In partnership, we grow and learn together

Woodlands Federation
Executive Headteacher application pack

An exciting opportunity for an inspirational and innovative leader for our community of primary schools

Welcome from the Woodlands Federation

Dear Applicant,
Thank you for your interest in the post of Executive Headteacher at our three primary schools. You will see (within our pack) that our children have thought hard about what they need in our next Executive Headteacher; while we agree with most suggestions… we are looking for an experienced leader who puts children's learning first and will continue the drive for achieving excellence throughout our Federation.

Broad Oak Community School, Dallington C of E School and Punnetts Town Community School are geographically close to each other in this beautiful part of East Sussex. This means that while we value the uniqueness of each school, our school communities have strong links with the wider community of Heathfield and surrounding areas. Our latest Ofsted reports show that the schools are in different places on the journey to excellence, but we believe this gives the successful candidate variety and challenge. As the Executive Headteacher you will be lucky enough to have bright inquiring children to keep you on your toes and a dedicated and motivated team of staff who share our vision and work collaboratively to secure Federation-wide and individual school improvement.

We look forward to meeting you when you visit us. Visits can usually be accommodated to suit you with notice. Afternoons do work well. Please contact Sharon Dorman, Business Manager on 01435830335 or by email at: **finance@dallington.e-sussex.sch.uk**

We sincerely hope our pack provides all the necessary information and persuades you to apply for this exciting post. We look forward to showing off our schools.

Yours Sincerely,

Sam Gleadow & Simone Foy
Joint Chair of Governors

Creating an **outstanding** Federation

Our vision

We want every school in the Woodlands Federation to
drive for, and achieve, excellence within three years.

To achieve this we will create a distinctive Federation, built around leadership and learning, that results in the Woodlands Federation being recognised as one of the most successful and innovative of its type.

Children will always come first and our Federation will be judged on how well we educate and support them. Whatever their ability, we will help them to achieve a level that surpasses expectation. By placing leadership and learning at the heart of what we do, we will create a culture of success and learning which will sustain them into secondary education and in the wider community.

We will

- Provide an **outstanding** education for all of our children
- Enable our schools to bring the best practice, best teachers and best learning together so that children benefit from the sharing of ideas and expertise that produce **outstanding** learning.

We value and embrace the uniqueness of our schools with their own individual ethos and the communities they serve. We celebrate and share our best practices to benefit children across the Federation.

In partnership, we learn and grow together.

www.woodlandsfederation.org.uk

Creating an **outstanding** Federation

Our goals and objectives

Woodlands Federation was set up in 2014 as the first three-school primary Federation in East Sussex. Our goal is for every school in the Woodlands Federation to **drive for, and achieve, excellence within three years.** We will review our schools' development plans regularly to ensure they enable us to achieve our goals and objectives. We have set two key objectives for the next three years:

Objective 1

To support our schools on their journey to sustained outstanding performance through leadership and learning.

To achieve this objective

- We will support collaboration between our schools to accelerate improvement and embed outstanding performance through great leadership and inspirational teaching.
- We will work together to identify, share and embed inspirational teaching and learning strategies that transform classroom practice.
- We will forge effective partnerships with parents and seek to engage and enthuse them at every level of their children's education.

Objective 2

To develop, support and train our staff so that they can be inspirational leaders, outstanding teachers, and excellent supporters of children's learning.

To achieve this objective

- We will create a management programme for staff that supports the development of inspirational leadership at every level of the Federation.
- We will deliver high quality professional development for all staff in order to develop a federated learning community.
- We will ensure that there are unique enrichment, development, and support opportunities available to all children through our relationship with our local communities.

www.woodlandsfederation.org.uk

Broad Oak Community Primary School

In friendship we grow and learn together

'Because of the quality of the curriculum, pupils' personal development and welfare is good. Their social and emotional needs are well met.'

OfSTED, 2016

Broad Oak Community Primary School is situated in the village of Broad Oak on the outskirts of Heathfield with far reaching views of the surrounding Sussex countryside. The school has been in the village for over 100 years and we have really grown in that time! We now have five classes on site with our playgrounds, small field and swimming pool (which we use from June-September). Opposite the main site we have a field which we use for PE and sports clubs and are now in the process of developing to run Forest School activities.

Our school has a strong family atmosphere which we are very proud of. All the staff here are committed to working in partnership with parents, families and the local community.

