



*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*

# **Federation Headteacher 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 Federation 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 Federation Headteacher to bring their experience, vision and enthusiasm to build upon the already excellent outcomes and reputation of both schools, in partnership with the Governors.

We welcome and encourage you to visit both our schools to meet staff and pupils. Please contact the school offices to arrange a time to visit. The schools are just over a mile apart so you will need to schedule around two hours for your visit. We would also be very happy to speak to you; please contact Holy Trinity School office to arrange a call.

This is an exciting opportunity for a talented and inspirational leader who will constantly reflect on and consolidate current practise and have a determination to achieve more whilst upholding the schools' visions and values.

We look forward to hearing from you.

Yours sincerely,

Catriona Slack and Mary Bruce

Co-chairs of Governors

# 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.







**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 teaching staff providing 16.2 FTE plus the Head of 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 and outdoor learning teacher time-tabled for all year groups. There is also a strong tradition of, and commitment to, music and sporting activities.

The school has an office manager, finance officer, 18 teaching assistants and premises staff. The accommodation comprises twelve classrooms, conference room, intervention rooms, nurture suite, dedicated PPA room, multi-use games area; 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.

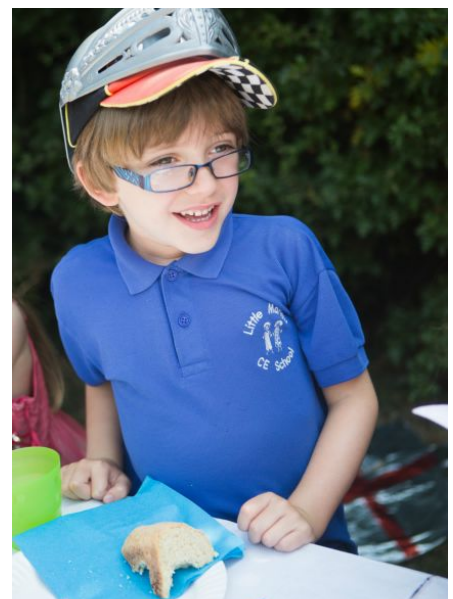
The last inspection report highlighted: "This is a great community school which offers a well-rounded education. Pupils' attainment is high and they make consistently outstanding progress because of very effective teaching. They develop excellent personal skills, reflecting the high-quality care, support 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. The school also benefits from a part-time PPA cover teacher.





The school has an office manager and shares the services of a Bursar, SENCO and Federation Office Manager 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! The Governing Board is looking forward to working hard with the Federation 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!

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An application form is available from the schools' website: [holytrinityandlittlemarlowfederation.org.uk](http://holytrinityandlittlemarlowfederation.org.uk).  
Please return to: [office@holytrinity.bucks.sch.uk](mailto:office@holytrinity.bucks.sch.uk) or:

Holy Trinity CE School  
Wethered Road  
Marlow  
Buckinghamshire  
SL7 3AG

**The closing date for applications is 12 noon on Monday, 21st March 2022**

**Interviews will take place week commencing 4th April 2022**

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## **Federation Headteacher Job Description**

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

<b>Post Title:</b>	Federation Headteacher
<b>School(s):</b>	Holy Trinity CE School Little Marlow CE School
<b>Reporting to:</b>	The Governing Board, Local Authority and Diocese
<b>Salary Range:</b>	Group 3 L16-L22 (£61,166 - £70,745)
<b>Contract Term:</b>	Permanent

### **Main Purpose of the Role**

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.

The Federation Headteacher will lead, define and deliver the ethos, values and vision of the Federation. This will encompass providing leadership to the Head of School in each school and holding overall responsibility for both Holy Trinity and Little Marlow CE Schools.

### **Shaping the Future Federation**

- Provide leadership and direction of the Federation and its schools within the vision and strategy agreed by the Governing Board and other key stakeholders.
- Ensure that the Federation and schools' visions are clearly articulated, shared, understood and acted effectively by all.
- Demonstrate the Federation and schools' visions and values in every day work and practice.
- Be accountable for the performance of the Federation.
- Be the lead education professional for the schools in the Federation ensuring a workable strategy for building educational and leadership capacity ahead of need.
- Ensure that the Federation and all schools meet their safeguarding responsibilities in line with current legislation.
- Lead in formulating, implementing, monitoring and reviewing policy and practice together with the Governing Board.
- Welcome strong governance and actively support the Governing Board to understand its role and deliver its functions effectively – in particular its functions to set Federation strategy and hold the Federation Headteacher to account for pupil, staff and financial performance.
- Ensure 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.



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## **Strategic Direction**

In partnership with the Governing Board the Federation Head Teacher 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.
- Maximise the use of findings of well evidenced research.
- Strategically manage and regularly evaluate the allocation of roles, responsibilities, finance and resources to ensure these underpin the best possible learning outcomes and highest standards.
- Lead and manage the development of the curriculum, which is broad, balanced, exciting and relevant to the pupils of the Federation.
- Inspire and influence others to believe in the fundamental importance of education in young people's lives and to promote the value of education.
- Using Federation self-evaluation processes, including those of Ofsted, the Local Authority and the Diocese, report on the schools' performance and development to those bodies, and to a variety of audiences, and inform future improvement plans for the Federation.

