



# Paignton Academy Principal Candidate Pack



Part of the Bay Education Trust



# Letter from the Board

Dear Candidate,

Thank you for your interest in the post of Principal at Paignton Academy. The position has arisen due to the forthcoming retirement in August 2021 of Mark Smith who has been Principal at the Academy since 2017 and a member of staff for 35 years. The trustees are seeking to appoint a leader who can build further on the achievements of Mark and his team at this unique, twin site Academy that educates over 1400 pupils between Years 7 and 11. The vast majority of our students live in Paignton and transition smoothly post 16 to South Devon College.

The Academy has twin sites at Borough Road and Waterleat Road, with approximately 700 students on each site. In 2019, a successful re-structure of the Academy resulted in a move from separate upper and lower school sites to one school, two sites. We now educate all through year groups on each site with pastoral and academic systems completely mirroring each other. This innovation has been a huge success and Paignton Academy is looking to recruit a new Principal at a time when the standing of the Academy within the local community is extremely high. The successful candidate will be expected to continue and enhance upon the enormous developments made during the last four years.

The Academy is part of the Bay Education Trust, founded in 2014, which consists of Paignton Academy and two primary academies, Kings Ash and Curledge Street. In 2017, it experienced severe financial difficulties which resulted in the issuing of a Financial Notice to Improve by the ESFA in early 2018. This notice was lifted in July 2020 and our financial situation is much improved although a small deficit remains. It is projected that it will be fully removed by 2022 when the Trust and Paignton Academy itself will return to a surplus position.

The trustees are totally committed to our 2 to 22 vision which insists that every child who attends our academies will receive the best education possible that fits their individual needs. Every child is important to us and our ethos and values are at the forefront of everything we do.

Paignton Academy received a 'good' judgement from Ofsted in November 2016 and we are confident that if Ofsted inspected the Academy during 2021 that judgement would be upheld. That said, there are undoubted challenges facing the successful candidate. Torbay is a selective authority and approximately 30% of children from Paignton's primary schools go on to one of the three surrounding grammar schools at age 11. Academic results have been improving during the last three years and although 2020 was an impossible year to accurately analyse, we are very confident that the Academy has clear evidence that it has continued on an upward trend in student achievement.

During the last four years the Trust has received over £7 million in funding from the government and Torbay local authority, to update and improve our premises which in many cases were dire. The majority of this funding has been targeted at Paignton Academy. In 2017, the Trust Board realised that it needed at least four large scale building projects to update and upgrade its premises to a satisfactory standard. Three of these projects have now been completed and our premises are now mostly of a very high standard. One major project remains at Borough Road and the trustees are working hard to bid for and gain the necessary £2.5 million to fully complete the Academy which will ensure that our students are learning in the best possible conditions.

Paignton Academy is a dynamic institution that is making a real difference to the lives of its young people and this is a wonderful opportunity for a committed, ambitious leader to take the Academy into the future and the ultimate full realisation of the Trust's 2 to 22 vision.

We hope you will consider applying.

Stephen Kings  
Chief Executive Bay Education Trust

Gavin Jones  
Chair of Trustees Bay Education Trust





# Bay Education Trust

## Better Educational Standards Together

### A VALUES-LED ORGANISATION FROM 2 TO 22

#### Our Vision

We will provide the highest quality educational experience for our young people AGED 2 to 22 and we will achieve this through a focussed and strategic approach to school improvement and by maximising the benefits of partnerships across the Trust both locally and nationally.

#### Mission Statement

- Our learners will be at the centre of all we do. They will be empowered and inspired to become successful lifelong learners who are resilient, active and responsible citizens.
- Our employees and partners are determined to be the best they can. We will invest in them in order that they will develop as high quality and valued members of staff.
- Our Trust will be relentlessly focussed on school improvement, valuing all, sharing collective expertise and celebrating success. We will judge our success on raising pupil standards and outcomes.

#### Our Values

- **Openness and Integrity:**  
We will uphold the highest moral values working with honesty and integrity.
- **Inclusivity and Respect:**  
We will strive to serve every young person, their families and the needs of the whole community. We will be child centred and inclusive, valuing every individual learner.
- **Co-operation and Accountability:**  
We will work in true partnership through a collaborative approach, driving the highest standards for all.
- **Empowering and Inspiring**  
We will seek to achieve consistent teaching and learning across all our schools, inspiring our young people to learn, aspire and achieve.