We value every child as an individual in their academic achievements and their personal development and want all who come to us to achieve their very best and develop a life-long love of learning. We want the children here to be happy and excited by their learning and to develop respect for themselves, others and their surroundings. We have high expectations of behaviour and learning and want our children to become responsible members of the community.

www.broadoak.e-sussex.sch.uk

Dallington CE Primary School

‘Probably the best kept secret in the High Weald!’

At Dallington we create a secure, caring environment providing children with Christian values that will prepare them for life. Everyone is respected, valued, developed and challenged so that they can achieve their full potential.

www.dallington.e-sussex.sch.uk

Punnetts Town is a marvellous school, overlooking spectacular views in Sussex with the sea at Eastbourne glimmering in the distance. With access to areas beyond our school site we have use of a large playing field. We are committed to using our rural location to the max, having just introduced a Forest Schools approach to learning outdoors, recently gaining the status of a High Weald Hero School.

We provide an outstanding education for pupils at the school, and our KS2 results reflect the dedication and hard work of our experienced teaching team. Our children are friendly, well mannered and aspire to be the best they can be. We take pride in our learning, and our newly appointed Learning Ambassadors (from Year 6) are helping all the pupils to recognise their strengths as well as helping the leadership of the school continue to improve. There is a very active school council to help the adults keep in touch with pupil opinions. Everyone who visits us comments on the calm and productive atmosphere of the school.

Children are valued and treated as individuals

"The pastoral support, guidance and care provided for pupils are outstanding"
OfSTED, 2014

We enjoy keeping some of our traditional activities, such as Maypole dancing, the infant nativity at the local church and serving the community as part of the MacMillan Cake sale. We also embrace change to offer a truly broad and balanced curriculum, keeping our eyes firmly on academic achievement and attainment but ensuring our pupils have the widest possible experiences and start in life.

We are a school of vision, and enjoy the journey we are on and would like someone who is as committed, hard working and dedicated as we are to come with us and guide us to greater achievements.

We hope that person is you! Good luck, and enjoy the ride!

www.punnettstown.e-sussex.sch.uk

Our priorities for 2017-18

Leadership:

- Provide specific opportunities for senior and middle leaders to take on leadership roles and projects within their own schools and across the Federation
- Continue to develop effectiveness of subject teams in order to have impact on pupil attainment and progress
- Continue to develop the Governing Body as a critical friend

Teaching & Learning:

- Ensure all teaching is at least good in all classes and that a significant proportion is better than good
- Continue to develop our AfL practices

Curriculum:

- Continue to develop our curriculum to ensure that it is engaging, exciting, challenging and relevant
- Integrate maths and English more explicitly across all subjects

The structure of the governing body

As a Governing Body we work closely together with the Executive Headteacher and the dedicated, experienced staff across our schools, all of whom are committed to providing the very best education for the pupils in their care.

The three schools are all very different with their own budgets, but share the common belief that by working together we can maximise the learning opportunities that we can give to our pupils and staff.

Executive Headteacher	The Governing Body is made up of 17 governors consisting of three parent governors, three staff governors, one local authority governor, three foundation governors, the Executive Headteacher and six co-opted governors. In addition the three heads of school are associate governors

Finance Committee Including Business Manager for Federation	Learning Standards Committee	Health and Safety Committee

www.woodlandsfederation.org.uk

"friendly"

"calm voice, doesn't yell"

"firm but fair"

"attends school council meetings"

"we have a growth mindset and they will need one too"

"likes solving puzzles"

"kind"

"able to cover classes and an excellent teacher"

"lively"

"proactive and keeps the fun things happening"

"knowledgeable and gives good feedback"

"neatly dressed, with smart clothes"

We would like someone who is...

We asked our school councils at each school what qualities they would like in their Executive Headteacher, this is what they told us...

"able to explain things clearly"

"happy all the time"

"someone who understands us"

"goes on play duty"

"they are prepared to learn too"

"good at PE, art and IT (can work computers!)"

"knows several languages"

"looks at work and comes into classes"

"practical (can get hoops out of trees and balls off the roof"

"funny"

"someone who fits in with our family"

Job description: Executive Headteacher

Post: Executive Headteacher
ISR: 18-24
Responsible to: Governing Body

Main Purpose of the role: To provide strategic vision to the Federation as a whole and dynamic leadership in each school to maintain success through continuous improvement

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Reporting line
The Executive Headteacher reports to the Federation Governing Body.

