



PRINCIPAL APPLICANT PACK

Salary:	Leadership Scale – ISR 21-27
Contract:	Permanent Full-Time
Closing Date:	Monday, 28th January, 2019 at Midday
Interviews:	12th & 13th February, 2019
Start Date:	1st September, 2019



MESSAGE FROM THE CHAIRMAN OF GOVERNORS

Thank you for your interest in becoming the Principal of our College. Earl Mortimer College & Sixth Form Centre is a thriving and dynamic establishment placing the education of our students, in all aspects, at the heart of its drive for excellence. Once again, in October 2017, our Ofsted report judged us Good in every single aspect.

At our truly comprehensive College, we have 526 students on roll including 17 at post-16. Our students come from a large rural catchment area, however, the College itself is the most modern, 'state of the art' and attractive learning environment.

I have been a member of the Governing Body at Earl Mortimer College and in its former life as Minster College for 9 years and have been part of an amazing journey that has seen the school grow from strength to strength.

The changes in the beginning of the new school were there for all to see, a brand new state of the art building, with a change of name, and a new uniform; a big statement that Leominster was and is still offering a first class education to meet the aspirations for all present and future students.

As with all schools there have been challenges along the way; but with the dedication of all staff the school has risen to meet and work towards positive change. In 2013 and again in 2017 OFSTED recognised the education offer to all students as Good in all aspects of school life. The challenge for the new Principal is to embrace and deliver our aspiration to provide an outstanding educational offer for all.

The inspectors recognised the strong leadership that had ensured that both national and local priorities and outcomes had shown real improvement. This has been achieved whilst challenging and supporting teachers and support staff to look at new ways to gain the best possible outcomes for all students regardless of ability.

Earl Mortimer College is truly a Community College in the heart of the community, that is its great strength, generations of local families have attended this school and local primary schools. This has allowed a very focused approach, working with these schools, to ensure effective transition of students from KS2 to KS3 as they move to Earl Mortimer College.

We are at a pivotal time within the life of Earl Mortimer College, with our present Principal retiring after thirty five years in teaching and ten of these at Earl Mortimer College. This

leaves Earl Mortimer College with firm foundations on which to continue to ensure future successful outcomes for students.

This is really a great opportunity for a new Principal to move Earl Mortimer College into its next cycle, yes it will be challenging but without doubt an exciting journey; so we welcome applications from candidates who feel they can continue and develop a bright and successful future for Earl Mortimer College.

Prospective candidates are warmly invited to visit the College and the following dates have been set aside for this - Tuesday, 15th and Wednesday 16th January, 2019. If you would like to make an appointment, please contact the College Business Manager, Margaret Adams, on 01568 618 930.

We welcome applications regardless of age, gender, ethnicity, religion or disability. Earl Mortimer College & Sixth Form Centre is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.

Earl Mortimer College & Sixth Form Centre is the future of education in North Herefordshire ... be part of it.

ANDY GOSLING
CHAIRMAN OF GOVERNORS

ABOUT LEOMINSTER

Leominster (pronounced 'Lemster') is an historic market town dating back to the 7th century situated 12 miles north of Hereford. It is the largest of five market towns in the county, located in the heart of the “Black and White village trail”. “The Town in the Marches” is the perfect location for exploring the beautiful border countryside, where England and Wales nudge each other back and forth along Offa’s Dyke.

The town has a wide variety of shops, cafes, pubs and antique shops, plus keeping with tradition it continues to host a weekly general market in Corn Square.

<http://www.leominstertourism.co.uk>

<https://www.leominstertowncouncil.gov.uk>

The town has been lucky enough to see central Government investment in education with a new primary (Leominster Primary School – NOR 600) and secondary school (Earl Mortimer College) being built within the last nine years. Westfield School, a special school for over 60 students with severe or complete learning difficulties is also located in the centre of the town. All three schools are rated Good by Ofsted.

Leominster is surrounded by very rural farming communities and small villages, many of which have their own primary school, with Earl Mortimer College being the school of choice for many when starting their secondary career.



