



Headteacher

Candidate Pack



Thank you for your interest in the role of Headteacher at Waldegrave School



Waldegrave School • Fifth Cross Road • Twickenham • Middlesex • TW2 5LH
www.waldegrave.richmond.sch.uk



Welcome.

Thank you for considering this very exciting opportunity.

Waldegrave is an outstanding school, but also a happy one where students thrive. They say they enjoy their school life and feel safe. We place wellbeing high on our agenda, celebrating sports and arts alongside our academic achievement.

We are fully staffed with excellent teachers who are highly trained. Staff retention is good.

Waldegrave is the only girls' school in the borough, but in 2014 we opened a mixed Sixth Form. This is very successful, oversubscribed and achieving excellent outcomes. Ten students have taken up Oxbridge places, and a further eight have current offers.

The progress of all our students is important to us. We have made significant progress in 'closing the gap' with our disadvantaged students achieving a Progress 8 score of 0.65 in 2017, compared to 0.78 for the whole school. We will continue to push for further improvement.

We hope our current high standards of success will give our new headteacher a solid platform from which to launch innovation and future opportunities.

The governors are aiming to find the right candidate who is willing to commit to the future of Waldegrave School. We would welcome applications from current heads, deputies or assistant headteachers who have experience of leadership. The governors will offer full support and mentoring to the new headteacher.

Applications are welcome via the Waldegrave School website. (<https://waldegrave.richmond.sch.uk>)

If you have any queries or would like to visit the school, please email: headteacherjob@waldegrave.org.uk

The closing date for applications is 15 June 2018 at 5pm.

Informal tours will be available during w/c 11 June 2018.

The selection process for shortlisted candidates will be on 28-29 June 2018.

Thank you for your interest.

Fran Perrow
Co-Chair of Governors

Andrew Tanner
Co-Chair of Governors

Our School

Our vision at Waldegrave is that everyone enjoys learning, feels valued and experiences success. This is summarised in our motto – **Enjoy, Achieve, Empower.**

We believe everyone has something special to contribute and we encourage students to reach their full potential in all areas of school life.

Waldegrave is a successful and over-subscribed comprehensive school for girls aged 11-16, with 1043 students, plus a further 305 students in our co-ed Sixth Form which opened in 2014. We welcome students of all abilities and celebrate the diversity of cultures, backgrounds and talents. Approximately 20% of the students are from homes where English is not the first language, and there are 43 home languages other than English spoken amongst the students. We have a supportive Learning Space for Autism Spectrum Disorder students with an experienced team. The number of students entitled to Pupil Premium is approximately 11%.



Our school is set within a 14.5-acre site in the London Borough of Richmond upon Thames. Waldegrave has received significant investment in recent years in a new sixth form block, dining room and sports hall, and a refurbished performing arts centre. We have well-equipped specialist facilities including 12 science labs, seven ICT suites, and playing fields onsite. Our very active PTA has funded equipment and our netball courts.

The headteacher is supported by a deputy and a leadership team which is structured to support the key strategic areas in the school. Waldegrave has been a teaching school (Richmond Teaching School Alliance RTSA) since 2011 and uses this to encourage collaborative working in our community. We have previously been a specialist science school.

Enjoy

We encourage students to throw themselves into the life of the school and to engage in our extra-curricular opportunities on offer.

In 2016-17 we ran over 130 trips within the curriculum, including cultural, historic, technology, subject-based and university visits. We run some extra-curricular foreign trips, including skiing, and offer adventure travel to countries such as Costa Rica, Borneo and Botswana.



Students take part in many activities including the Jack Petchey Speak out Challenge, BBC News Report and UKMT maths challenge. In March 2018 our students were runners-up in the Transport for London design competition (1900 students participated). We run a successful Duke of Edinburgh programme, with 75% of students achieving a Bronze Award, with many going on to take Silver and Gold Awards.

All students actively engage in charity work within their school house and we also support United World Schools as a whole school charity.

Our sports teams are very successful and we are seen as fierce competition in the local area, winning many accolades. In April 2018 our U16 netball team won the senior netball league and also were the only state school to reach the Middlesex U16 finals. We also have a winning U13 rugby team.



