



High Close School

PRINCIPAL CANDIDATE PACK

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Believe in
children
 Barnardo's



WELCOME LETTER

Dear candidate

Thank you for your interest in joining our team at High Close School which forms part of the South East region of Barnardo's for which I am proud to be the Director of Children's Services.

High Close School is a weekly boarding residential and day Special School supporting children and young people with a complex range of Social, Emotional and Mental Health needs. We support children and young people through KS2, KS3 and KS4. We offer a traditional school experience equivalent to mainstream, utilising a trauma informed approach to achieve outcomes that include recognised qualifications at the end of KS4. We do this in small classes with high levels of pastoral care and trauma informed support.

We believe in children and work with hope to encourage young people to reach their full potential. We aim to do this by:

- Providing a caring environment in which pupils feel safe and learn to make healthy choices about their style of life;
- Delivering a stimulating and differentiated curriculum that encourages every pupil to achieve to their highest level both academically and socially;
- Developing pupils' awareness of moral, social, cultural and spiritual values so that they can make a positive contribution to the community;
- Preparing pupils to become independent and responsible citizens;
- Working in partnership with parents, carers and other stakeholders to ensure pupils are given every opportunity to achieve their full potential.

Every young person who arrives at High Close has experienced difficulties, but whatever the reason, there is a fresh start in a supportive, stimulating environment with high expectations of achievement. We work hard to ensure our teaching and learning results in the best outcomes for each pupil. We believe both academic and social learning can help raise self-esteem and provide young people with the skills to achieve their goals.

We are seeking to recruit the Principal for the school which is a fantastic opportunity for a talented leader who wishes to make a positive difference to the lives of the children and young people at our school.

This is an exciting time to join High Close School and join the charity as a member of Barnardo's South East senior management team and we look forward to receiving your application.

Emma Bowman

OUR SCHOOL

Bringing out the best

High Close is a non-maintained residential and day special school catering for children and young people between the ages of 7 and 18 years. It forms part of the educational provision offered by Barnardo's and our pupils come from a wide geographical area covering around 20 local authorities. The school has two SEN designations from the DfE, one for Social, Emotional and Mental Health needs and the other, Speech, Language and Communication Needs. All our young people have an Education, Health and Care Plan (EHCP) for complex needs which may be to do with learning, behaviour, meeting demands or a range of other problems such as ADHD, Attachment, Autism, Specific Learning Difficulties, Mental Health difficulties, Sensory disorders, Speech and Language difficulties or a combination of some of these.

High Close is a tightly-knit and positive community catering for up to 94 children and young people. We create a caring and supportive environment to bring out the best in every pupil and prepare them for a successful future.

High Close School is located in Wokingham, Berkshire, between Reading and Bracknell. Our school has excellent classroom and residential provision, with extensive, attractive grounds.



WE BELIEVE IN CHILDREN AND WORK WITH HOPE TO ENCOURAGE YOUNG PEOPLE TO REACH THEIR FULL POTENTIAL.

We aim to do this by:

PROVIDING a caring environment in which pupils feel safe and learn to make healthy choices about their style of life

DELIVERING a stimulating and differentiated curriculum that encourages every pupil to achieve to their highest level both academically and socially

DEVELOPING pupils' awareness of moral, social, cultural and spiritual values so that they can make a positive contribution to the community

PREPARING pupils to become independent and responsible citizens

WORKING IN PARTNERSHIP with parents, carers and other stakeholders to ensure pupils are given every opportunity to achieve their full potential



AIMS

- To raise standards so that every pupil achieves to their highest level both academically and socially
- To offer a stimulating and differentiated curriculum which encompasses the national curriculum
- To provide a safe, caring environment in which pupils are encouraged to develop and share the knowledge, skills and understanding necessary for the transition into adult life
- To create a culture in which the unique worth and achievement of individuals can be celebrated by themselves and others
- To improve the pupils' awareness of moral, cultural, social and spiritual issues and Fundamental British Values.
- To assist the pupils in becoming independent responsible citizens through governors, staff, parents and carers and other agencies working together.

WORKING IN PARTNERSHIP

Teamwork is a key element of the school ethos. Staff cannot work without the participation and cooperation of pupils, parents and carers, staff, external agencies, Governors and the wider Barnardo's organisation.