APPLICATION DETAILS

How to Apply

Should you wish to apply for the post, please complete and return an application form along with your covering letter addressed to the Chairman of Governors, Mr Andy Gosling, which clearly demonstrates your suitability for this position. Please include at least two paragraphs in your letter of application that refer to:

- How you will lead the College during the next 5 years,
 - Ensuring that the College offers an inclusive learning environment for all
 - Providing an education that challenges, builds resilience and enables students of all abilities to reach their full potential.
 - Maintaining and developing positive, high profile links within the community
 - Working within the current financial pressures in education.

You should also explain and give examples of how your work in senior leadership in your current role has had a positive impact in the elements outlined above.

We are happy to accept applications submitted by e-mail to recruitment@emc.hereford.sch.uk or by post, for the attention of the Chairman of Governors, to the following address:

C/O Mrs M Adams – College Business Manager
Earl Mortimer College & Sixth Form Centre
South Street
Leominster
Herefordshire
HR6 8JJ

Application Forms

These can be downloaded via the online advertisement or a copy can be requested by e-mailing recruitment@emc.hereford.sch.uk. Wherever possible, please provide an e-mail address for your referees.

Closing Date

Please ensure that your application arrives by midday on the closing date of **Monday, 28th January, 2019 at Midday.**

Interview

Interviews for the role will be held over two days **Tuesday 12th and Wednesday 13th February, 2019.** We will write to all applicants to advise them whether they have been successful or not.

Safeguarding

Earl Mortimer College & Sixth Form Centre is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment. All employees are required to have an Enhanced DBS check with barred list checks.

JOB DESCRIPTION

Function and Purpose

To provide professional leadership for the College, ensuring high quality and safe education provision with excellent standards of learning and personal development for every student, whilst securing continuous School Improvement.

1. Strategic direction and development of the College

The Principal will work with the Governing Body and others to create a shared vision and strategic plan which will inspire and motivate students, staff and all other members of the College community. The Principal will:

- 1.1 Work in partnership with the Governing Body, staff and parents to determine the ethos and values of the College, ensuring that this vision is clearly articulated, shared, understood and acted upon effectively by all.
- 1.2 Work with the College community to translate the vision into agreed objectives and operational plans which will promote and sustain School Improvement.
- 1.3 Create and implement a whole College Development Plan which will secure continuous School Improvement.
- 1.4 Ensure that all College policies and practices take account of national, local and College requirements.
- 1.5 Ensure that the managements, finances, organisation and administration of the College supports the vision and aims of the Governing Body.
- 1.6 Monitor, evaluate and review the impact of policies, priorities and targets of the College in practice, and take action, where and whenever necessary to ensure continuous improvement.
- 1.7 Ensure that all those involved in the College are committed to its aims, motivated to achieve them, and involved in meeting long, medium and short term objectives and targets to secure the educational success of the College and every student.

2. Ethos and learning environment

The Principal is responsible for creating a learning environment that promotes respect and equality of opportunity for all, supports high levels of learning, excellent standards of behaviour and personal development, and is an enjoyable place to work and learn. The Principal will:

- 2.1 Be responsible for creating and maintaining a calm, respectful learning environment by ensuring that all staff adhere to clear guidance and that all staff, students and parents are aware of agreed high expectations.
- 2.2 Ensure that appropriate strategies are promoted for managing student behaviour, and that a consistent ethos is applied flexibly to meet individual need whilst maintaining whole College community high standards of attitude and personal responsibility.
- 2.3 Ensure that all staff are clear as to the high expectations of professional attitude, personal responsibility and behaviour required of them at all times. Take all

necessary action to address any and all shortfalls in acceptable staff conduct as required.

- 2.4 Promote high expectations for students to develop self-motivation, independence and a positive 'can do' attitude. Ensure that all staff actively address student anxiety and fear of failure.
- 2.5 Promote equality in every aspect of College life and ensure equal access of opportunity for every student regardless of need and ability.

