



*A loving family where
we encourage each
other to flourish*

The Federation of Holy Trinity and Little Marlow CE Schools

*Do everything in love
1Cor16:14*



*A family where we
love, learn, grow
and respect*

Executive Headteacher of the Federation of Holy Trinity and Little Marlow CE Schools

Application Pack



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February 2021

Dear Applicant,

Thank you for your interest in the position of Executive Headteacher.

Our Federation was formed in October 2014 and consists of Little Marlow CE Infant School and Holy Trinity CE Junior School – rated Good and Outstanding respectively. Holy Trinity and Little Marlow are warm, friendly and welcoming schools with exceptional learning environments, highly motivated children and committed staff and governors. Our children are happy and perform well in a caring and supportive environment. Both schools exemplify the special something that can be found in church schools.

The Governing Board invites the new Executive Headteacher to bring their experience, vision, enthusiasm and strategic thinking to build upon the already excellent outcomes and reputation of both schools, in partnership with the Governors.

We would usually welcome and encourage candidates to visit the schools to meet staff and pupils. As this is currently not possible, I would be very happy to speak with you and would urge you to contact Holy Trinity school office to arrange a call. Details on how to apply for the position can be found in this pack and should be via application form.

This is an exciting opportunity for a talented leader and strategic thinker who is happy to leave the day to day running of the schools to the Heads of School in order to focus on improvement, expansion and partnership whilst upholding the schools' visions and values.

I look forward to hearing from you.

Yours sincerely,

Mary Bruce
Chair of Governors



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The Past and Present

Marlow is an attractive riverside town in South Buckinghamshire with a pretty High Street of shops and restaurants. It has good road links, with fast access to the M4 and M40. It is a relatively affluent area with many families benefiting from the commuting links.

The Federation of Holy Trinity and Little Marlow Church of England Schools is committed to excellence. Working in partnership with parents, governors and the community we provide a happy, stimulating environment rooted in Christian values.

We see ourselves as a learning community where all are valued as individuals, cared for and nurtured spiritually, morally, intellectually, physically, socially and emotionally.

The collaborative ethos of the federation is built on Christian Foundations and as Church Schools, we endeavour to instil respect for religious and moral values, religions and ways of life.

We aim to create a caring community and environment, setting out to meet the needs of the children, and to encourage them to care for others, through understanding and respect. Furthermore our federation creates an environment and atmosphere in which the children feel happy and secure, and links with parents and the wider community are encouraged.

We highlight and focus on key values, one each half term, and encourage the children to adopt these in their daily lives; leaving the world a better place because of what they themselves contribute.



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Holy Trinity has been firmly established in the heart of Marlow since the early nineteenth century and on its current site since 1961. Whilst Marlow has 4 combined schools, Holy Trinity is the only junior school in the town and offers parents the opportunity of choosing a Church of England education. The school has always maintained strong links with the community, parish and the Diocese. The foundation of the school within the Church of England and the Christian energy flowing from it is central to the staff and Governors of the school.

Following a steady development of an imaginative curriculum with an emphasis upon the development of the whole child, the school became increasingly popular and well regarded in the community. In June 2010, and again in 2013, Ofsted graded the school as 'outstanding' and identified the care towards pupils, the creative curriculum and excellent relationships within the school as resulting in excellent academic attainment and progress. There are two main feeder schools: Little Marlow C of E School (our Federated infant school) and Marlow Church of England Infant School (also known as "Sandygate"). There have been very strong links between the three schools for many years and the Governors, through their collaboration over Admissions Policies, endeavour to ensure that all pupils from the two infant schools transfer to Holy Trinity at the end of KS1 so ensuring a continuous church primary education.

We have an excellent team of staff providing 16.2 FTE plus the Head of School, who has been the Head for the last 2 years. The Senior Management team is one of the core strengths of the school, providing a breadth of experience and an infectious enthusiasm for the school. The present organisational structure offers twelve year-based classes of mixed ability. Each year group is established with a year group leader and the three classes plan and teach collaboratively as much as possible. Teaching is class-based but flexible so as to maximize the benefits to be gained from individual staff specialisms across classes and year groups. We are fortunate in having a specialist language teacher time-tabled for all year groups. There is also a strong tradition of, and commitment to, music and sporting activities. In addition, there is a wide variety of extra-curricular activities offered by staff to encourage and stimulate the interest of all of our pupils.