PUPILS

Through their time with us, pupils overcome their barriers and develop a desire to learn. We offer a broad, balanced and engaging curriculum from KS2 through to KS4, where pupils work towards a variety of nationally recognised qualifications, including GCSEs. We are excited to be launching new vocational pathways at KS4 in September 2023 to better meet the needs of our young people

Pupils enjoy a range of extra-curricular activities, including music, sport and drama and we run numerous trips throughout the year to develop learning opportunities outside the classroom. Pupils in Year 10 have the opportunity to do community work through the ASDAN programme and pupils in Year 11 engage with a work experience programme.

We actively encourage pupil participation. The School Council has 12 student members representing the residential and day units, where issues are raised and problems discussed. Our hope is that by the time they leave, our pupils have the educational skills and the self-confidence necessary to make a successful start to their adult life.



STAFF

As well as ensuring pupils get a broad and stimulating curriculum with excellent levels of care, our fully-trained staff provide educational, emotional and practical support to all pupils and their families. Staff work together as a cohesive and positive team. Turnover is low, and professional development is supported. Staff benefit from a broad range of CPD and training opportunities with all residential staff gaining a Level 3 Diploma in Residential Childcare.

We have a dedicated therapeutic team comprising Occupational Therapists, Speech and Language Therapists and Cognitive Behaviour Therapy and Dialectical Behaviour Therapy specialists.

The school's Family Resource Team are a unique resource who are able to offer support to families during term-time but also during the school holidays.

Our in-house alternative curriculum resource (The Bridge) provides specific, individualised interventions for young people who may be struggling to consistently meet the demands of the school day.

PARENTS & CARERS

At High Close we work as a team and a vital part of this team are parents and carers. It is very important that we have their trust and confidence and in order to gain that trust we must work positively with them. Our staff are in regular contact with parents and build up mutually respectful relationships with them.

GOVERNORS

The governors are seen as the key force linking the school with the community. Their role is vital to the smooth running of the school.

FACILITIES

High Close is a purpose built school with three separate modern residential units, and accommodation for up to 8 boys and girls in each. In addition to the normal classrooms, pupils benefit from the use of specialist facilities such as an art room and media suite, design and technology workshop, food technology room, ICT suite, science laboratory, sports hall and a gym.

All classrooms have PCs with the use of iPads in classrooms being developed.

High Close Primary is located in a separate building on site and accommodates a lower KS2 Nurture class, an upper KS2 class and a Year 6/7 transition class for pupils who still need a more intensive level of support before moving to the Secondary provision.

The school has a purpose built therapy building providing OT and sensory room facilities.



DRIVE US FORWARD

As our new Principal you will maintain our excellent standards and take our Education judgement to Outstanding and maintain the residential provision's existing Outstanding judgement. A confident leader, you will thrive on responsibility and challenge, and communicate our good work to external partners. We have an excellent reputation, with referrals for places far exceeding those available.

As Principal at High Close you will have the opportunity to lead a motivated and dedicated team to make a difference to hundreds of pupils and their families.

The school is self-funding and you will need sound financial and strategic management experience to review business practices and generate new streams of revenue.



KEY SCHOOL FACTS AND STATISTICS

TYPE OF SCHOOL	Non-maintained SEN school
AGE RANGE	7 – 18 years
LOCATION	Wokingham
DENOMINATION	N/A
CO-EDUCATIONAL	Yes
BUDGET	Approx £5 million
NUMBER OF PUPILS	94 max
NUMBER OF BOARDERS	21 max
AVERAGE CLASS SIZE	6
ATTENDANCE 2022/23 YTD	91.50%
NUMBER OF STAFF	Approx 120
TEACHING STAFF	24
DAY AND RESIDENTIAL CARE STAFF	27
LEARNING SUPPORT ASSISTANTS	31
THERAPEUTIC STAFF	6
% OF NEWLY QUALIFIED TEACHERS	None
ATTAINMENT ON ENTRY	Generally 2-4 years below age related expectations
% OF CHILDREN IN RECEIPT OF PUPIL PREMIUM	49%



JOB PROFILE

TITLE: Principal

REGION: South East

LOCATION: High Close School

ACCOUNTABLE FOR (STAFF): As specified

RESPONSIBLE TO: Director Children's Services
Children's Services

SALARY: L21 -L28 (£72,483 - £86,040)



JOB PURPOSE:

To lead and manage within an agreed strategic framework the education and residential aspects of the school so that the school is effective, self-managing, self-evaluating and self-improving, and with high achieving pupils and staff. The Principal is a member of the Barnardo's Regional Senior Management Team and is accountable to the Director of Children's Services and to the Governing Body of the school.