3. Leading Teaching and Learning

The Principal has a central responsibility for raising the quality of teaching and learning. This involves high expectations, maintaining and evaluating outcomes and establishing a successful learning culture which all impact on students' achievement. The Principal will:

- 3.1 Ensure that the overall curriculum offer is suitable to meet the needs and expectations of all students, and is personalised as required to accommodate the full range of need and ability.
- 3.2 Ensure that an appropriate level of planning is completed by all Teaching staff to enable every lesson to support high rates of student progress, taking account of Teacher workload, and setting expectations for a reasonable work-life balance.
- 3.3 Ensure that a system of Target Setting for students supports the monitoring of student progress.
- 3.4 Ensure that a suitable system of Assessment is implemented that enables all staff to track progress (and so plan accurately for individual needs), and monitor standards of progress and achievement over time.
- 3.5 Establish a program of extra-curricular activities in order to develop and extend the learning of identified students.
- 3.6 Take responsibility for the standards of student progress and achievement in all aspects of their learning (academic and personal development), taking swift and effective action as required to address underperformance.

4. Leading and Managing Staff

The Principal is responsible for setting out the standards of professional conduct and performance expected from every member of staff in the completion of their duties. The impact of the staff team performance must result in improved outcomes for all students. The Principal will:

- 4.1 Model excellent standards of professional conduct at all times, promoting through his/her actions the behaviours and attitudes required of all staff.
- 4.2 Implement and support a leadership structure in which clear lines of delegated responsibility enable the College to both function efficiently on a day-to-day basis, and maintain rapid development over time through innovation, creativity and collaboration.
- 4.3 Ensure all staff are given sufficiently clear guidance (i.e. Job Description and professional expectations) to fulfil their agreed role to very high standards of competence and effectiveness.

- 4.4 Implement a rigorous system of annual performance management and target setting to ensure that every member of staff is supported in their continuous development and held to account for their performance.
- 4.5 Ensure that all staff have access to high quality and relevant training and development opportunities that are evaluated to ensure impact on student progress.
- 4.6 Continuously monitor standards of professional performance taking appropriate action to secure improvements as required, and act in a timely manner to address staff underperformance.

5. Ensuring Efficient and Effective Deployment of Staff and Resources

As a publicly funded service, it is essential that schools achieve value for money so that as high a proportion as possible of the budget is targeted at maximising student progress. This is even more so in times of financial austerity. The Principal will:

- 5.1 Set appropriate priorities for expenditure, allocation of funds and effective administration and financial control, ensuring that all decisions relate to and maintain effective organisational structures.
- 5.2 Manage and organise the accommodation efficiently and effectively to ensure it meets the needs of the curriculum, community use and health and safety requirements.
- 5.3 Work with colleagues to deploy and develop all staff effectively in order to maintain and improve the quality of education provided.
- 5.4 Manage, monitor and review the range, quality and use of all available resources in order to improve the quality of education, improve students' achievements, ensure efficiency and secure value for money.

6. Accountability and Communication

The Principal is accountable to the Governing Body for every function and standards within the College. To fulfil that responsibility, the College must be led with openness and transparency, with the Principal communicating all relevant information to stakeholders as required. The Principal will:

- 6.1 Sustain and continue to develop a College ethos which enables everyone to work collaboratively, share knowledge and understanding, celebrate success and accept responsibility for outcomes.
- 6.2 Implement a comprehensive system of evaluation and review of all College activity to ensure that accurate up to date data is available to support decisions on College improvement.
- 6.3 Provide information, objective advice and support for the Governing Body to enable it to meet its responsibilities for securing effective teaching and learning and improved standards of achievement, and for achieving efficiency and value for money.
- 6.4 Ensure that a detailed and deep knowledge of the College enables the presentation of coherent and accurate account of the College's performance, in a form appropriate to the range of audiences, including Governors, the LA, the local community, OFSTED and others as required.

- 6.5 Ensure that parents/carers and students are well informed about the curriculum, attainment and progress and about the contribution they can make in supporting their child's learning and achieving the College's target for improvement.
- 6.6 Ensure that the College Website makes all relevant information available to parents and other stakeholders, and is accessible to all.