Achieve

At Waldegrave we combine traditional values with innovative approaches to teaching and learning. We are very proud of our consistently high results (see included detail) and the success of our new Sixth Form, but we celebrate the progress of every student. Waldegrave's results have been recognised for several years in the Sunday Times Parent Power top 10, and we were named Comprehensive School of the Year in 2016. This year we have received Educational Outcomes Awards from SSAT for both attainment and progress.

Excellence is evident across the curriculum, which is broad, balanced and designed to encourage responsibility and independent learning. Students achieve very well here because we have a relentless focus on high quality teaching and learning and we work in close partnership with parents. Most of the teaching is mixed ability and there is minimal setting at any age. Home learning is set regularly and seen as an important extension to the curriculum. In our thriving and over-subscribed co-ed Sixth Form we offer an academic curriculum of A level subjects and have a consortium arrangement for some subjects with another school.

Our highly qualified teachers and committed support staff are eager to continue their professional development and also aspire to be the best they can be.

Empower

We want all students to be empowered to take responsibility for themselves, their learning and their future. This relates to the responsibility they take for their own progress and achievement, the role they play in shaping the school and in the local community. Ultimately we want them to have a positive impact on society.



We have a strong pastoral system, each Year led by a Head of Year and a team of form tutors. We also run a house system in Y7 to Y11 and elected students lead this. This is the vehicle for charity work, the rewards system (with termly celebration assemblies) and most importantly – for competitive fun.

Waldegrave creates many opportunities for students to take on responsibility and leadership roles through elected posts and school council.

We also invite into school many world class leaders and inspirational speakers. Visitors to school have included Lord Winston who opened our new science lab, the Secretary of State for Education (Nicky Morgan), our local MP, Sir Vince Cable, plus top sportswomen and men. Our speakers at the annual Record of Achievement assembly for our Y11s always deliver aspirational and empowering presentations to the students, highlighting that hard work and endeavour can lead to success.

Student Achievement

2015 -17 Headline data

GCSE

	2015	2016	2017
Progress 8		0.67	0.78
Attainment 8		64.4	62.9
5 + in English and Maths			80%
4+ English and Maths	89%	85%	93%
Ebacc (5/C)			59%
Ebacc (4/C)	61%	64%	60%
Entering Ebacc	82%	79%	79%
5+ GCSE at 7/A+	50%	53%	50%

A-level

		2016	2017
L3VA		0.22	0.20
Alps Grade		2	2
Average grade		B+	B
AAB in Facilitating Subjects		27%	26%
A* -B		75%	69%
A* -A		40%	38%
Entries		275	370

School performance tables can be viewed on the following link:

<https://www.compare-school-performance.service.gov.uk/school/138461?tab=secondary>



Living and Working in Twickenham

Waldegrave School is in Twickenham, in the London Borough of Richmond upon Thames which is ranked highly for quality of life. It's popular with families and commuters as it's only 10 miles from central London but has a lot of open space, with Richmond and Bushy Royal Parks nearby. The River Thames is another attraction, with cycle and footpaths along the riverside providing great recreational opportunities.

The mainline station at Twickenham has a fast direct connection to London Waterloo (20 minutes) and to Reading and Windsor. Our local station is Strawberry Hill with trains to Richmond, Kingston and Waterloo. Richmond is also on the District Line Underground and London Overground lines, connecting to all parts of London. There are excellent bus connections to school. The A316 is close by making the school only 30 minutes from the M25 via the M3. There are numerous day trip possibilities including the Surrey Hills, where we take the students on field trips and Duke of Edinburgh hikes. Heathrow Airport is also only a short journey away.

Twickenham Stadium is 'the home' of England Rugby, hosting international matches as well as conferences and concerts, including the Rolling Stones and U2. There are numerous other spectator sports nearby, as well as excellent facilities and clubs. Waldegrave benefits from many sporting opportunities in the borough and is involved in activities including rugby, due to our links with the Harlequins team at the nearby Stoop.

Twickenham has a new cultural centre, The Exchange, offering a varied programme, with more theatre and cinema opportunities in both Richmond and Kingston. We are lucky to be able to take students out locally to enhance their learning, as well as into London.

Waldegrave also benefits academically from links with the National Physical Laboratory in Teddington and nearby universities, including Roehampton and St Mary's. We take students into London for lectures and workshops put on by the leading universities such as Imperial, Kings College and UCL.

There is a good community spirit in the local area. The annual Twickenham Festival in June brings everyone together for a range of activities from dragon boat racing to literary events. Throughout the summer there are fairs and open air concerts in our parks and at nearby venues including Hampton Court and Kew Gardens.