Job purpose
To provide strategic leadership, vision and direction for the development of the schools and their partnership together.

To organise and manage the Federation of schools and their staff to deliver the highest possible standards in learning and teaching.

Role summary
- Provide strong strategic direction
- Develop and enable distributive leadership
- Establish, develop and grow the ethos of the Federation
- Enable the creation of new knowledge and skills

Strategic leadership
- Lead the strategic development of the schools and their collaboration
- Lead by example, providing inspiring and purposeful leadership
- Work with governors, staff, pupils, parents, Local Authority and where applicable, the Diocese of Chichester and the wider communities to develop, promote and deliver the vision, values and ethos of these three schools
- Develop, with the governors of the schools, a strategic plan, including agreed objectives and operational plans, priorities and targets for the development of the schools and the future of the partnership between them
- Deliver the strategic plan, supporting the Heads of School and staff, leading and monitoring progress against the plan
- Identify priorities and targets, ensuring pupils achieve high standards and make progress, increased teacher effectiveness and securing school improvement
- Establish and deliver financial plans
- Ensure that all those involved in the schools are committed to their aims, motivated to achieve them, and involved in meeting long, medium and short term objectives and targets which secure the educational success of the schools.

Leading teaching and learning
Ensure that every child receives high quality teaching and learning, and relentlessly drive improvement.

Curriculum
Sustain the innovative curriculum present in all schools and develop this further to embrace current curricular changes and to reflect the latest educational research.
- Develop and implement future curriculum development and its assessment to support and raise attainment for all pupils
- Determine, organise, implement and monitor the curriculum and its assessment and ensure that they meet with statutory requirements and are relevant to the needs of all pupils
- Maintain and develop effective links with the community to extend the curriculum and enhance teaching and learning building on the reputation of the schools in the area
- Ensure that improvements in literacy, maths, science and computing are priority targets for all pupils, including those with special educational needs.

Standards and measurement
- Have high expectations, uphold standards and set challenging targets for pupils and staff
- Monitor and evaluate teaching and learning and the standards of pupils' attainment linking this to appraisal process
- Promote excellence using assessment and performance data to challenge and remedy under-performance.

Culture, ethos and behaviour
- Determine, organise and implement a policy for the personal, social and moral development of all pupils in the schools; to include promotion of British Values
- Maintain an environment and a code of conduct to promote and secure outstanding teaching and effective learning, high standards of achievement and excellent behaviour and discipline

- Sustain the strong Christian ethos at Dallington CE School
- Determine and implement policies which promote:
  - self-discipline;
  - regard for authority and the law;
  - good conduct and behaviour;
  - inclusion and equality of opportunity for all.

Lead and manage the organisation

- Create and maintain an effective partnership with parents to support and improve pupils' achievement and personal development
- Lead, motivate, support, challenge and develop staff to secure improvement
- Lead in the recruitment and selection of teaching and non-teaching staff across the schools
- Plan, allocate, support and evaluate work undertaken by groups, teams and individuals, ensuring clear delegation of tasks and devolution of responsibilities in a manner consistent with conditions of employment
- Implement and sustain effective systems for the management of staff performance, incorporating appraisal and target setting resulting in high levels of achievement
- Lead, co-ordinate and monitor the continuing professional development of all staff, including the induction of newly qualified teachers, based on assessment of needs
- Ensure that professional duties are fulfilled, in accordance with teacher standards including those for head teachers
- Delegate leadership and management functions appropriately
- Develop good working relationships with governors, staff, pupils, parents/carers, the community and the local authority
- Develop and implement appropriate policies and practices.

Efficient and effective deployment of staff and resources

The Executive Headteacher will deploy staff and resources efficiently and effectively to meet specific objectives in line with the schools' strategic plan and financial context and will:

- Set appropriate priorities for expenditure, allocation of funds and effective administration and control by:
  - effective management of the schools' budgets;
  - rational allocation and monitoring of time, space and material resources linked to the improvement plan;
  - ensuring effective and safe arrangements for the storage of material and equipment.
- On a day-to-day basis, manage and organise the premises efficiently and effectively to ensure it meets the needs of the curriculum and health and safety regulations
- Ensure effective working relationships with external agencies and services contracted to the schools, the governing body and the local authority
- To work with governors and senior colleagues to recruit and retain staff of the highest quality
- Manage, monitor and review the range, quality and use of all available resources in order to improve the quality of education, improve pupils' achievements, ensure efficiency and secure value for money.