7. Safeguarding

Student safety and wellbeing is of paramount importance and the Principal has ultimate responsibility for ensuring that all students are kept safe. The Principal will:

- 7.1 Ensure that all safeguarding policies and procedures are up to date and consistent with the latest DfE and OFSTED expectations.
- 7.2 Ensure that all College staff are suitably trained and that day to day practice prioritises students' welfare and wellbeing.
- 7.3 Ensure that there are excellent lines of communication with other professional services (especially those responsible for Child Protection) and that all staff fulfil their responsibility to pass information on as required.
- 7.4 Be responsible for ensuring high standards of staff welfare, and ensure that all decisions take into account staff wellbeing.

8. Recruitment and Induction

Building capacity through the appointment of high quality staff is one of the most important responsibilities of the Principal, along with ensuring that students are kept safe when new staff start. The Principal will:

- 8.1 Recruit, retain and develop excellent staff and manage their workload and performance, in order to achieve the vision and goals of the College.
- 8.2 Always act in accordance with the requirements of equality and diversity legislation and guidance.
- 8.3 Ensure that all Safer Recruiting requirements are followed and that the recruitment process maintains a healthy scepticism to ensure successful candidates are thoroughly vetted.
- 8.4 Implement a comprehensive program of planned Induction training for all new appointees to ensure that their work is quickly aligned with College policies and values.
- 8.5 Maintain an organisational structure which reflects the College's values and enables management systems, structures and processes to work effectively.
- 8.6 Manage and organise the College environment efficiently and effectively, to ensure that it meets the needs of the curriculum and health and safety regulations.

9. Developing Personal Effectiveness

A Principal has to function at a high level in a high pressure environment and must ensure that their professional conduct is objective and consistent at all times. It is essential that Principals are able to evaluate the quality of their own work in addition to that of others. The Principal will:

- 9.1 Develop and maintain a culture of high personal expectations, in terms of both quality of work and personal values, ensuring high visibility across the College community.
- 9.2 Regularly review own practice, achievements and effectiveness, set personal targets and take responsibility for own personal development. Develop high levels of self-awareness and take account of feedback from others.
- 9.3 Acknowledge the responsibilities of, and celebrate the achievements of, individuals and teams with the College, ensuring that others are inspired and motivated to achieve.
- 9.4 Manage own workload and that of others to allow an appropriate work/life balance.

10. Building Partnership and Collaboration

A College cannot continue to grow and improve in isolation, and to ensure that students' needs are being fully addressed and met, College staff should be part of a wider professional network beyond the College gates. The Principal will:

- 10.1 Work in partnership with the Governing Body.
- 10.2 Build a collaborative learning culture with the College and actively engage with other schools to build effective learning communities.
- 10.3 Collaborate with other organisations to ensure the intellectual, spiritual, social, moral and medical wellbeing of students.
- 10.4 Work to secure sponsorship and additional funding to support College improvement.
- 10.5 Strive to build community engagement in the work of the College, seeking to develop voluntary support for students, and strengthen the positive image of the College in the wider community.

11. Other Duties

This Job Description may be amended at any time, in consultation with the post holder, and will be reviewed annually.

The Principal may be required to fulfil any duties, additional to those outlined above, as deemed necessary at the time, to ensure the safety and wellbeing of all students and adults, and to ensure the educational progress of every student.