For further information, see the video below recently produced by Achieving for Children, the jointly run Kingston and Richmond education and children's service.

<https://www.achievingforchildren.org.uk/teach-local-event/>

Job Description

Job title - Headteacher

Job purpose

Professional Leadership. Working in close partnership with the leadership team and governing body, the Headteacher will enthusiastically communicate the school's vision and drive the strategic development of Waldegrave School.

Assure excellent teaching and learning as standard. Create an environment where all staff are reflective, motivated and supported so that students are inspired to achieve ambitious goals, and parents are engaged and supportive. Spread excellent practice through the work of the Teaching School.

Assure outstanding pastoral care. Ensure that excellent pastoral leadership and systems are in place so that the school provides great pastoral support. Establish close and effective relationships with parents and external agencies.

Principal aspects of the role

- Vision and core purpose
- Assure excellent learning and achievement in the classroom
- Leadership and management
- Wider engagement and contribution

Vision and core purpose

1. Articulate clear values and the moral purpose of Waldegrave School, focused on providing a first-class education and pastoral support for our students.
2. Communicate compellingly the school's vision and drive the strategic leadership, empowering all students and staff to excel.
3. Lead by example – with integrity, creativity, resilience and clarity – drawing on their own learning expertise and skills, and that of those around them.
4. Model positive relationships and attitudes towards our students, and engage parents, governors and members of the local community in constantly improving all that we do.
5. Ensure that the education and interests of our students are at the centre of everything we do, challenging established educational practice in the best interests of achieving excellence.
6. Demonstrate political and financial astuteness in promoting the interests of our school in the context of our core objectives, translating opportunities arising from local and national policy into the school's context.

Assure excellent learning and achievement in the classroom.

7. Demand ambitious standards for all students, overcoming disadvantage and advancing equality, instilling a strong sense of accountability in staff for the impact of their work on students' outcomes.
8. Secure outstanding teaching for all students through an analytical understanding of the features of successful classroom practice and curriculum design.
9. Create an ethos within which all staff are motivated and supported to develop their own skills and subject

knowledge and to support each other.

10. Lead the improvement and development of Waldegrave School based on evidence and knowledge about effective practice, and to promote a strong culture of continuous professional development for our staff.

11. Establish a culture of 'open classrooms' that promotes the sharing of best practice and challenging less good practice within and between schools.

12. Support and extend the Teaching School to exploit its positive impact on the standard of teaching at Waldegrave.

Leadership and management.

13. Welcome strong governance and actively support the governing body to deliver its functions more effectively – in particular its functions to set school strategy and hold the headteacher to account for student, staff and financial performance.

14. Distribute leadership throughout the school, creating teams of colleagues who have distinct roles and responsibilities and hold each other to account for their decision making.

15. Exercise strategic, curriculum-led financial planning to ensure the equitable deployment of budgets and resources, in the best interests of achievement and the school's sustainability.

16. Provide a safe, calm and well-ordered environment for all students and staff, with a strong focus on safeguarding and the development of exemplary behaviour in school and in the wider society.

17. Identify emerging talents at all levels, coaching current and aspiring leaders in a climate where excellence is the standard, leading to good succession planning.

18. Hold all staff to account for their professional conduct and practice.

19. Establish, implement and maintain rigorous and transparent systems for managing the performance of all staff, addressing under-performance, supporting staff to improve and valuing excellent practice.

20. Ensure that the school's systems, organisation and processes are well considered, efficient and fit for purpose, upholding the principles of transparency, integrity and probity.

Wider engagement and contribution.

21. Create an outward-facing school that works with other schools and organisations – in a climate of mutual challenge – to champion best practice and secure excellent achievements for all students.

22. Inspire and influence others - within and beyond the school - to believe in the fundamental importance of education in young people's lives and to promote the value of education.

23. Shape the current and future quality of the teaching profession through high quality training and sustained professional development of all staff.

24. Model innovative approaches to school improvement, leadership and governance to make Waldegrave School a centre of best practice.

