

**Head of School, Holy Trinity CE School**

**Head of School, Little Marlow CE School**  
**(1 Year Fixed Term Contract)**

## **Application Pack**

**The Federation of Holy Trinity and Little Marlow CE Schools**



**HOLY TRINITY**  
CHURCH OF ENGLAND (A) SCHOOL



May 2018

Dear Applicant,

Thank you for your interest in the position of Head of School.

Our Federation was formed in October 2014 and consists of Little Marlow Infant School and Holy Trinity Junior School – rated Good and Outstanding respectively. Holy Trinity and Little Marlow Schools 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.

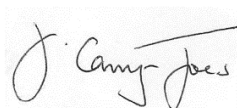
The Heads of School roles were created as part of a leadership restructure in 2016, and we believe they present a unique opportunity for a strong and knowledgeable primary practitioner with an excellent record of teaching and leadership experience.

The Governing Board invites the new Heads of School to bring their experience, vision and enthusiasm, in partnership with the Executive Headteacher and Governors, to build upon the already excellent outcomes and reputation of both schools and take us to the next level.

To truly achieve an understanding of what we are about, what we stand for and how we strive to ensure the best for all of the pupils in our care, you really need to visit both our schools. We would therefore encourage you to contact the school office to arrange a time to visit – the schools are just over a mile apart and so you will need to schedule approximately two hours for your visit. Details on how to apply can be found in this pack but should be via application form.

This is a really exciting opportunity for someone who wishes to further develop their leadership skills, under the guidance of an Executive Headteacher and supported by the Governing Board, whilst maintaining and further developing the unique approach and staff body that deliver outstanding teaching and learning at both our schools.

Yours sincerely,



Carwyn Jones



**Chair of the Governing Board**  
**The Federation of Holy Trinity and Little Marlow CE Schools**

## 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.



**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 15.6 FTE teachers plus the Executive Headteacher, Steve Butler, who has been in post since September 2016. The Senior Management team is one of the core strengths of the school, providing as it does 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.

The school has an office manager, two finance officers, 15 teaching assistants and premises staff. The accommodation comprises twelve classrooms, an ICT suite, SEN, music and library. 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.



Little Marlow has undergone a significant transformation in the last 5 years. It was placed in special measures in January 2013 and after incredible hard work from the staff and school leaders, came out as a Good school in February 2015. The current Head of School, Katie Healy, has been very successful alongside the Executive Headteacher Steve Butler in improving upon the progress made by predecessors and the school continues to develop and evolve.



As a result of this significant improvement, the school is now over-subscribed and, following a request from the Local Authority, has increased its admission number from 20 to 30. A consequence of this expansion is that Little Marlow there has been a major building programme so that now Year 1 and 2 have a purpose built block thus enabling the school to make full use of the school hall, previously used as the Year 1 classroom.



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. The school also has an office manager and shares the services of the SENCO, finance officer 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 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 Future...**

...is exciting!

As part of the process of supporting Little Marlow out of special measures, the two schools decided to pursue a hard federation model. Staff and parents were consulted and the Federation was formed in October 2014.

The two schools continue to grow together as the process of federation becomes more embedded. The Governing Body is looking forward to working with the Heads of School 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.

## Job Description

**Job title:** Permanent Head of School, Holy Trinity  
1 Year Fixed Term Maternity Cover Head of School, Little Marlow

**Location:** Holy Trinity CE(A) School / Little Marlow CE (A) School

**Reporting to:** Executive Headteacher

<b>Salary:</b>	Leadership Pay Spine	L11 – L15	Holy Trinity
	Leadership Pay Spine	L6 – L11	Little Marlow

The Head of School is based at one school but works for the Federation

**Job purpose including Main Duties and Responsibilities:**

**Main purpose of the job:**

*The Head of School will promote and support the vision and direction of Holy Trinity or Little Marlow School by providing the day-to-day leadership that will enable it to build success and provide high quality education for its children. The Head of School leads and manages the school on a day-to-day basis and is the first point of contact for all stakeholders and external agencies in matters relating to the school. The Head of School at Holy Trinity or Little Marlow School will be an ambassador for the school and will promote and raise its profile in the local and wider community. They will respect the differing nature of church schools, and as such will uphold and support the Christian distinctiveness of the schools and the Federation.*

*The Executive Headteacher has overall and strategic responsibility for both Holy Trinity and Little Marlow C.E Schools and will support and advise the Head of School in each school and is their line manager. As an employee within a federation, Heads of School may be required to work at either school.*

