



Exmouth  
Community  
College  
Academy Trust

## Applicant Information Pack

# PRINCIPAL

**Permanent**

**Salary: Group 8 starting at L43 £123,057**

**Start Date: 1 September 2023**

**Closing Date:** Friday 3 March 2023 at 10.00am

**Interview Dates:** Tuesday 28 – Thursday 30 March 2023

Exmouth Community College, Gipsy Lane, Exmouth, Devon. EX8 3AF

[www.exmouthcollege.devon.sch.uk](http://www.exmouthcollege.devon.sch.uk)

Principal: A J Davis BSc(Hons), PGCPSE, NPQH

# Letter from the Chair of Governors

Dear Applicant

Thank you for your interest in the post of Principal at Exmouth Community College, which is available from the 1<sup>st</sup> September 2023. We are delighted that you are interested in the role and hope that this pack provides you with the information you require in order to apply for this challenging and rewarding position. We are a large College, with over 2,200 students on roll, including 281 Post 16 students, and a staff of just under 300 split across two sites. The College also has responsibility for an onsite Nursery which takes children from 0 – 5 years from the whole of the Exmouth community and is obviously an asset for our staff with young children. We believe that this post offers an exciting opportunity for the new leader of the College.

Our current Principal is retiring as a head teacher after six years with us. Immediately after joining us, the College underwent an OFSTED inspection and was judged to be Requires Improvement. Consequently, the current Principal has needed to lead a period of major change covering; curriculum design, assessment procedures, expectations of essentials within all lessons, behaviour management, the structure of the senior team, the approach to communication with both staff and parents/carers, the formation of a partnership with a MAT, and overhauling our professional development programme to create more reflective practitioners – at the same time as achieving greater financial stability. It has been quite a journey, one that, at the moment, is not fully reflected in our GCSE results. Ofsted returned for a full inspection in February 2020 and we were still judged to be Requires Improvement. They have been back for two subsequent monitoring visits and they could see, and indeed commended the College leadership, for the progress we were making. In recent weeks we invited in members of the senior team from our partnership MAT to do a full review. We made it clear that we wanted honest feedback on what they found. They visited approximately 100 lessons over two days and also carried out deep dives across a range of subjects alongside leaders from our College. Their findings were positive and stated that: “Leaders have been effective in building upon the good progress identified in the Ofsted monitoring report of July 2021... systems are shaping to ensure a systematic approach to determining the implementation of a purposeful curriculum. Leaders have provided significant guidance to teams across the school. CPD is based upon strong research principles. Senior leaders articulate a strong moral purpose and have staff well-being at the forefront of any decisions they make.” I genuinely believe that the College has made significant improvements over the past six years, which are starting to come to fruition. There is still work to be done, but the foundations are solid.

At the same time as driving through the changes described, we have also secured major investment in the campus through the Priority Schools Building Programme (PSPB) and Community Improvement Levy growth fund amounting to over £17 million across two large new builds which will be complete by September 2023. One block will include a new theatre, library, gymnasium, thirteen new classrooms with two new ICT suites, new reception and eleven new Design Technology and Science rooms. Once this has opened the old buildings will be demolished creating a much improved outside space. The dance studio, administration block and IT rooms have also had significant makeovers in recent years – we really do have a site fit for purpose with some excellent facilities.

Tight financial management during a period when the numbers (due only to population factors) were reducing, means that we remain in a stable financial position, despite all the pressures on budgets in the past couple of years. We became an Academy in 2011 and last year we formed a partnership with a local Multi Academy Trust. As a large Single Academy undergoing significant change, we did not feel that the time was yet right to fully join a MAT. We have a good working relationship within the Partnership, we feel that it has brought benefits and we are in the process of considering whether to formalise that relationship as a full member of the Trust. This will be something for the new Principal to decide with the Governing Board.

We are seeking to appoint a Principal who will build on the firm foundations now in place, with the enthusiasm and commitment to make changes and raise standards still further. Perhaps most importantly they will need to have the leadership and communication skills to inspire our College community.