Accountability

The Executive Headteacher will be accountable for the efficiency and effectiveness of the schools to the governors and community, and will:

- Hold staff appropriately to account so that they assume an active role in ensuring the continued success of both the individual schools and the Federation as a whole
- Present a compelling and accurate account of the schools' performance in a form appropriate to the range of audiences, including governors, the local authority, the local community, OFSTED, and others to enable them to play their part effectively
- Ensure that parents/carers and pupils are well informed about the curriculum, attainment and progress and about the contribution they all make in supporting children's learning
- Provide information, objective advice and support to 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
- Ensure both schools are committed to safeguarding and promoting the welfare of children so that all the schools' practices, policies and procedures reflect this
- Implement the monitoring of all procedures to determine they meet the statutory requirements.

This job description forms part of the contract of employment of the person appointed to this post. It reflects the position at the present time only and may be reviewed in negotiation with the employee in the future. The appointment is subject to the conditions of employment in the Schoolteacher's Pay and Conditions as they relate to Headteachers.

Person Specification

This is designed to enable potential applicants to determine how fully they currently meet the requirements for this role. It will be used to shortlist applicants and as part of the selection process. It is not necessary to meet all points listed below in order to apply – we are very keen to hear from applicants who believe they meet a majority of the essential points. We are committed to mentoring, supporting and offering good professional development to the newly appointed Executive Headteacher.

Criteria	Essential	Desirable	Measured by			
			Application	Interview	Tasks	References
Qualifications and training						
A good Honours degree or equivalent	✓		✓			✓
Qualified Teacher Status	✓		✓			✓
National Professional Qualification for Headteachers (NPQH) and further qualification		✓	✓			✓
A record of CPD relevant to Headship		✓				
Experience						
Experience as a Headteacher or as an acting Headteacher	✓		✓			✓
Successful leadership experience across more than one school and across the primary phase age range		✓	✓			✓
Experience of managing health and safety	✓					
Leadership experience of working with a Federation, partnership or MAT		✓				
Experience of leading safeguarding in a primary school	✓					
Experience of working in a small school		✓		✓		✓
Experience of working in a voluntary controlled Church of England School		✓				
A demonstrable track record of raising achievement and improving pupil outcomes	✓		✓			✓
A proven track record of leading and managing change successfully	✓		✓	✓	✓	✓
A proven track record of inspiring, leading, empowering and managing staff effectively	✓		✓			
Evidence of effective strategic, financial, premises and resource management to achieve educational priorities and value for money	✓		✓		✓	✓
Successful experience of developing constructive relationships with other schools, organisations and stakeholders for the benefit of all	✓		✓		✓	
Experience of working strategically and in partnership with a Governing Body to enable effective governance	✓		✓	✓		✓

Criteria	Essential	Desirable	Measured by			
			Application	Interview	Tasks	References
Professional knowledge and skills						
Ability to provide clear educational vision and direction	✓		✓	✓		✓
Ability to articulate their vision of outstanding learning and teaching	✓		✓	✓	✓	
Ability to evaluate intelligently complex data	✓		✓		✓	
Highly developed skills and proven track record of effective school self-evaluation, improvement and strategic thinking	✓		✓	✓	✓	
Proven record of raising standards in teaching and learning	✓		✓	✓		✓
Ability to create development plans through informed decision making, consultation and review	✓		✓	✓		
Capacity to communicate with, support and challenge a wide range of people associated with the schools	✓		✓	✓		
Ability to lead change by personal example and inspire commitment from others	✓		✓	✓		✓
Thorough knowledge of safeguarding legislation and safer working practices	✓		✓	✓		
Ability to instil a strong sense of accountability in staff by holding them to account for pupil outcomes and their highest achievable standard of professional conduct and practice	✓		✓	✓		
Commitment to upholding Dallington's Christian values and ethos	✓			✓		
You have worked in an innovative way on a project to improve teaching and standards and have evidence for improvements	✓		✓	✓		
Commitment to safeguarding and promoting the physical and emotional health and wellbeing of young people	✓		✓	✓		✓
Commitment to educational inclusion so all students have the opportunity to be the best they can be	✓		✓	✓		
Personal characteristics and attributes						
Is authoritative, calm and level headed, highly organised and flexible, able to manage a wide range of tasks and responsibilities competently	✓			✓	✓	
Demonstrates sensitivity and resilience when dealing with difficult situations	✓			✓	✓	
Is positive and approachable, creating an ethos that motivates and supports all staff	✓		✓	✓	✓	
Demonstrates energy, drive and commitment in their approach to work	✓		✓	✓		✓
Demonstrates high levels of integrity, empathy and tact	✓			✓		✓
Excellent communication, presentation and interpersonal skills that allow them to interact positively with a wide range of people both in writing and orally	✓			✓	✓	
Exhibits high quality organisational and time management skills including working under pressure to deadlines	✓		✓		✓	✓
Demonstrates strong commitment to the welfare of every child and staff member	✓		✓	✓	✓	✓
Can evidence strong commitment to promoting equal opportunities within the school curriculum and employment practices	✓		✓	✓		✓