#### Our Key Performance Indicators

We will constantly judge ourselves by our progress towards:

- all children to make at least expected progress and more of them to achieve better than expected progress;
- eliminating the gap between advantaged and non-advantaged pupils;
- 100% of teaching to be judged as good or better;
- all pupils achieving positive post-school transition;
- our budget relentlessly focussing on eliminating the historic debt whilst improving pupil outcomes;
- pupil numbers to be at those predicted in our 5 year financial plan in all three academies.



# About The Trust

## The Trust Board

The Trust Board is made up of members and trustees, all of whom have overall responsibility and accountability for the performance of the three Trust academies. The full Board meet eight times a year, as well as smaller committees on the Board meeting to monitor exclusions, finance, audit, personnel, performance and standards.

## Bay Education Trust Governance Structure

**Members x 5**  
including Chair of the Board

CFO and  
HR Manager  
non-voting  
attendees

**Board Trustees including CEO x 12**  
**Strategic Decision Making**

SEN and  
Behaviour

Audit  
and  
Risk

Finance  
and  
Resources

Performance  
Standards  
and  
Curriculum

Safeguarding  
Looking after  
children

Leadership  
and  
Management





# About Paignton Academy

*Believe and Achieve*



The Academy prides itself on being an integral part of the community it serves; importantly, all students are welcome at Paignton Academy and the Academy recently reorganised itself to ensure all children in Torbay were able to secure a school place.

As the largest school in Torbay and the only secondary school in Paignton, there are very strong links within the local and wider community. The outstanding sporting facilities provide a central hub of community sport for the entirety of Torbay. As a host site for adult, junior and disability sports such as football and netball, on a weekly basis over 2000 members of the community take part in regular physical activity at the Academy.

The school leads a primary sports partnership of 8 primary schools and holds the School Games organiser role for Torbay which benefits students across the area. Previously, we have hosted the Devon School Games and the South West Youth Games. Throughout recent months strong links have been built with local food charities including the foodbank; Academy staff have organised and delivered over 1400 meals and 500 food parcels throughout lockdown to targeted families. Paignton Parish Church is a key partner, there is a long-standing link with Paignton Zoo and an Interact club has been built with the regular input of the district Rotary officers; this showcases a wealth of cohesion between the Academy and local organisations.

The Academy is also proud to provide a vast range of extra-curricular opportunities which support students' personal development. Academy students can gain the Duke of Edinburgh Award, undertake Bikeability cycle training, join the Academy Council or the Junior Rotary Club. Participation in extra-curricular clubs is excellent and 96% of parents report that their child takes part in clubs and activities at the school (Ofsted parent view 03/11/19).

## Ethos and Values

1. We are a vibrant, happy and caring Academy.
2. We pride ourselves on high quality teaching and excellent learning outcomes for our students.
3. We recognise and provide for every young person as a unique and developing individual.
4. We include all students and provide opportunities for them to achieve above and beyond their potential.
5. We have high aspirations and expectations of everyone within the Academy.
6. We work hard to help every young person develop the skills to contribute to the community and be a credit to themselves, their families and Paignton Academy.

# Job Description



**Job Title:** Principal, Paignton Academy

**Start Date:** September 2021

**Accountable to:** Chief Executive Officer, Bay Education Trust

**Job Purpose:** To provide exceptional professional leadership and to take forward the process of continuous improvement in delivering high quality education to all the students at Paignton Academy

**Pay Scale:** Competitive

This job description details the responsibilities of the position but does not direct any particular priorities or amount of time to be spent carrying out the duties. It is not prescriptive, nor necessarily a comprehensive definition of the post. As such, it may be subject to amendment, after consultation, to meet the changing needs of the Academy and the Multi-Academy Trust.