We have a very good staff, both teaching and non-teaching, who are receptive to innovation if they are involved and motivated in the process. Our current structure has two Deputy Principals and a Senior Leadership team (structure detailed on page 7) who are rightly proud of the progress which has been made in the College and will be keen to support whomever we appoint. We are looking for a visible leader who can model best practice. We take particular pride in being a genuinely “comprehensive” College and there are details of the breadth and scope of our curriculum on page 6.

The Governing Board is always active and as a group we work hard to act as a “critical friend” in the true meaning of the phrase; there to provide support when needed, active in determining strategic direction, challenging where appropriate and sensible enough to know when to stand back and leave the College to manage the day to day without interference.

If you don't know the area, then I should say that Exmouth really is a fantastic place to live and work. As you will be able to see from the photos in this pack, it has some very beautiful parts and if you like an active, outdoor life there are many opportunities and facilities both within the town and in the surrounding area. Exmouth Community College is the only secondary school in the town which, with a population of circa 35,000, is unusual and we have deliberately established a salary range that we believe recognises the challenges associated with running a College of this nature. We believe that we have much to offer potential candidates and we aim to appoint someone with the right qualities to take us forward. If you think you are the person to lead the College through to the next stage of its development, please complete the application form, which includes a letter of application (no more than two sides of A4), detailing the elements of your experience that are most relevant and useful to leading a large College. Please would you also set out your vision for a large comprehensive school in an area such as Exmouth and explain what this would imply for the College's policy, practice and ethos.

If you require any further information regarding the post or the application process, please do not hesitate to contact us. Moreover, we would very much like you to come and visit us. We think that, if you do, you will really understand and be excited by the opportunities we have to offer.

We recognise that much time and thought goes into preparing an application and we, in turn, commit to giving it thorough consideration. We look forward to hearing from you.

Yours faithfully  
Margaret Turgoose  
Chair of Governing Board

## Key Facts about Exmouth Community College

|                           |                      |
|---------------------------|----------------------|
| Status of school          | Secondary Academy    |
| Ofsted category           | Requires Improvement |
| Age of students           | 11–19                |
| Number on roll            | 2,207                |
| FTE of teaching staff     | 129.26               |
| FTE of non-teaching staff | 95.25                |
| FTE of ECTs               | 5.12                 |
| Disadvantaged %           | 22                   |
| SEN %                     | 22                   |
| EAL %                     | 5                    |

# Letter from College Students

Dear Applicant

Thank you for expressing an interest in the post of Principal at Exmouth Community College. We are very proud of our College and in particular:

- The curriculum which challenges and supports us to do our best.
- The wide range of subjects open to students, which allows us to find our niche.
- All the extra-curricular activities and sport.
- Well organised departments.
- The work that has been done to improve the site, especially the new buildings which will be ready soon
- The Arts – Dance and Drama shows, Music concerts and Art exhibitions.
- The level of support for students from staff and all the extras they do for us.
- The established behaviour for learning processes which allows us all to focus on our learning.

We think our new Principal should be someone who is:

- Passionate about and proud of the College.
- Strict but fun.
- Quick to praise and encourage.
- Selfless, caring and forgiving.
- Organised, logical and decisive.
- Respectful and responsible.
- Ready to improve the College experience for all by doing not just talking about it.
- Friendly and calm.
- Resilient.
- Consistent and fair.
- Prepared to stand up for students.
- Welcoming.

If you are thinking of applying for the post, these are some of the skills we think you should have:

- The ability to incorporate our needs into the decisions you make.
- Be a good listener.
- To be able to communicate with students in a way that appeals to us and makes us feel as if you enjoy being at this College.
- To know when to be strict and when to praise. You will earn respect but also be able to have a good laugh.
- Calm under pressure – as when an emergency does arise the authority figure should be the Principal.
- Show that you understand what is best for the Community College both socially and economically.
- Celebratory of individuality.
- To be open minded so as to allow a range of studies and extra activities.
- Be aware and supportive of mental health.

Our final message to you would be:

Be prepared for a lot of work and be committed to this College because it is a great College. It won't be an easy job and the expectations are very high, but it will pay off as you will know that you are making a difference now and for the community's future.