25. Develop effective relationships with other services to improve academic and social outcomes for all students.

Person Specification

CRITERIA	Assessed by: A= Application form & letter I= Interview S= Selection tasks
EDUCATION, QUALIFICATIONS AND EXPERIENCE	
Honours degree (or equivalent)	A
Qualified Teacher Status (QTS)	A
NPQH (or in process of completing)	A
Evidence of recent and relevant personal/professional development at headship level and/or in preparation for headship	A
Individual who is moving for career progression with successful recent strategic leadership experience as Assistant Head, Deputy Head or Headteacher	A/I
Experience in a comprehensive secondary school, and in at least 2 schools of diverse nature	A
QUALITIES AND KNOWLEDGE	
Outstanding classroom practitioner who still actively teaches and demonstrates a passion for excellence in the learning process	A/I
Leads by example, demonstrating positive behaviour and attitudes towards all stakeholders	A/I
Demonstrates strong analytical skills with the ability to use sound judgement to anticipate and to resolve conflict and issues imaginatively	A/I/S
Proactive, innovative and flexible with a high level of drive, resilience and enthusiasm necessary to effectively deliver common goals	A/I/S
Articulate and approachable with excellent interpersonal skills, and the ability to build effective working relationships and networks inside and outside the school	A/I/S
Excellent communication skills both verbally and in writing	A/I/S
Ability to remain calm and objective when faced with issues and challenges	A/I/S
VISION AND CORE PURPOSE	
Has high expectations and personal integrity with the ability to promote and deliver the values, culture, ethos and traditions of the School with a commitment to the provision of extra-curricular activities	A/I
Demonstrates a child-centric approach, where students are at the core of all decisions and policies	A/I
Able to relate empathetically to parent/carers, staff, students, Governors, stakeholders and the wider community	A/I/S
Be a visible high-profile role model with a professional approach that demands excellence, confidence, trust and respect of the School and wider community	A/I
Proven ability to plan strategically with the expertise to deliver and to communicate compellingly the School's vision and drive the strategic leadership, empowering all students and staff to excel	A/I
LEADERSHIP AND MANAGEMENT	
Proven track record in leading, monitoring and managing staff, including building a successful team, delegating effectively and implementing and managing change	A/I
In-depth knowledge and understanding of the wider educational agenda including current national policies and educational issues as well as the statutory and legal framework governing the operation of a School	A/I
Delegates clear leadership roles with distinct responsibilities throughout the School, supporting colleagues to hold each other to account for their decision making	A/I

Welcomes strong governance and works collaboratively with the governors to develop their strategic capabilities and strengthen their ability to hold the Headteacher to account	A/I
Creates an environment where staff are motivated and supported to develop their own skills and subject knowledge, and talent is developed at all levels	A/I
Understands well-being and the importance of a work-life balance	A/I
Commitment to sharing best practice and challenging less good practice	A/I
Strong leader with evidence of highly developed skills in performance management, recognising high performance and tackling underperformance through to resolution	A/I
Successful experience of effective strategic financial and resource management to achieve educational priorities and ensure efficiency and value for money	A/I/S
Detailed knowledge/experience of and strong focus on Child Protection, Safer Recruitment and Safeguarding procedures	A/I
Evidence of achieving a safe, secure and healthy school environment	A/I
Successful experience of school self-evaluation and accountability, and the school improvement process	A/I
EXCELLENT LEARNING AND ACHIEVEMENT	
Secures excellent teaching through an analytical understanding of how students learn and of the core features of successful classroom practice	A/I/S
Successful experience of positive behaviour management and developing a student focused, inclusive and effective learning environment so that behaviour and attendance are outstanding	A/I
Successful experience of curriculum development along with an understanding of the issues associated with choice and flexibility needed to meet the personalised agenda at all stages	A/I
Demands ambitious standards for all students, overcoming disadvantage and advancing equality, instilling a strong sense of accountability in staff for the impact of their work on student outcomes	A/I
Successful experience of the implementation of effective assessment procedures and an understanding of assessment for learning needs of students	A/I
Evidence of commitment to promoting diversity and equal opportunities within the curriculum and in employment practice	A/I
Knowledge and understanding of using ICT to enhance learning, interpret and analyse data and understand school information systems	A/I/S
WIDER ENGAGEMENT AND CONTRIBUTION	
Create an outward facing school which works with other schools and organisations in a climate of mutual challenge to champion best practice and secure excellent accountability	A/I
Successful experience of securing and raising standards in a comprehensive school and working with external agencies locally, nationally and/or internationally	A/I
Actively encourage research led development by staff and innovation in teaching practices	A/I