## Key Outcomes

- To ensure a culture at all levels in the Academy of excellence and equality and which promotes high expectations and aspirations of all the students
- To ensure high quality education by building upon a culture of excellence in teaching and learning so all students find their learning challenging, engaging and motivating.
- To commit to all students realising their full potential by offering exceptional learning opportunities
- To work with Bay Education Trust in ensuring policies and procedures remain fit for purpose
- To develop effective relationships with other local schools particularly primary schools to enable a smooth transition from year 6 to year 7, and higher education establishments
- To continue to develop the post 16 partnership with South Devon College and other educational providers
- To promote and maintain links with business, the local community and families
- To be responsible for the effective management of the Academy budget
- To ensure a Deputy Principal or other suitable person is available to deputise for the Principal when they are absent

## Leadership and Development

- Provide strategic leadership that secures the highest standards of progress, attainment and personal development for all students and staff
- Ensure the Academy has a clear vision linked to the strategic vision of Bay Education Trust that is shared, understood and applied by all interested parties
- To work with the Academy senior leadership team to translate the vision into agreed objectives and operational plans, which deliver school improvement
- Ensure that strategic planning takes account of the values and experience of the school, its stakeholders and Bay Education Trust
- Ensure that the Academy structure enables the management systems, structures and processes to work effectively in line with legal requirements

- Produce and implement clear, evidence-based improvement plans and policies for the further development of the Academy and its facilities
- Promote increasing parental engagement in the activities of the Academy
- Deliver leadership in all aspects of the Academy functions and future change processes

## Leading Teaching and Learning

- To provide leadership in the further development of innovative teaching and learning
- To ensure a continuous focus on student progress using data and benchmarks for monitoring
- To see students as individuals and apply all developments consistently ensuring equality of access for students in target groups
- Ensure that impact on students are the focus of strategic planning and resource management at all times
- Lead the continuous improvement in behaviour, attendance and safeguarding practices within the Academy
- Embed the role of technology within the Academy enabling students to benefit from enhanced and extended learning opportunities
- To manage, review and implement a curriculum that best meet the needs of students
- Ensure that the statutory requirements of the National Curriculum and other curriculum developments are met
- Ensure that challenging targets are set for student attainment, progress and attendance
- Promote the involvement of families and other stakeholders in supporting the Academy wide focus on student progress, attainment and personal development.
- Develop a culture that promotes independent learning with an ethos of challenge and support
- Ensure the Academy has a robust system for the pastoral care of the students and behaviour management

## Job Description *continued*

### Resource Management

- Be responsible for the internal organisation, management and control of the Academy
- Set a budget for the school in partnership with the Board of Bay Education Trust, agreeing priorities for expenditure, allocating funds and ensuring effective administration and control
- Work with the Chief Finance Officer of Bay Education Trust to identify opportunities for appropriate external funding and explore potential new opportunities to generate income
- Work proactively with the Board of Bay Education Trust to create an open, valuable working relationship that thrives on using the knowledge and expertise of individuals and groups to produce the desired outcomes
- Ensure that the procedures for recruitment and retention of staff are transparent and that they comply with best practice and all legal requirements, particularly in relation to non-traditional work patterns and responsibilities
- Ensure the delivery of best practice appraisal processes to provide a positive framework for staff development and achievement
- Promote a staff development programme that links to the outcomes of the appraisal process as well as well as the skills necessary to deliver the Academy Development Plan
- Create an environment such that students can be actively involved in the Academy's decision-making process and that their views on the learning process are heard

- Ensure that there is an effective and consistent monitoring and reporting system for student progress
- Manage and organise the Academy infrastructure efficiently and effectively to ensure that it is able to deliver the curriculum and comply with all health and safety regulations
- Evaluate the curriculum to ensure it delivers quality and value for money

### Leading People

- Be an outstanding role model to staff at all levels in the Academy.
- Work with the Chief Executive Officer of Bay Education Trust and the Trust Board to lead the selection, appointment, deployment and management of high-quality staff to ensure that effective learning takes place throughout the Academy
- Create, maintain and enhance effective working relationships with staff to include consultation with professional associations as appropriate
- Inspire staff to improve the quality of education provided and hence standards achieved to continue the trajectory of Academy improvement
- Manage the effective deployment and performance of all staff by supporting their professional development
- Involve staff in decision-making, as appropriate, in order that all who work in the Academy are committed to its continuous improvement





## Job Description *continued*

- Identify and develop non-teaching skills demonstrated by staff in whatever area they are employed
- Develop the leadership skills of staff at all levels
- As necessary, consult with Bay Education Trust, staff, parents and students
- Regularly review your own practice and performance, set personal targets and take responsibility for your own development
- Promote a positive Academy culture and its values and aims characterised by high aspirations and expectations

### **Accountability**

- Work collaboratively with the Chair of the Trustees of Bay Education Trust, the Trust Chief Executive Officer and the Trust Board to enable them to fulfil their monitoring, statutory and wider responsibilities
- Produce regular reports and provide information, support and objective advice to the Trust Board on educational, financial and community aspects of the Academy
- Develop a culture in which staff recognise they are responsible for the success of the Academy, where individual accountabilities are clearly defined, understood, agreed and acted upon
- Work effectively and collaboratively with external partners and stakeholders to achieve mutually agreed objectives when relevant.