## **Leadership and Management**

- Together with the Heads of School, manage, deploy and develop staff to ensure an effective, highly-skilled, positive and successful team across the Federation.
- Hold school leaders to account for maintaining and further developing the vision and values of the Federation and the schools.
- Recruit, retain and deploy staff appropriately and effectively in order to improve the quality of education including working with the Governing Board to build and retain high quality senior leadership teams.
- Ensure systems are in place for the effective administration and control of each school's budget and human resources to achieve the schools' and Federation's educational goals and priorities.
- Put in effective communication mechanisms to ensure Heads of School are involved in the Federation development plans and are kept informed of key developments.
- Ensure the ongoing development of an organisational structure that reflects the schools' values and enables the management systems, structures and processes to work effectively in line with legal requirements.
- Oversee Performance Management of all staff, line managing where appropriate.
- Ensure all staff are successfully inducted into the Federation and are able to develop and communicate a sound understanding of its nature and purpose.





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### **Our Children and Our Communities**

- Create a culture of high expectations, challenge and support where pupils can achieve success and become engaged in their own learning.
- Ensure that children consistently achieve well in all aspects of the curriculum.
- Motivate and work with others to create a safe, positive learning environment which is engaging and fulfilling for all pupils.
- Ensure a consistent and continuous Federation-wide focus on pupils' achievement, using data and benchmarks to monitor progress in every child's learning and tackle underperformance.
- Ensure that teaching and learning is at the heart of all management decisions and has a positive impact on pupils' learning so that they know, remember and understand more.
- Implement strategies that secure high standards of behaviour and attendance.
- Ensure parents and carers are included as partners in their child's learning.
- Be responsible for promoting and safeguarding the welfare of all children within our schools.
- Confirm effective relationships with key partners/stakeholders: parents/guardians, Department for Education (DfE), the Local Authority, Oxford Diocesan Board of Education (ODBE), Trade Unions, local Parish, local teaching schools, school leaders and the Governing Board
- Secure 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.
- Monitor and evaluate the effectiveness of learning outcomes, enabling pupils to become enthusiastic, independent learners, committed to lifelong learning.

### **Finance**

- Exercise 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.
- 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.
- Strategically manage and regularly evaluate the allocation of roles, responsibilities, finance and resources to ensure these underpin the best possible learning outcomes and highest standards.

### **Our Christian Values**

- Regard, respect and promote the differing nature of church schools and as such uphold and support Christian distinctiveness of the Federation.
- Have and grow passion to promote and develop the strong distinctive Christian ethos of the Federation.
- Maintain strong working relationships with the local Parish and create and promote positive strategies for challenging prejudice.

*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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## Federation Headteacher Person Specification

	Criteria	Essential (E) Desirable (D)	Where evaluated
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Qualified teacher status</li> <li>• Degree</li> <li>• NPQH</li> </ul>	E E D	Application
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Teaching and/or leadership experience in EYFS, KS1 and KS2</li> <li>• Demonstrable success in achieving sustained school improvement</li> <li>• Evidence of financial management including effective budget planning and resource deployment</li> </ul>	D E D	Application/ references/ interview
<b>Strategic leadership</b>	<ul style="list-style-type: none"> <li>• Ability to inspire and motivate staff, pupils, parents/ carers and governors to achieve the Federation's Christian vision and ethos</li> <li>• Ability to plan strategically based on use of data, targets and bench marking</li> <li>• Ability to lead and manage change within an organisation</li> <li>• Experience of strategic planning to facilitate growth and development of the curriculum ensuring a positive impact on all groups of pupils such as higher attainers and those supported by pupil premium funding.</li> <li>• Ability to establish and oversee systems, processes and policies that enable the school to operate effectively and efficiently.</li> <li>• Understanding of the statutory educational framework, current education issues; also knowledge of relevant policies, legislation and codes of practice across education.</li> <li>• Understanding of and commitment to promoting and safeguarding the welfare of pupils</li> <li>• Understanding and knowledge of SIAMS framework</li> <li>• Understanding and knowledge of the Ofsted Framework</li> </ul>	E  E E  E  E  E D D	Application/ interview



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<b>Professional development</b>	<ul style="list-style-type: none"> <li>Evidence of recent CPD relating to school leadership and management</li> <li>Ability to identify own learning needs and to support others in identifying their learning needs</li> </ul>	E E	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 all statutory requirements</li> <li>A secure understanding and experience of monitoring and assessment strategies to inform future need and learning</li> <li>Experience of effective monitoring and evaluation to establish and sustain high quality teaching and a broad and exciting curriculum</li> </ul>	E E E	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 develop an effective staff team and support colleagues in undertaking responsibilities</li> <li>Experience of developing a collaborative culture</li> <li>Experience of offering challenge and support to improve the performance of staff</li> </ul>	E E E E	Application/ references/ interview
<b>Skills, 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>Financial project costing and budgetary management.</li> <li>Demonstrate good interpersonal skills and an approachable style of leadership</li> <li>Ability to communicate effectively in a variety of ways and situations to a range of audiences (staff, pupils, parents/carers, governors)</li> <li>Ability to lead Christian worship at the schools</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>	E E E D E E E E	Application/ references/ interview