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The school has an office manager, finance officer, 18 teaching assistants and premises staff. The accommodation comprises twelve classrooms, conference room, learning hub, nurture suite, dedicated PPA room, multi-use games area (MUGA); SEN, music and library resources. The school also benefits from a separate hall and gymnasium. There is a large hard play area with play equipment and raised gardening beds for each year group, all set in impressive grounds. The school has worked hard to develop its external appearance and is a bright and welcoming building that is used to optimise the wide variety of opportunities provided for the children.

There is a supportive and thriving PTA which organises a wide variety of social and fundraising events during the school year. Due to the enthusiasm and support of many parents and staff, the PTA raises in excess of £20,000 per year.

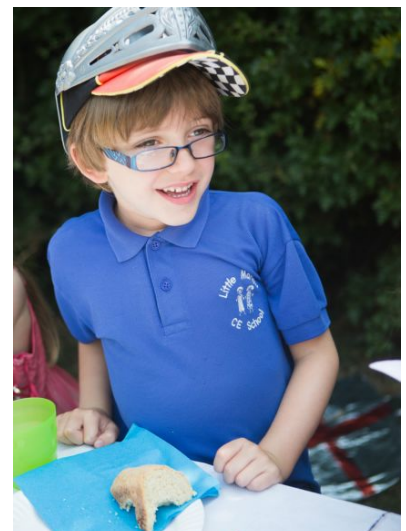
The last inspection report highlighted: "This is a great community school which offers a well-rounded education. Pupils' attainment is high and they make consistently outstanding progress because of very effective teaching. They develop excellent personal skills, reflecting the high-quality care, support and guidance they receive and the excellent curriculum on offer [...] pupils are enthusiastic learners, they are collaborative, work well independently and thoroughly enjoy school [...] Pupils' behaviour and attitudes to learning are exemplary. They show high levels of interest and enjoyment in lessons."



Little Marlow School is a small village Church of England infant school. The school is built on the core values of loving, learning, growing and respecting others. Those who choose to become part of the school are warmly welcomed into the school family. It specialises in nurturing and celebrating individuality and aims to create an environment that is rich with learning and creativity.

After incredibly hard work from the staff and school leaders, OFSTED assessments have led to Little Marlow being classified as a Good school in both February 2015 and February 2019. The current Head of School has been very successful in improving upon the progress made by predecessors and the school continues to develop and evolve.

Little Marlow is a one form entry infant school. The three classes each have their own dedicated full time teacher and part time teaching assistant who work together in a seamless partnership to provide a high quality learning experience for the pupils.



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The curriculum is creative and based around providing pupils with a rich learning experience that reflects the environment in which they learn and takes account of the core skills that they need to make them lifelong learners.

The school also has an office manager and shares the services of a Bursar, SENCO, Federation Office Manager and Caretaker with Holy Trinity. The enthusiastic PTA organises fun extra-curricular activities and events for the children and families during the school year and successfully raises extra funds to support the school.



The Future...

...is exciting! The two schools continue to grow together as the process of federation becomes further embedded. The Governing Board is looking forward to working hard with the Executive Headteacher to achieve a future that will ensure that all of our pupils continue to achieve their full potential in a caring, happy and stimulating environment.

Both schools are incredibly special and deserve a leader who, with kindness and sensitivity, will lead their path to closer collaboration and continued success.

If you too are excited by the idea of leading this journey, we look forward to hearing from you!

An application form is available from the schools' website: holyltrinityandlittlemarlowfederation.org.uk.
Please return to: office@holyltrinity.bucks.sch.uk or:

Holy Trinity CE School
Wethered Road
Marlow
Buckinghamshire
SL7 3AG

The closing date for applications is 12 noon on Monday, 1st March 2021

Interviews will take place week commencing 22nd March 2021

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Executive Headteacher Job Description

Responsible to: The Governing Body, Local Authority and Diocese

Group 3 L16-L22 (£61,166 - £70,745)

Job purpose including Main Duties and Responsibilities

In addition to the Conditions of Employment for Headteachers 2015, the Teachers' Standards 2020 and the Conditions of Employment for Headteachers laid down in the School Teachers' Pay and Conditions Document, to provide overall strategic leadership of this Federation.

OVERVIEW

- To provide strategic leadership and direction of the Federation and its Schools within the vision and strategy agreed by the Governing Board, to ensure that children consistently achieve good or better outcomes.
- To ensure that the Federation's financial viability is secure, firmly based on accurate analysis, and is able to meet the Federation and its schools' needs.
- To be accountable for the performance of the Federation.
- To be the lead education professional for schools in the Federation ensuring an effective strategy for building educational and leadership capacity ahead of need.
- To act as an ambassador for the Federation to promote its ethos and values both locally, regionally and nationally where appropriate.
- To regard, respect and promote the differing nature of church schools, and as such will uphold and support the Christian distinctiveness of the Federation.
- To have a passion to promote and develop the strong distinctive Christian ethos of the Marlow Federation of Schools.
- To lead the growth and development of the Federation, developing cross-school collaboration and identifying potential opportunities for expansion.
- To ensure that the Federation and all schools meet their safeguarding responsibilities in line with current legislation.