This is a big school so you will need to be able to connect with each Year Group and Department in a way that makes them feel appreciated and enjoy their time at the College. You will be an active part of the College every day and be seen interacting by us all. You will need a good coat. Be loyal, consistent and fair towards staff and students.

We wish you well and hope that you will want to come and work at Exmouth Community College.

Yours faithfully

Dylan, Kimberley, Brooke and Scarlett, (Members of the College Council)

# The College



Exmouth Community College is one of the largest secondary schools in the country and is set in a leafy split-site location, connected by a dedicated footbridge. Our catchment area extends northwards towards Exeter city boundary and eastwards to include Budleigh Salterton and many attractive rural villages.

We have excellent contacts with our 14 feeder primary schools, which form the Exmouth Academic Council and range from within Exmouth town to the villages of Budleigh Salterton, East Budleigh, Lympstone, Otterton, Woodbury and Woodbury Salterton. The College embraces working as part of the community and has strong local partnerships.

The College’s mission is to provide a positive, enjoyable and structured approach to learning, where success is rewarded and students’ individual aptitudes are given the chance to develop. We are an inclusive College and we pride ourselves on catering for all abilities. We offer a safe, secure, non-threatening environment in which students develop consideration for others, self-discipline and positive relationships. We aim to provide a thorough education which prepares students for their future.

As an Academy, we have more flexibility in the way we manage the College. The Exmouth Community College Trust is overseen by the Governing Board who are committed to delivering the best comprehensive education for the young people of Exmouth and the surrounding villages.

## Our Vision

*“You are always looking for ways to move the school forward.”*

**Ofsted, 2021**

Our vision is to create a College for the whole of our community that emphasises the importance of progress and innovation alongside more traditional values such as integrity, honesty and respect. For everyone we will provide the skills, knowledge and awareness to enable all to play an active and positive role in their families, workplace and global community. We will do this through excellent teaching delivered by reflective and skilled practitioners, a broad and differentiated curriculum model and opportunities beyond the classroom.

## The ECC Way

Our College culture centres around The ECC Way. Being ready to do the right thing, making good choices and ensuring we are ready to learn. *Be Prepared, Be Kind, Be Engaged* and *Be Respectful* are the bedrock of The ECC Way and the heartbeat of our College. Through consistency of language, all students and staff know and speak of The ECC Way day in and day out.



## Be Ready to Learn

**Be Prepared**

- Arrive at lessons on time
- Sit where you are asked
- Sit down straight away with the necessary equipment out ready to use

**Be engaged**

- Stay in your seat
- Phones and headphones should be out of sight and silent throughout lessons
- Try as hard as you can

**Be respectful**

- Don't speak when the teacher is talking
- Keep off task conversations for social times
- Allow others to learn, do not disrupt or distract
- Treat everyone and everything in the room with respect

**Be kind**

- Listen when others are talking
- Treat others how you would like to be treated
- Help and support others








## Safeguarding

*"Governors and staff are well trained and knowledgeable about safeguarding. Staff know how to spot and report a concern. They do this well. The pastoral and safeguarding teams pick up concerns quickly and act appropriately...Leaders are creative in securing outside help for pupils who need it."*

**Ofsted, 2020**

The Designated Safeguarding Lead, one of the College's Assistant Principals, and five other members of the leadership team are Deputy Designated Safeguarding Leads. Two nominated Governors also have responsibilities for child protection. Training for all staff and Governors is delivered annually in house by the Designated Safeguarding Lead using College specific information and National College resources. A number of staff and nine Governors have undertaken training in safer recruitment. DBS checks are carried out on all paid staff and other frequent visitors or volunteers. Our Safeguarding and Child Protection Policy is updated annually.

## Curriculum

We believe that young people should be provided with an education that enables all to "Learn, Progress and Grow".

Our curriculum is broad and challenging; designed to stretch students of all abilities and develop powerful knowledge to enable our young people to become active citizens in their community and beyond. Due to the size of our College, there are exciting opportunities within the curriculum. This is reflected in the breadth of our offer both at GCSE and Post-16 which includes subjects from Engineering to Criminology. In addition, we are able to differentiate within subjects such as PE and Business Studies to allow students to follow different examination routes tailored to each individual student. We also offer Latin from Year 7 all the way through to GCSE and into A Level. In addition, we offer the opportunity for some students with additional literacy needs to follow a more nurturing pathway to support them to access the wider curriculum.