- Ensure that effective communications are maintained within and beyond the Academy and with stakeholders
- Ensure that parents/carers and students are well informed about all aspects of the Academy and in particular about attainment, progress and targets for further improvement

### **Community**

- Ensure the Academy together with Bay Education Trust reflects a culturally inclusive ethos which actively values and promotes diversity, unity and community cohesion and supports students to become successful, integrated citizens
- Ensure the Academy is seen as part of the community and promote use of the facilities by the community and student involvement in community activities
- Collaborate with parents/carers and with external agencies to ensure that the Academy meets the wider needs of its students, staff and local community
- Work with appropriate providers of further and higher education and local businesses to ensure students are prepared for post-school higher education, training and employment opportunities
- Work with the Local Authority and organisations in the business, public, private and voluntary sectors to meet the needs of all students

Paignton Academy and Bay Education Trust are committed to protecting the welfare of children and young people and expect all staff and volunteers to share this commitment.

# Person Specification



	Essential	Desirable	Assessment
<b>Qualifications</b>			
Qualified Teacher Status	✓		Application
First degree or equivalent	✓		Application
Higher degree or equivalent		✓	Application
Evidence of recent professional development relevant to Headship	✓		Application
<b>Experience</b>			
Recent experience of Headship or Senior Leadership in a secondary setting	✓		Application
Evidence of impact on raising standards and improving pupil and student outcomes	✓		Application/ Interview
Ability to think clearly and to make quality decisions based on evidence	✓		Interview/ Reference
Ability to engage the most challenging or difficult parent	✓		Interview/ Reference
A good knowledge of effective social inclusion strategies and evidence of promoting social inclusion	✓		Interview/ Reference
A good grasp of financial management and evidence of tackling shrinking resources	✓		Interview/ Reference
Experience of preparing for an Ofsted inspection		✓	Application/ Interview
Experience of developing effective links between school and community		✓	Application/ Interview
<b>Knowledge and Understanding</b>			
Good knowledge of current educational landscape and ability to translate that into the Academy context	✓		Interview
Ability to lead a team to plan, deliver and evaluate Academy change	✓		Interview/ Reference
Good understanding of personal strengths and weakness and being self-aware	✓		Interview/ Reference
Knowledge of all aspects of school leadership with the ability to turn policy into effective practice	✓		Interview/ Reference
Understanding of Safeguarding from keeping children safe to identifying pupil risks	✓		Interview/ Reference
Understanding of the requirements to work effectively in a team across the Trust	✓		Interview
<b>Personal Qualities</b>			
High levels of energy and enthusiasm	✓		Interview
An effective public speaker	✓		Interview/ Reference
Excellent communication skills	✓		Interview/ Reference
A good problem solver	✓		Interview/ Reference
Ability to undertake difficult conversations	✓		Interview/ Reference
Enjoys innovation and change	✓		Interview
Shows resilience and perseverance	✓		Interview/ Reference
A good sense of humour	✓		Interview
High levels of integrity, compassion and trust	✓		Interview/ Reference

# ACADEMICIS

## How to Apply

For more information about this exciting opportunity please call our recruitment partner **Tracy Laverack** on **07554 118 997** or **01223 907 979** or via email **[tlaverack@academicis.co.uk](mailto:tlaverack@academicis.co.uk)**

In addition, you will need to submit a supporting statement, detailing your track record, relevant experience, skills and competencies.

Please email your application to **[tlaverack@academicis.co.uk](mailto:tlaverack@academicis.co.uk)**

Closing date: **Noon, Monday 1st February**

Shortlisting: **Thursday 4th February**

Interviews: **Wednesday 10th and Thursday 11th February**



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