PERSON SPECIFICATION

Criteria	Essential	Desirable
1 Qualifications		
1.1 Qualified Teacher Status	✓	
1.2 Evidence of further CPD or qualification in preparation for educational leadership	✓	
1.3 NPQH		✓
2 Strategic Direction and Development		
2.1 Ability to develop and articulate a clear educational vision and values, and promote inclusivity and diversity within a framework of British Values.	✓	
2.2 Ability to develop policy, practice and culture in support of College aims and in line with statutory responsibilities.	✓	
2.3 Evidence of a contribution to the development and implementation of ambitious evidence based School Improvement plan, using accurate self-evaluation information and student progress data.	✓	
2.4 An understanding and evidence of successful partnership with a Governing Body.	✓	
3 Professional Experience		
3.1 Evidence of successful substantive or acting senior leadership at Principal/Headship or Deputy Principal/Headship level in secondary education.	✓	
3.2 Evidence of different leadership and management roles.	✓	
3.3 Evidence of responsibility for student behaviour through the consistent application of a whole school behaviour policy.	✓	
3.4 Evidence of, and a demonstrable commitment to, safeguarding and promoting the welfare of all students, through development of College policy, and collaboration with other service professionals.	✓	
3.5 Evidence of effective working with vulnerable families and with multi-agency teams to develop integrated programmes of support for children with a range of barriers to their learning.		✓
3.6 Evidence of successfully managing significant change within an organisation in a constructive and sensitive manner.		✓
3.7 Evidence of successfully analysing data and drawing up improvement plans which are monitored and evaluated and result in measurable improvement.		✓
3.8 Evidence of successfully developing and leading a fair and open workplace with a pervading culture of trust and respect, and an ability to manage conflict positively.	✓	
3.9 Evidence of successful management of staff performance including supervision, target setting and capability and/or conduct management procedures.	✓	
3.10 Evidence of successful collaborative working and the development of partnerships with colleagues in other schools and key stakeholders e.g. colleague Headteachers, LA Officers and the voluntary sector.		✓

Criteria	Essential	Desirable
4 Leading Teaching and Learning		
4.1 Evidence of outstanding classroom practice.	✓	
4.2 A clear understanding of the components of good curriculum development for students across all ability ranges, ensuring that they are prepared for the world of work and life as valued members of the community.	✓	
4.3 Evidence of a deep understanding of how excellent planning and assessment contribute to outstanding outcomes for all students.	✓	
4.4 Evidence of extensive and proven creditability amongst colleagues when monitoring the quality of teaching, learning and assessment and providing quality, developmental feedback to teachers.	✓	
4.5 Evidence of driving continual improvement in progress and attainment outcomes for all students.	✓	
4.6 Evidence of creating effective education provision at GCSE for disadvantaged and vulnerable students as well as the more able.	✓	
5 Skills and Abilities		
5.1 Evidence of managing and monitoring budgets competently in conjunction with the College Finance Manager, setting financial priorities and obtaining best value.		✓
5.2 Evidence of effective deployment of human and financial resources to develop and sustain an innovative and personalised curriculum		✓
5.3 Ability to develop leadership capacity and skills within teams and individuals, and so plan sustainable leadership succession.	✓	
5.4 Ability to work under pressure, determine priority and meet deadlines.	✓	
5.5 Proven ability to build and maintain effective relationships with parents, partners and the community that enhance the education of all students.	✓	
5.6 Ability to communicate and convey information for differing purposes, using a variety of media and IT to ensure positive audience engagement and understanding.	✓	
5.7 Ability to display a solution focussed, positive approach to challenges.	✓	
6 Knowledge and Understanding		
6.1 A sound knowledge and understanding of the relationship between primary/secondary phase mainstream education, in the context of the current shifting educational landscape.		✓
6.2 Sound knowledge of the use of data to establish benchmarks and set targets for improvement.	✓	
6.2 An in depth understanding of the barriers to learning experienced by students and a range of improvement strategies which accelerate progress rates and close gaps for disadvantaged students.	✓	
6.3 Knowledge of local and national policies, priorities and statutory frameworks.	✓	
7 Personal Attributes and Qualities		
7.1 Use excellent interpersonal and communication skills to develop a culture of trust and respect, where everyone is valued for their contributions, strength and individual differences.	✓	
7.2 Evidence of drive, emotional intelligence, empathy, calmness and resilience that are displayed at all times.	✓	

Criteria	Essential	Desirable
7.3 An inspirational personality with the ability to motivate and enthuse adults and students alike to aspire to excellence.	✓	
7.4 Able to use a range of leadership styles to suit different situations and individuals, especially when under pressure.		✓
7.5 Able to accurately reflect on one's own practice and welcome further professional development opportunities.	✓	
7.6 Ability to create a positive learning environment and an enjoyable place to learn and work, where everyone is committed to trying their best.	✓	



EMC staff & students making use of the 17 acres of playing fields for our Annual Sports Day.



Believe

Achieve

Succeed