*"Pupils say the school wants the best for them. The school helps them to develop their interests and talents. Many pupils take part in school productions, dance performances and sporting activities. Pupils say the school provides a wide range of courses that match their interests."*

**Ofsted, 2020**

Our curriculum leads to good outcomes for students and high rates of progress into Post-16 and ultimately apprenticeships, employment and university, with students regularly gaining places at top universities including Oxbridge.

*"Pupils follow a broad curriculum. Pupils and parents appreciate the breadth of choice the school offers at GCSE and in the sixth form"*

**Ofsted, 2020**

The College also provides opportunities beyond the classroom in sport, the arts, dance, foreign visits from Spain to New York and Vietnam, Ten Tors and Duke of Edinburgh award to a gold standard.

The College has a strong pastoral system organised on a Key Stage basis and excellent contacts with partner primary schools. This provision is supported by our REACH centre which provides support for students struggling with SEMH issues to maintain their academic progress. There is a large SEND team consisting of a SENDCo and three deputy SENDCos. We also provide support for students through Study Centres and further Pupil Premium Support Workers.



## Workforce

We have approximately 297 staff split equally between teachers and non-teaching staff. A range of casual staff and volunteers also add to the College's workforce. The Senior Leadership Team consists of the Principal, two Deputy Principals, six Assistant Principals and a Director of Finance and Resources.

Our aim is to have the best trained staff in the South West and to this end we have invested in the National College of School Leadership resources to provide online access to training for support and teaching staff. We have recently supported staff through National Professional Qualifications and welcomed nationally recognised external speakers such as Daniel Sobel to the College. This academic year, we are looking forward to welcoming Tom Sherrington and John Tomsett to the College to work with staff. We have moved away from stand-alone performance observations towards a non-hierarchical peer to peer coaching model based around incremental and continuous improvement. All teaching staff have been trained and are engaged in this process across the College.

*"The new behaviour management policy responds positively to pupils' better behaviour. The school is calm and orderly as a result."*

**Ofsted, 2020**

## Staff Health, Wellbeing and Development

Within our Academy Improvement Plan we have two key aims:

1. Healthy Culture
2. Improving progress to achieve more

Culture is all about making sure the climate at the College is based around mutual respect, transparency, openness, intelligent accountability and integrity. We recognise that working in the College, as a member of teaching or support staff can be very rewarding but is also tough at times.

To help us develop a great culture, we have an Assistant Principal (Staff) who focusses on key issues for staff, such as communication and quality professional development as well as making sure staff are well looked after by organising events such as a hog roast, individualised "Thank you" cards from a local artist, scheme to support staff's physical wellbeing such as free access to our fitness suite and the option to use the Cycle to Work scheme. We regularly gain views from staff about issues and take action wherever we can to improve working conditions, including thinking carefully about the meeting cycle, position of Progress Evenings and quality departmental development time.

## Finances

The College plans, manages and monitors its budget well, both over the short and long term; a five year financial forecast is in place with a robust Reserves Policy, which supports and mitigates the risks where future funding is uncertain. The College also makes effective use of benchmarking tools, such as Integrated Curriculum Financial Planning (ICFP), to ensure that funds are spent efficiently. The management of the finances are validated through the external audit process, where the College has achieved a series of clean letters to management. However, the College is not complacent and is always looking for ways to improve practices and challenge expenditure to ensure it is targeted towards College priorities.



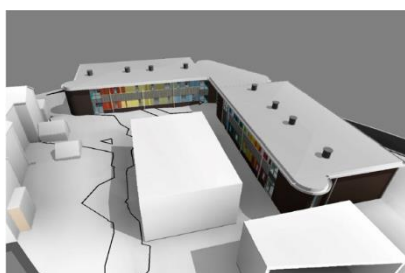
## Accommodation and Facilities

The College covers nineteen hectares in total and the buildings range in ages, from the 1930's through to our most recent being completed in 2017. The site also has two large Astro Pitches, one of which was re-surfaced during the summer of 2022. The College hires out many of its facilities to the local community. The development of the estate is at a very exciting stage and the College has been fortunate to have secured funding for two new buildings and several Condition Improvement Fund (CIF) bids.