AREAS OF RESPONSIBILITY

1. Strategic thinking

In partnership with the Governing Body the Executive Head of the Federation will:

- Support the Federation Governing Board in the formulation and development of strategy and vision ensuring that all decisions made by the Board are recorded and implemented and reflect its ethos and the Federation's distinct Christian character.
- Ensure the strategic vision is translated into agreed objectives and operational plans which can be monitored, evaluated and shared with pupils, parents, staff and the wider community.
- Establish and implement a strategic plan that ensures pupils achieve high standards and develop in all aspects of their education; the spiritual and the moral as well as the academic.

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- Challenge educational orthodoxies in the best interests of achieving excellence, harnessing the findings of well evidenced research.
- Hold school leaders to account for maintaining and further developing the vision and values of the Federation and their own individual ethos within it.
- Inspire and influence others to believe in the fundamental importance of education in young people's lives and to promote the value of education.

2. Teaching and Learning / School Improvement

The Executive Head will lead the Federation in its mission to consistently enable pupils to achieve to the highest level by:

- Being accountable for all aspects of teaching and learning and standards across the Federation, setting high professional standards and ensuring the Federation's educational vision is understood and embraced.
- Securing excellent teaching through an analytical understanding of how pupils learn and the core features of successful classroom practice and curriculum design, leading to rich curriculum opportunities and pupils' wellbeing.
- Monitoring and evaluating the effectiveness of learning outcomes, enabling pupils to become enthusiastic, independent learners, committed to lifelong learning.
- Develop and lead a Federation wide improvement service committed to working with individual school leaders and support them in ensuring that the requirements of each school's performance are identified and analysed, appropriately costed and prioritised, and actions are developed and secured.
- Ensuring a safe, calm and well-ordered environment for all pupils and staff, focussed on safeguarding pupils and developing their exemplary behaviour in school and in the wider community.
- Ensuring a continuous and consistent Federation-wide focus on pupils' achievement.
- Tackling under-performance at all levels.

3. Staff Development

The Executive Head of the Federation will enable staff to develop to their full potential and achieve high standards by:

- Demanding ambitious standards for pupils, overcoming disadvantage and advancing equality, alongside Heads of School, instilling a strong sense of accountability in staff for the impact of their work on pupils' outcomes;
- Establishing an educational culture of 'open classrooms' as a basis for sharing best practice across the Federation.
- Creating an ethos within which all staff are motivated and supported to develop their own skills and subject knowledge, and to support each other;
- Together with the Heads of Schools, identifying emerging talents, coaching current and aspiring leaders in a climate where excellence is the standard, leading to clear succession planning.
- Establishing rigorous, fair and transparent systems and measures for managing the performance of all staff, addressing any under-performance, supporting staff to improve and valuing excellent practice.
- Regularly reviewing own practice, setting personal targets and taking responsibility for own development.

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4. Leadership and Management

The Executive Head will effectively organise and manage the Federation by:

- Holding the Federation's schools to account to ensure that in each the learning environment, resources and facilities are best used to enable children to experience 'life in all its fullness.'
- Working in partnership with Governors and senior colleagues to recruit, induct and develop high quality staff.
- Oversee Performance Management of all staff, line managing where appropriate.
- Together with the Heads of Schools, managing, deploying and developing staff to ensure an effective, highly-skilled, positive and successful team across the Federation.
- Ensuring all staff are successfully inducted into the Federation and are able to develop and communicate a sound understanding of its nature and purpose.
- Exercising strategic, vision led financial planning to ensure the equitable deployment of budgets and resources, in the best interests of pupils' achievements and the Federation's sustainability.
- Ensuring that the Federation meets legislative and statutory requirements, including Health and Safety and those required by the Charity Commissioners, Data Protection, and any other agreements held by the Federation.
- Strategically managing and regularly evaluating the allocation of roles, responsibilities, finance and resources to ensure these underpin the best possible learning outcomes and highest standards.
- Welcoming strong governance and actively supporting the governing body to understand its role and deliver its functions effectively – in particular its functions to set Federation strategy and hold the Executive Head to account for pupil, staff and financial performance.