**Key responsibilities:**

*The Head of School will continue to raise standards of achievement, be responsible for all day- to -day management of the children, staff, adult users, resources so as to promote and secure the achievement and well-being of all children and adults. The Head of School will work with the Executive Headteacher, senior leaders and Governing Body to provide an environment in which all staff and children are enabled to achieve success and to build towards achieving their potential.*

*The Head of School will be responsible on a day-to-day basis for the internal organisation, management and control of the school. In carrying out their duties the Head of School will consult and liaise with and work in partnership with the Executive Headteacher. They will consult, as appropriate, with the Local Authority, the Diocese, the Governing Body, the staff of the school, the pupils and the parents and carers of its pupils.*

*Staff are seen as the major resource in achieving the school's success. The Head of School therefore has the major role of effectively managing, encouraging, developing and supporting staff and actively and visibly demonstrating their responsibility towards them. The Head of School will be closely involved with the Executive Headteacher in recruiting, retaining and deploying staff appropriately so that the goals and targets for the school can be achieved.*

## ***Vision, direction and development***

*The Head of School will:*

- *Support the Executive Headteacher in developing both strategic and operational plans for securing the vision and direction of the school based on wide consultation with all relevant stakeholders*
- *Work with the Executive Headteacher, Governing Body and other key stakeholders to ensure the school's vision is clearly articulated, shared, understood and acted upon effectively by all.*
- *Demonstrate the school's values in everyday work and practice.*
- *Work with senior leaders, staff and governors to translate the strategic plan for the federation into action plans that identify clear achievable targets and outcomes. These plans will take into account the diversity, values and experience of the school and community.*
- *Work with senior leaders, staff and governors to rigorously evaluate progress towards targets and outcomes*
- *Support the Executive Headteacher in ensuring that all school policies are regularly reviewed and updated and that staff and governors are involved in this process*
- *Advise and support staff and governors in policy development and implementation*
- *Work with the leadership and admin teams to ensure that all statutory requirements are published upon the federation website, including the schools aims, values, standards, SEND information and statements relating to pupil premium and sports premium expenditure.*
- *Work with the leadership and admin teams to ensure that the federation website and on-line communication tools are regularly updated and maintained to a high standard to promote Holy Trinity or Little Marlow School within the local, national and global community.*

## ***Leading Teaching and Learning***

*The Head of School will:*

- *Ensure that learning is at the heart of strategic planning and resource management.*
- *Ensure that the school works closely with parents and carers, the church, the community and other agencies to provide for the academic, spiritual, moral, cultural, social and emotional needs of all children at Holy Trinity or Little Marlow School*
- *Ensure that statutory requirements for the National Curriculum are met and that all children are enabled to access a broad, balanced and relevant curriculum*
- *Ensure that the curriculum and pastoral care of the school is appropriate to the children's differing experiences, interests, aptitudes and backgrounds*
- *Give priority to developing high quality teaching and learning across the school*
- *Ensure the school environment, including each classroom environment, reflects and supports high quality learning.*
- *Create a culture and ethos of challenge and support where all children can achieve success, have an appropriate layer of challenge and become engaged in their own learning.*
- *Ensure that a system for monitoring and developing the quality of teaching and learning is in place*
- *With the Executive Headteacher ensure that there is an effective system for assessing, recording and reporting of children's progress*
- *Maintain a consistent focus on children's achievement and attainment, making sure that assessment for learning is good throughout the school and that all teaching staff use data effectively*
- *Demonstrate and articulate high expectations and set stretching targets for the whole school community.*
- *Encourage new developments in the curriculum and capitalise on local and national initiatives*
- *Develop and implement effective policies for ensuring that children's behaviour is appropriate and supportive to their own learning and the learning of others*
- *Implement strategies that maintain high standards of behaviour and attendance.*
- *Take a strategic role in the development of new and emerging technologies to enhance and extend the learning experience of children.*

## **Leading and Managing Staff**

*The Head of School will:*

- *Liaise with the Executive Headteacher and governors in the recruitment and selection of teaching and support staff*
- *In support of the Executive Headteacher act as Line Manager to delegated staff and assume responsibility for all aspects of their performance review.*
- *Support the Executive Headteacher and governors in creating and maintaining good working relationships amongst all members of the school community*
- *Motivate and support staff by identifying and addressing areas for development and building on their strengths to support school succession planning*
- *Promote the highest standards of courtesy and mutual respect amongst all members of the school community*
- *Regularly lead whole school assemblies.*
- *Ensure that all staff carry out their professional duties in accordance with their job description and with national guidance and regulations*
- *Encourage and model initiative, team work and working in partnership*
- *Develop and strengthen leadership, including middle leadership, across the school*
- *Deputise for the Executive Headteacher at whole school events/ meetings when required to do so.*