RESPONSIBILITIES:

FOR RESOURCES

- Manage and control the school and its internal organisation, including the residential unit and the effective use of all resources, and the deployment of teaching and support staff.
- To be responsible for financial management which includes integration of financial planning and strategic and curriculum planning; implementation and maintenance of secure procedures, systems, and adherence to all organisational financial standards and regulations.

FOR PEOPLE (STAFF, STUDENTS, VOLUNTEERS)

1. School aims and objectives

- Define the aims and objectives of the school, setting these out in a fully costed School Development Plan produced in consultation and agreement with staff and the Governing Body. The Development Plan needs to reflect both school priorities and national statutory requirements and be focussed on improving educational outcomes and ensuring best value for money.

2. Curriculum development

- With the Education Leadership Group, develop a curriculum, within the context of statutory requirements, appropriate to the abilities, aptitudes and special educational needs of the pupils. Deliver this curriculum effectively with high standards and expectations to maximise pupil achievement and minimise all forms of educational disadvantage within a purposeful working environment.
- To ensure the spiritual, moral, social, emotional and cultural needs of pupils and Fundamental British Values at the school are promoted in line with DfE requirements.
- To implement and develop the whole curriculum agreed with the governing body.
- To develop, monitor, evaluate and improve the Quality of Education for all pupils.
- To ensure achievement is maintained and improved and that appropriate and motivating targets are set for individual pupils and the school.
- To develop evidence based practice, which addresses a range of barriers to learning.



3. Residential Provision

- To work with the Leader and Deputy Leader for Care to ensure all aspects of the Social Care Common Inspection Framework (SCCIF) and the National Minimum Standards for Residential Special Schools are met.

4. Positive Behaviour Support

- To work within the framework of Therapeutic Crisis Intervention (TCI) to support young people to develop positive behaviour strategies in times of crisis.

5. Record keeping/Management

- To supervise and ensure effective recording systems in all areas of the school.
- To ensure recording standards comply with Barnardo's Service User Recording Policy, the Data Protection Act and the General Data Protection Regulations.

6. Management of staff

- Ensure the effective deployment and management of all teaching and non-teaching staff of the school, allocating particular duties to them in line with their conditions of employment.
- Ensure appropriate delegation of duties to key roles including the Deputy Principal, the Head of Care and the Bursar.
- Ensure effective supervision and appraisal systems are in operation across the school in line with Barnardo's policies and School Teachers' Pay and Conditions Document.
- Ensure that staff are managed in accordance with relevant performance competency and capability procedures.
- Ensure the assessment system for threshold for teacher pay progression is implemented in line with DfE Guidance and the school's teacher pay policy.
- To facilitate and support teaching and learning and residential care through maintenance and development of a high quality physical and learning environment.
- To ensure staff are aware of the priority of pupil safeguarding and that training and school procedures reflect this importance.
- Through professional development, to ensure all staff understand the mission and ethos of the school, its current aims and objectives and their role.

7. The Governing Body

- Assist, advise and work with the Governing Body on all aspects of the school. Present a written report to each full and formal meeting and share any relevant inspection and evaluation reports with the group.
- With governing body and other key stakeholders, to develop an agreed strategic plan for the school that includes short, medium and long term targets and which is based upon secure and robust financial/resources planning.
- To work in line with Barnardo's corporate strategy.



8. Absence

- In the absence of the Principal, ensure that the Deputy Principal assumes responsibility for the school – in her/his absence, this responsibility is delegated to the Head of Care.

9. Policy and Procedure

- Ensure that all relevant Barnardo's policies and procedures are implemented at the school.
- To ensure that all relevant Barnardo's policies and procedures are implemented.
- To ensure that all relevant statutory policies are implemented.
- To maintain oversight of all school policies relating to both the education and residential care aspects of the school.
- To maintain a robust Business Continuity Plan.

10. Basis and Values and Equality of Opportunity

- Undertake all duties within a framework of promoting equality of opportunity in line with Barnardo's Basis and Values.
- Ensure that there is a whole school approach and that all staff and volunteers understand and take personal responsibility for ensuring the promotion and implementation of the Basis and Values and Equality of Opportunity.
- Is proactive in promoting equality and diversity matters; monitoring compliance to legislation, policy and practice in all aspects of the school's operations and encouraging full engagement on such issues by staff, workers and volunteers.

11. Other duties

- To act as one of the Designated Safeguarding Leads for the school.
- Participate, where relevant and in the best interest of the school, in raising the public profile of the work of the school and Barnardo's through publicity, speeches, conferences and events.
- Fully participate in individual supervision, appraisal and training offered by Barnardo's to ensure accountability, responsibility, professional development and support.
- Carry out any other reasonable duties that may be required from time to time.
- Undertake on-call duties on average one night a week.