Selection process

How to Apply
Your application, together with covering letter should be emailed to
leadership.recruitment@eastsessex.gov.uk
by **12 noon** on Monday 13th of February 2017.

We are unable to accept CVs. If invited to interview, you will be required to bring with you evidence of your qualifications and right to work status (if required).

Should you have any questions regarding your application, please direct your queries to **leadership.recruitment@eastsessex.gov.uk** in the first instance.

Key Dates
Applications by: Monday 13th February, 12 noon
Interviews on: Thursday 2nd and Friday 3rd March

Visits to our schools are encouraged and warmly welcomed, please make arrangements with Sharon Dorman, Business Manager on 01435 830335 or e-mail: **finance@dallington.e-sussex.sch.uk**

The interview will consist of a presentation, panel interviews and a number of tasks. The panel will consist of representatives from the Governing Body, a representative of the Local Authority and Diocese of Chichester

Safeguarding
All organisations and individuals who work with children and young people, or are involved in providing services for them have a duty to safeguard and promote their welfare.

The Woodlands Federation is committed to safer recruitment, safeguarding, and promoting the welfare of children and young people and expect all staff and volunteers to share this commitment. This post is subject an enhanced Disclosure and Barring Service (DBS) check. Reference checks will also be performed prior to interview

Equal Opportunities
The Woodlands Federation is fully committed to promoting equality of opportunity and our recruitment and we will follow fair recruitment and selection processes. We serve a rich and diverse community and a school where all our children, irrespective of their background, learn and play harmoniously. We are fully committed to every child achieving well and all staff valued equally with opportunities for staff to develop and succeed in their careers.

East Sussex County Council values the diversity of its community and aims to have a workforce that reflects this and therefore encourage applications from all sections of the community.

Key information

Summary facts

Type of school	Community Primary	Church of England Primary (Voluntary controlled)	Community Primary
Address	**Scotsford Road, Broad Oak, Heathfield, East Sussex TN21 8UD**	**The Street, Dallington, Heathfield, East Sussex TN21 9NH**	**Punnetts Town, Battle Road Heathfield, East Sussex TN21 9DE**
DfE number	845/2055	845/3017	845/2082
Telephone	01435 862951	01435 830335	01435 830361
Email	**office@broadoak.e-sussex.sch.uk**	**admin@dallington.e-sussex.sch.uk**	**office@punnettstown.e-sussex.sch.uk**
Website	**www.broadoak.e-sussex.sch.uk**	**www.dallington.e-sussex.sch.uk**	**www.punnettstown.e-sussex.sch.uk**
Gender	Mixed	Mixed	Mixed
Age range	4-11	3-11	4-11
Enrolment	119	105 (inc nursery 110)	105
Classes	5	4	4
Head of school	Jackie Hewess	Paul Cox	Inez Morse
Executive Headteacher	Shirley Frankis	Shirley Frankis	Shirley Frankis
Religion	Non-denominational	Church of England	Non-denominational
Ward	Heathfield North and Central	Darwell	Heathfield East
Ofsted report links	https://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/114390	https://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/114498	https://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/114414
Useful links	**Living and teaching in East Sussex** East Sussex County Council website		

N.B: Selecting green text will link you directly to locations, emails and reports