## **Efficient use of resources**

*The Head of School will:*

- *Work with the Executive Headteacher and the Governing body on setting and using the school budgets to deliver a quality education and to meet the objectives of the school improvement plans*
- *Manage the agreed budget on a day-to day basis ensuring effective administration and value for money*
- *Manage and organise the day-to-day use of the building and grounds so that it meets the needs of the curriculum and health and safety requirements*
- *Ensure that all staff and children contribute towards building and maintaining a positive learning and working environment for all*
- *Support the Executive Headteacher in securing additional and sufficient resources for the school.*

## **Accountability**

*The Head of School will:*

- *Work with the Executive Headteacher to ensure that all adult users of the school and site are aware of and adopt safe practices and that all activities comply with current legislative requirements*
- *Work closely with the Executive Headteacher and with the Chair and members of the Governing body as appropriate and build and sustain a positive working relationship*
- *Provide information and support to the Executive Headteacher and to the Governing Body and advice based on a well-grounded and practical knowledge of the school on a day-to-day basis*
- *Work with the Executive Headteacher to ensure that the school staff and governors collect and receive and use performance data to support school improvement and raised levels of achievement*
- *Work with the Executive Headteacher to update regularly the Self Evaluation Form (SEF) for Ofsted, update the school improvement plan and collect evidence to support judgments made in evaluating the school's success*
- *Ensure that school reporting arrangements are efficient, actioned according to schedule and keep parents informed about their child's attainment and progress whilst outlining how they can contribute to supporting their child's learning*

## **Partnership**

*The Head of School will:*

- *Develop and encourage working partnerships with parents and carers*
- *Develop and encourage good relations between Holy Trinity and Little Marlow C.E Schools and the wider school communities*
- *Develop and encourage an effective partnership with the community of Holy Trinity and Little Marlow C.E Schools drawing upon the strengths and expertise of both groups of staff and governors, sharing information and ideas and working collaboratively*
- *Encourage inter-school links and events of mutual benefit to Holy Trinity and Little Marlow children*
- *Maintain strong working relationships with the local Parish, the Christian community and the wider communities*
- *Develop and encourage mutually supportive working relationships with relevant agencies including Social Services and Health professionals*

*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.*



## Person Specification

### Head of School Person Specification: Holy Trinity

	Criteria	Where identified
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Qualified teacher status</li> <li>• Degree</li> </ul>	Application
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Recent Senior Management experience in the primary age range</li> <li>• Substantial teaching and/or management experience of Key Stage 2</li> <li>• Experience in the successful management of change which has resulted in raising standards</li> <li>• Successful previous experience of supporting other members of staff to improve the quality of teaching, learning and assessment</li> <li>• Curriculum management - planning, teaching, assessment and target setting</li> </ul>	Application/ references/ interview
<b>Skills</b>	<ul style="list-style-type: none"> <li>• Ability to inspire and motivate staff, pupils</li> <li>• Evidence of having used successful strategies for planning, implementing, monitoring and evaluating school improvement</li> <li>• Demonstrate an ambitious vision for the school empowering all pupils and staff to excel</li> <li>• Demonstrate leadership that has decisive impact on the quality of teaching and pupil's achievements</li> <li>• Lead by example - with integrity, creativity, resilience, and clarity</li> <li>• Demonstrate optimistic personal behaviour, positive relationships and attitudes towards pupils and staff, and towards parents, governors and members of the local community</li> <li>• Ability to maintain the traditions of the school but also introduce new ideas effectively</li> <li>• Understanding of and commitment to promoting and safeguarding the welfare of pupils</li> </ul>	Application/ interview
<b>Professional development</b>	<ul style="list-style-type: none"> <li>• Evidence of recent CPD</li> <li>• Ability to identify own learning needs and to support others in identifying their learning needs</li> </ul>	Application/ references/ interview
<b>Learning and Teaching</b>	<ul style="list-style-type: none"> <li>• A secure knowledge of the requirements of the National Curriculum, Early Years Foundation Stage and statutory requirements relating to the curriculum and assessment</li> <li>• A secure understanding of new assessment strategies and the use of assessment to inform the next stages of learning</li> <li>• Experience of effective monitoring and evaluation of teaching and learning</li> </ul>	Application/ references/ interview
<b>Leading and Managing staff</b>	<ul style="list-style-type: none"> <li>• Successful experience of working in and leading staff teams</li> <li>• Ability to delegate work and support colleagues in undertaking responsibilities</li> </ul>	Application/ references/ interview

