a curriculum that is rich, broad, stimulating and creative.
- Work proactively with governors and attend meetings through the committee structure and termly full Governing Body meetings.

Leadership

The Executive Headteacher will provide inspiration, strong leadership and a positive atmosphere so that staff and pupils feel supported and can thrive. S/He will commit to leading by example, with integrity, creativity, resilience, and clarity and promote the vision and values of the Federation.

The Executive Headteacher will be expected to set the tone for the intellectual, spiritual, moral, cultural and physical development of the children and promote tolerance, equality and respect always.

The Executive Head will be expected to demonstrate strong community leadership through a strengthened offer for parental engagement and growing our partnership networks across the community.

The Executive Headteacher will:

- Develop a strong and dynamic leadership team with a clear goal to drive school improvement, promote the value of learning and make the school outstanding in every way.
- Set high standards for teaching and learning outcomes.
- Put improving pupil outcomes at the heart of everything with a stronger light shone on our most vulnerable children, including those with SEND.





Job Description continued

- Ensure safeguarding is given the highest priority, that all statutory requirements are met and that robust systems are in place.
- Demonstrate the ability to make tougher/unpopular decisions and to carry them through to completion if they are in the best interests of the children and their education.
- Be a good problem solver, both individually and collaboratively.

Leadership of Teaching and Learning

Our children and their families have high aspirations to do well at school and go on to achieve great things. We want to ensure we provide the springboard for them to do so. We want more of our children to leave the Federation ready, both academically and socially, for secondary school. We want all our children to be happy, confident learners.

The Executive Headteacher, along with the Heads of School, will demand ambitious standards, overcoming disadvantage and advancing equality.

S/He will instil a strong sense of accountability in staff for the impact of their work on pupils' outcomes.

Together with the Heads of Schools the Executive Headteacher will:

- 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.
- Focus on the use of data, assessment tools and systems to promote individual pupil achievement and benchmark across the Federation where relevant.
- Give robust and meaningful feedback to enable others to know what outstanding looks like and supports people to achieve that.
- Ensure effective strategies and services are in place to meet the needs of all pupils within a fully inclusive provision and enhanced by the shared staff expertise across the Federation.
- Promote the schools' behaviour policies to ensure high standards of behaviour in and around school enhanced by the expertise across the Federation.
- Develop an effective partnership with parents to support and improve pupils' achievement and personal development.

- Develop effective links with the community to extend the curriculum and enhance teaching and learning across the schools where possible.

People

Across the Federation we have a mix of experienced staff and many who are new to the organisation. We want staff to have the opportunity to develop in their roles and be the best they can be for the children and the community they serve.

We want to ensure that we have the right skills and structures to deliver high-quality learning for all pupils and reviewing current arrangements will be a priority.

The Executive Headteacher will lead and manage both schools and will directly line manage both Heads of School.

The Executive Headteacher will:

- Lead by example in setting high standards of professional conduct and practice and hold people to account for theirs.
- Ensure that all staff have the knowledge and skills to provide a broad curriculum offer and high-quality teaching to pupils of all abilities.
- Motivate and enable the teaching and support staff to develop expertise in their respective roles through high quality training and professional development (CPD).
- Review the staffing structure and set out proposals to the Governing Body on appropriate staffing levels.
- Ensure fair and robust performance management systems are in place including regular reviews and high-quality feedback.
- Ensure that the Federation actively promotes equal opportunities for staff and pupils.
- Continue the development of effective pastoral support for pupils and staff and arrange joint opportunities across the Federation.
- Oversee staff appointments.
- Identify emerging talents and provide opportunities for staff to shine.
- Provide coaching to current and aspiring leaders in a climate where excellence is the standard, leading to clear succession planning.



Job Description continued

Community Engagement

We want the Federation to forge stronger links with the wider community so that the schools tap into the richness of life on our doorstep to broaden our pupils' cultural capital and sense of place.

The Executive Headteacher will be expected to have a strong understanding of the challenges facing some of our families and pupils and make it a priority to continually seek solutions and remove barriers to children's learning.

Parents at both schools have a strong commitment to their children's education and turnout for parents' evenings is good.

The Executive Headteacher will work with the Heads of Schools to:

- Develop a stronger offer to parents to encourage parental forums and strengthen the parent voice to help us to continually improve.
- Continue to develop parent workshops to help them support their child's learning.
- Build on the parental engagement with their children's learning during the lockdown period and not lose this momentum.
- Develop new partnerships, with the support of governors, to provide high quality opportunities for our children both inside the schools and with outside organisations.
- Build on our partnerships with local secondary schools so our pupils are ready to embrace and excel at the next stage.
- Work closely with Lewisham Council colleagues and other Lewisham school leaders to ensure we collaborate and can draw on the expertise of others.

Accountability for the Efficiency and Effectiveness of the Federation

The Executive Headteacher is accountable to the Governing Body and the school community for the efficiency and effectiveness of Grinling Gibbons and Lucas Vale Schools.

The Executive Headteacher will:

- Implement sound reporting systems which inform the appropriate members of the school community and beyond, including regular reports to the Governing Body at both full Governing Body and committee level with responsibility for showing the impact of the Federation.