Our (PSBP2) new build is due for handover in April 2023; this facility is over 5,000m<sup>2</sup> and spread over three floors. The building includes a Theatre, a Library Resource Centre, Technology and Humanities classrooms, Drama and PE Spaces, Science Laboratories, ICT Suites, reception and various other spaces. Demolition of two existing buildings and landscaping will complete in the Autumn term.

The College has been successful in an application to increase its capacity from September 2022, and as a result an extension to the existing Maths Block, built in 2017, will be completed in August 2023, creating a further eight classrooms, a Café area and informal study spaces.

Our vision for the estate is very clear, we want to provide a safe, secure, and stimulating teaching & learning environment whilst considering the impact on the environment. We have more work to complete, however, the delivery of our vision is well on its way.



## Parent Views

The Parent/Carer Surveys undertaken by Exmouth Community College (2022) produced the following outcomes:

- 75% said their child was happy at ECC
- 82% said the College has high expectations for their child
- 79% said their child does well at ECC
- 70% said they would recommend ECC

## Governing Board

There are seventeen Governors, including the Principal, on the Board with a wide range of experience in the fields of education, commerce and public life. As a Board we constantly seek to improve and enhance the College for the young people of Exmouth, both now and in the future. We are an active group, committed to comprehensive education and aiming to act as a "critical friend" in the true meaning of the phrase; there to provide support when needed, active in determining strategic direction, challenging where appropriate and sensible enough to know when to stand back and leave the College to manage the day to day without interference.

We meet as a full Governing Board twice each term and we operate through a series of committees which usually meet twice each term and report back to the full Governing Board. Details of the committees and all the current members of the Governing Board are on the College website.

The current Chair of Governors is Margaret Turgoose who is currently in her sixth year as Chair. We are proud of the positive working relationship we have with the Principal and his staff.

## Results

| KS4 Headline Figures                         | 2017  | 2018  | 2019  | 2022         |
|--|-------|-------|-------|--------------|
| Progress 8                                   | -0.45 | -0.22 | -0.4  | <b>-0.46</b> |
| Attainment 8                                 | 40.75 | 44.65 | 41.87 | <b>45.62</b> |
| % achieving a strong pass in English & Maths | 41    | 46    | 36    | <b>39</b>    |
| % Entering Ebacc                             | 14    | 16    | 9     | <b>24</b>    |

| KS5 Headline Figures                             | 2017  | 2018  | 2019   | 2022         |
|--|-------|-------|--------|--------------|
| Average point score per A-Level entry as a grade | C     | C     | C      | <b>C+</b>    |
| APS per A-Level entry                            | 29.37 | 28.4  | 29.85  | <b>33.72</b> |
| APS per academic entry as a grade                | C     | C     | C      | <b>C+</b>    |
| APS per academic entry                           | 29.73 | 28.94 | 30.19  | <b>33.93</b> |
| APS per applied general entry as a grade         | Dist- | Pass- | Merit+ | <b>Dist-</b> |
| APS per applied general entry                    | 32.97 | 10    | 28.31  | <b>31.39</b> |

## The Area



Exmouth is a town of over 35,000 inhabitants situated at the mouth of the River Exe. As with so much of the South West, employment in Exmouth is largely in the service sector and the College is by far the largest employer in the town. Employers also include primary schools, Exmouth Hospital and a thriving retail and tourist trade.