5. Consistency and Collaboration

The Executive Head of the Federation will be accountable to stakeholders including pupils, parents, carers, governors, the Diocese and the Local Authority. They will exercise this accountability by:

- Using Federation self-evaluation processes, including those of Ofsted, the Local Authority and the Diocese, to report on the schools' performance and development to those bodies, and to a variety of audiences, and to inform future Improvement Plans for the Federation.
- Distributing leadership throughout the Federation, forging teams of colleagues who have distinct roles and responsibilities and hold each other to account for their decision-making.
- Ensuring individual staff accountabilities are clearly defined, understood, agreed and recorded;
- Embedding across the Federation clear quality assurance systems that drive consistency and improvement in performance.
- Providing information, advice and support to the Federated Governing Body in meeting its statutory responsibilities.
- Confirming effective relationships with key partners/stakeholders: parents/guardians, Department for Education (DfE), the Local Authority, ODBE, Trade Unions, local Parish, local teaching schools, school leaders and the Governing Body.
- Liaising with support services and other agencies in the best interests of pupils.

6. Sustaining Networks

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- The Executive Head will ensure that the Federation engages with both the Christian community and the wider communities, by:
- Maintaining strong working relationships with the local Parish and creating and promoting positive strategies for challenging prejudice.
- Creating an outward-facing Federation that works with other schools and organisations in a climate of mutual challenge, to champion best practice and secure excellent achievements for all pupils.
- Celebrating the richness and diversity of local communities.
- Ensuring the provision of a range of community-based experiences.
- Using the Federation to promote community cohesion.
- Work with the governing bodies and staff to define and deliver the Federation Christian ethos, through values-led and motivational leadership, clear direction and measurable targets.

Our Schools are committed to safeguarding and promoting the welfare of children and young people and expect all staff and volunteers to share this commitment. We will ensure that all our recruitment practices reflect this commitment. Successful candidates will be subject to Disclosure and Barring Service (DBS) checks along with other relevant employment checks.



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Executive Headteacher Person Specification

	Criteria	Where identified
Qualifications	<ul style="list-style-type: none">• Qualified teacher status• Degree• NPQH (desirable)	Application
Experience	<ul style="list-style-type: none">• At least 5 years successful and substantial experience in school headship, or similar• Teaching and/or management experience in at least 2 Key Stages• Demonstrable success in achieving sustained school improvement• Evidence of financial management including effective budget planning and resource deployment	Application/ references/ interview
Strategic leadership	<ul style="list-style-type: none">• Ability to inspire and motivate staff, pupils, parents/carers and governors to achieve the Federation's Christian vision and ethos• Ability to plan strategically based on use of data, targets and bench marking• Ability to lead and manage change within an organisation• Experience of strategic planning to facilitate growth and development.• Ability to establish and oversee systems, processes and policies that enable the school to operate effectively and efficiently.• Understanding of the statutory educational framework, current education issues; also knowledge of relevant policies, legislation and codes of practice across education.• Understanding of and commitment to promoting and safeguarding the welfare of pupils• Understanding and knowledge of SIAMS framework	Application/ interview
Professional development	<ul style="list-style-type: none">• Evidence of recent CPD relating to school leadership and management• Ability to identify own learning needs and to support others in identifying their learning needs	Application/ references/ interview
Learning and Teaching	<ul style="list-style-type: none">• A secure knowledge of the requirements of the National Curriculum, Early Years Foundation Stage and all statutory requirements• A secure understanding and experience of monitoring and assessment strategies to inform future need and learning• Experience of effective monitoring and evaluation to establish and sustain high quality teaching	Application/ references/ interview



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Leading and Managing staff	<ul style="list-style-type: none">• Successful experience of working in and leading staff teams• Ability to develop an effective staff team and support colleagues in undertaking responsibilities• Experience of developing a collaborative culture• Experience of offering challenge and support to improve the performance of staff	Application/ references/ interview
Skills, Qualities and Abilities	<ul style="list-style-type: none">• Ability to organise work, prioritise tasks, make decisions and manage time effectively• Financial project costing and budgetary management.• Demonstrate good interpersonal skills and an approachable style of leadership• Ability to communicate effectively in a variety of ways and situations to a range of audiences (staff, pupils, parents/carers, governors)• Ability to lead Christian worship at the schools• Ability to remain positive and enthusiastic when working under pressure• Ability to nourish the children spiritually, morally, socially and culturally whilst supporting a broad, creative and inclusive curriculum• Ability to sustain effective working relationships and partnerships with staff, Governors, parents/carers, Church and wider community	Application/ references/ interview

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