- Present a coherent and accurate account of the schools' performance and planning in a form appropriate to a range of audiences including parents, Governors, LA, DfE, and Ofsted.
- Ensure that the Federation's systems, organisation, policies, and processes are well considered, efficient and fit for purpose, upholding the principles of transparency, integrity, and probity.
- Produce annual budgets for the schools, setting appropriate priorities for expenditure and allocating funds accordingly, pooling resources where appropriate.
- Determine the effective and efficient use of accommodation, ensuring there are plans in place for building developments to ensure that accommodation is flexible and maintained to the highest possible standards.
- Manage, monitor and review the use of all available resources to improve the quality of education, improve pupils' achievements and to secure value for money by seeking opportunities across the schools.
- Ensure that the schools provide a safe and secure environment for all pupils.
- Maintain and further enhance the schools' standing and role within their local community using joint resources where possible.

This job description will be reviewed annually with the Executive Headteacher. The Executive Headteacher will be required to carry out the full range of professional duties set out in the relevant paragraphs of the current edition of the Department for Education 'School Teachers Pay and Conditions Document'.





Job Description: Person Specification

Career Experience And Qualifications

- Has significant senior leadership experience, preferably in more than one school.
- Has worked as a leader in an inner- city primary school within a diverse community.
- Has a proven track record of transformational school improvement.
- Meets the National Standards of Excellence for Headteachers.
- Has evidence of on-going professional development. Preference will be given to those holding a recognised leadership qualification.

Leadership Knowledge And Experience

- Possesses a broad knowledge and understanding of what makes a great school leader.
- Demonstrates how s/he has built the capacity to lead a school to good/outstanding.
- Has experience of leading a school through an Ofsted inspection with a positive/improving result.
- Has led creative whole-school developments and successfully managed projects.
- Demonstrates their knowledge of what good teaching and learning looks like and how to build a strong dynamic workforce.
- Demonstrates their ability to engage parents meaningfully in pupils' learning and in the school improvement agenda.
- Has experience of embedding schools within the community and forging strategic partnerships.
- Embeds robust systems and structures across the school, for both resources and staff, built on the principles of transparency, integrity and probity.
- Has strong political and financial judgement and skill, preferably with experience of leading a school reorganisation.
- Demonstrates a strong understanding of the governors' strategic role, and how an Executive Head should support this.

Leadership Skills

- Possesses a clear vision and purpose for the Federation and can articulate and share that vision with all stakeholders and take their views about the schools' policies and development into account.
- Ability to work as a team. You will have direct line management of two Heads of School and a School Business Manager.
- Possesses the skills to lead collaborative work between at least two schools.
- Has high aspirations for all pupils, particularly to overcome disadvantage and advance equality and can challenge, influence, support and motivate staff to work together to improve pupil outcomes.
- Ability to raise standards of achievement for all pupils and can demonstrate how this was achieved.
- Ability to secure a learning environment which values diversity and contributes positively to the progress of all pupils.
- Displays commitment to the protection and safeguarding of children, has up-to-date knowledge of relevant legislation and relevant training.
- Ability to initiate, negotiate and facilitate to make change happen and is tenacious when faced with a challenge.
- Ability to exercise strategic, curriculum-led financial planning so that pupil outcomes are at the heart of budgets and resources.
- Ability to communicate clearly and effectively, in written and spoken English, and can engage effectively with the school and the community.
- Ability to interact positively with pupils, staff, governors, parents, the community and other professionals.
- Ability to analyse a range of performance and financial data and evaluate it to improve outcomes.
- Ability to embed improving SEND outcomes so that it is "built in not bolt on".
- Ability to lead the design and implementation of an exciting and engaging curriculum.
- Ability to delegate responsibility and successfully coach, mentor and develop others.
- Can, and will, make difficult decisions when necessary.
- Ability to manage and resolve conflict.
- Ability to effectively manage time and priorities.
- Demonstrates successful teaching ability.

Personal Qualities

- Has a passion for education and can articulate a strong belief that every child really does matter and demands the absolute best for each of them.
- Has an adventurous and energetic approach to life and demonstrates optimistic personal behaviour, positive relationships and attitudes towards the pupils and staff, and towards parents, governors and members of the local community.
- Has a commitment to being part of and celebrating the local community and diversity within it and can build relationships to ensure engagement for all.
- Is approachable to all members of the school community and is a good listener.
- Maintains high standards of personal conduct and appearance.
- Can inspire and command the respect and trust of others.
- Is kind and calm under pressure and resilient when setbacks occur.
- Is a reflective practitioner.
- Demonstrates willingness to do any job that is required.



How to apply:

Application deadline

Completed applications must be received by **Monday 6th July**.

Please submit your application to Ross Laird at Academicis: rlaird@academicis.co.uk

Completing your application

Candidates are asked to complete all the standard information required on the application form, and to submit a supporting statement outlining your suitability for the role.

Discussion and visits

Confidential and informal discussions with the Chair of Governors are welcomed, as well as visits to either school. Please arrange a suitable time with Ross Laird at Academicis at rlaird@academicis.co.uk or 07901 585959.

References

Candidates are advised that references will be taken up immediately after shortlisting. Candidates are asked to ensure that their referees are warned of the need to respond within the timescale set. In all cases, at least one professional reference is required. The post will be offered subject to satisfactory completion of pre-employment checks.

Prior to appointment, formal checks will be made in accordance with the current statutory requirements relating to child protection.

We look forward to hearing from you



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London SE8 4QF