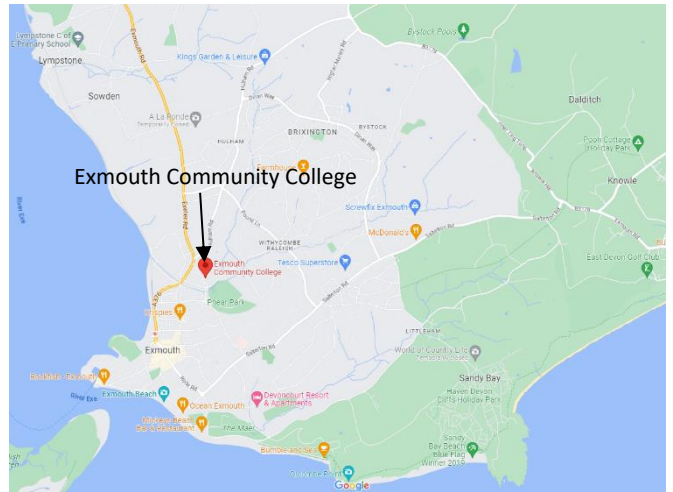
Exmouth is a very pleasant place to live. It is situated at the start of the Jurassic Coastline, which has been officially ranked alongside the Great Barrier Reef and the Grand Canyon as one of the natural wonders of the world. East Devon is an area of outstanding natural beauty.

The town has a marina and the two mile beach front offers a variety of water sports. Exmouth also has other excellent sporting facilities including a large Sports Centre with two heated pools, indoor tennis centre, fitness suites, squash and badminton courts. Exmouth hosts a weekly Park Run and Junior Park Run. The town has a wide range of hotels and restaurants and a number of pubs as well as shopping facilities.

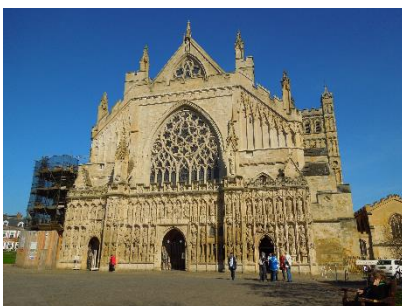
On the outskirts of Exmouth is Woodbury Common. It is a huge and beautiful moorland, ideal for walking, riding, mountain biking and picnics. The common is also the home of Woodbury Golf and Country Club offering two golf courses, one to championship standard.

Exeter, the County Town of Devon, is just ten miles from Exmouth, a short drive or train journey away, and offers a wealth of shopping, sporting, cultural and historic attractions. Recognised as one of the most desirable cities in which to live, Exeter offers a thriving arts community, reflecting the presence of a major university. An array of independent stores plus all of the major shopping chains are represented in the city: the Princesshay shopping area has won awards for design. The city offers a wide variety of night life including top restaurants, night clubs, cabaret, three cinemas and theatres. The highly successful Exeter Chiefs and Exeter City Football Club call the city home and attract huge crowds to their home games.

# Location of Exmouth Community College



Google Images supplied by Google Maps





Exmouth  
Community  
College  
Academy Trust

# The ECC Way

*“Be prepared, be respectful, be engaged, be kind”*

## *Our rules*

- **Be kind**
- **Be respectful**
- **Be engaged**
- **Be prepared**

## *Our routines*

1. Line-ups are quiet and in a straight line
2. Meet and Greet
3. Equipment out
4. Stand behind chairs/check uniform
5. Register in silence

## *When we go 'above and beyond'*

- We give genuine verbal praise
- We acknowledge on our 'Recognition Board'
- Class Charts praise points
- We share positive comments with parents/ carers with a phone call/ written praise home

## *We will...*

Praise **in public**

Remind **in private**

## *We are...*

We are calm

We have routines

We think about what we say

We notice the BEST

We repair relationships

## *Our in-class steps*

1. Reminder/first warning
2. Last chance verbal warning
3. Appropriate consequence
4. Repair/2 min conversation or a restorative 10 min conversation later—during lunch/break

## *Our phrases*

1. "I've noticed that...." (e.g. having trouble getting started)
2. "It was the rule about..." (e.g. lining up/staying on task)
3. "You have chosen to..." (e.g. move to the back/catch up)
4. "Can I remind you about..." (previous good behaviour)
5. "That is who I need to see today..."
6. "I need to speak to you at .. today" (2 min conversation)
7. "Thanks for listening"

## *We manage moments*

"I understand that... but our rules at ECC are be prepared, be respectful, be kind, be engaged"

"You know my expectations about..."

Keep emotion out of responses

## *We rebuild and repair*

What happened?

What were you thinking?

What do you think/feel about it now?

Who's been affected? How has this affected you?

What 's needed to make things right?

What have we learned from this?