FOR HEALTH AND SAFETY

- Ensure that all statutory and regulatory Health & Safety requirements are fully met.



PERSON PROFILE



E=Essential D=Desirable

High Close School

REQUIREMENT	ESSENTIAL
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REQUIREMENT	ESSENTIAL
1. Knowledge/Qualifications	
• Qualified Teacher Status/experience as Principal/Headteacher	E
• Experience as Principal/Headteacher	D
• Relevant and recent inset especially in SEND and complex needs	E
• Evidence of recent extended study and/or continuous professional development in leadership and management in schools	E
• NPQH	D
• Knowledge and understanding of safeguarding and child protection policy and practice	
2. Experience and Achievements	
• Successful track record of school leadership at Deputy level	E
• Successful track record of headship	D
• Experience of working within a school with residential provision	D
• Substantial experience of working within special education	E
• Experience of using comparative data, together with information about pupils' prior attainment, to establish Benchmarks, set and monitor targets for improvement.	E
• Experience of the requirements and models for the curriculum and its assessment and strategies to achieve effective teaching and learning, including literacy, numeracy, and information technology	E
• Experience of working within a range of policies which are relevant to school management	E
• Resource and development planning, including budget management and efficient and effective deployment of staff and resources	E
• Experience of performance management, supervision, appraisal of staff and their continuing professional development	E
• Successful involvement in school self-evaluation process as an aid in institutional improvement, development and change	E
• Experience of trauma-informed practice and understanding of the impact of mental health and well-being for staff and pupils	E
3. Skills/Abilities/Attributes	
• Leadership skills – the ability to lead, manage and challenge people to work towards common goals and to work effectively with the Governing Body and Barnardo's corporate structures	E
• Decision-making skills – the ability to investigate, solve problems and make decisions	E
• Communication skills – the ability to use a range of data to communicate, being able to make views known and understand views of others	E
• Understanding of the external market in special education and the ability to market and promote the school to local authorities and potential funders	E
• Self-management – the ability to plan time effectively and to organise oneself well, including the ability to finish tasks and progress change	E
• ICT and management skills	E
• Ability to account for the efficiency and effectiveness of the school to the Director of Children's Services, the Governing Body and other stakeholders	E
• Ability to act as a leader who empowers and enthuses all connected with the school to contribute, participate and develop leadership and management	E
• Ability to implement and work within current legislation and regulatory frameworks relevant to the school	E
• Ability to manage and lead change and innovation in seeking high performance	E
• Ability to give staff clear, consistent direction on the effective behaviour management of pupils	E
• The development of a learning and residential environment that recognises the importance of emotional development, citizenship and cultural diversity	E
• Ability to articulate the vision and values that make High Close unique, and ensure that both vision and values are translated consistently by leadership and management to ensure the highest levels of achievement and personal development	E
• Ability to interact positively with young people whilst maintaining and establishing appropriate boundaries	E
• Interpersonal skills, to be able to build positive working relationships with pupils, parents/guardians, staff, LAs and Barnardos	E

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High Close School

REQUIREMENT

ESSENTIAL

4. Personal Qualities – Characteristics, Styles, Interest and Attitudes

- Ability to be calm and proactive in a crisis, giving clear and consistent leadership
- Ability to maintain self when working under pressure
- To demonstrate energy, vigour, perseverance, enthusiasm, integrity and commitment

E
E
E

5. Barnardo's Basis and Values and Equal Opportunities

- Ability to actively work to implement Barnardo's Basis and Values

E

6. Circumstances/Health

- Staff should be able to abide by Barnardo's Smoking Policy which does not permit smoking at work

As a Barnardo's employee you will be expected to uphold **our basis and values** and act as a role model for Barnardo's Leadership and Management behaviours:

- Driven to deliver
- Leading and engaging
- Strategic thinking



**Believe in
children**

Barnardo's



HOW TO APPLY

If you would like to discover more about this exciting opportunity, need any further information or you wish to have an informal discussion, please contact our retained consultant at Academicis: Vonya Campey: vcampey@academicis.co.uk or 01223 907979 / 07340 010983

Please email your application to:
Vonya Campey: vcampey@academicis.co.uk

Closing date: Monday 17th April 2023

Shortlisting date: Wednesday 19th April 2023

Interviews: Monday 24th and Tuesday 25th April 2023



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Wiltshire Road
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RG40 1TS