<b>Securing Accountability</b>	<ul style="list-style-type: none"> <li>• Ability to communicate effectively in a variety of ways and situations to a range of audiences (staff, pupils, parents, governors)</li> <li>• Experience of offering challenge and support to improve the performance of staff</li> <li>• An understanding of the OFSTED criteria for the evaluation of a school</li> </ul>	Application/ references interview
<b>Qualities and Abilities</b>	<ul style="list-style-type: none"> <li>• Ability to organise work, prioritise tasks, make decisions and manage time effectively</li> <li>• Demonstrate good interpersonal skills and an approachable style of leadership</li> <li>• Ability to lead Christian worship at the school</li> <li>• Ability to remain positive and enthusiastic when working under pressure</li> <li>• Ability to nourish the children spiritually, morally, socially and culturally whilst supporting a broad, creative and inclusive curriculum</li> <li>• Ability to sustain effective working relationships and partnerships with staff, Governors, parents/carers, Church and wider community</li> </ul>	Application/ references/ interview

## Head of School Person Specification: Little Marlow

	Criteria	Where identified
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Qualified teacher status</li> <li>• Degree</li> </ul>	Application
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Experience of school leadership at Deputy Head level or equivalent</li> <li>• Substantial teaching and/or management experience of both Foundation and Key Stage 1</li> <li>• Experience in the successful management of change which has resulted in raising standards</li> <li>• Successful previous experience of supporting other members of staff to improve the quality of teaching, learning and assessment</li> <li>• Curriculum management - planning, teaching and assessment and target setting</li> </ul>	Application/ references/ interview
<b>Skills</b>	<ul style="list-style-type: none"> <li>• Ability to inspire and motivate staff, pupils</li> <li>• Evidence of having used successful strategies for planning, implementing, monitoring and evaluating school improvement</li> <li>• Demonstrate an ambitious vision for the school empowering all pupils and staff to excel</li> <li>• Demonstrate leadership that has decisive impact on the quality of teaching and pupil's achievements</li> <li>• Lead by example - with integrity, creativity, resilience, and clarity</li> <li>• Demonstrate optimistic personal behaviour, positive relationships and attitudes towards pupils and staff, and towards parents, governors and members of the local community</li> <li>• Ability to maintain the traditions of the school but also introduce new ideas effectively</li> <li>• Understanding of and commitment to promoting and safeguarding the welfare of pupils</li> </ul>	Application/ interview
<b>Professional development</b>	<ul style="list-style-type: none"> <li>• Evidence of recent CPD</li> <li>• Ability to identify own learning needs and to support others in identifying their learning needs</li> </ul>	Application/ references/ interview
<b>Learning and Teaching</b>	<ul style="list-style-type: none"> <li>• A secure knowledge of the requirements of the National Curriculum, Early Years Foundation Stage and statutory requirements relating to the curriculum and assessment</li> <li>• A secure understanding of new assessment strategies and the use of assessment to inform the next stages of learning</li> <li>• Experience of effective monitoring and evaluation of teaching and learning</li> </ul>	Application/ references/ interview
<b>Leading and Managing staff</b>	<ul style="list-style-type: none"> <li>• Successful experience of working in and leading staff teams</li> <li>• Ability to delegate work and support colleagues in undertaking responsibilities</li> <li>• Experience of developing a collaborative culture</li> </ul>	Application/ references/ interview

<b>Securing Accountability</b>	<ul style="list-style-type: none"> <li>• Ability to communicate effectively in a variety of ways and situations to a range of audiences (staff, pupils, parents, governors)</li> <li>• Experience of offering challenge and support to improve the performance of staff</li> <li>• An understanding of the OFSTED criteria for the evaluation of a school</li> </ul>	Application/ references interview
<b>Qualities and Abilities</b>	<ul style="list-style-type: none"> <li>• Ability to organise work, prioritise tasks, make decisions and manage time effectively</li> <li>• Demonstrate good interpersonal skills and an approachable style of leadership</li> <li>• Ability to lead Christian worship at the school</li> <li>• Ability to remain positive and enthusiastic when working under pressure</li> <li>• Ability to nourish the children spiritually, morally, socially and culturally whilst supporting a broad, creative and inclusive curriculum</li> <li>• Ability to sustain effective working relationships and partnerships with staff, Governors, parents/carers, Church and wider community</li> </ul>	Application/ references/ interview

An application form is available from the federation website:

[www.holytrinity.bucks.sch.uk](http://www.holytrinity.bucks.sch.uk)

Please return electronically or by post to:

[office@holytrinity.bucks.sch.uk](mailto:office@holytrinity.bucks.sch.uk)

Holy Trinity CE School  
Wethered Road  
Marlow  
Buckinghamshire  
SL7 3AG

**The closing date for applications is 12 noon on Friday 18<sup>th</sup> May 2018**