



**Witchford
Village College**



**The appointment of Principal at
Witchford Village College**

September 2018

Contents

Welcome from Robert Campbell (CEO of MET)	3
Welcome from Sandra Thompson (Chair of WVC LGB)	4
About Witchford Village College	5
About MET	7
Job Description	9
Person Specification	12
Interviews and application process	14

Welcome from Robert Campbell, CEO of MET

Thank you for your interest in the post of Principal at Witchford Village College (or WVC as it tends to be known locally). I very much hope that from reading all the details, you would like to apply for the role, which we believe will offer a great opportunity for a school leader looking to have real impact. In return you will be strongly supported by a multi-academy trust that has as its core vision the drive to 'build a better world through education'.

The post becomes vacant following the difficult decision by the previous Principal, Chris Terry, to stand down because of personal reasons. During his four years at the college, Chris made a real difference and led WVC to its strongest GCSE results and a 'Good' judgement by Ofsted in 2016. The Trust considered securing an external interim appointment for the two terms, but we felt that this would disrupt the college too greatly and I agreed to step in as Interim Principal (alongside my 'day' job as CEO). I know the college and its community very well, having served as Vice-Principal here a few years ago (2000-2003) and having chosen WVC as first choice of schooling for my three children when we relocated back to the area in 2007. It's a village college I care deeply about and the appointment of Principal we will be making this term is one that I view with real pleasure and honour.

In the pages that follow, you should hopefully have all the information you need to inform your application. I have tried to reflect on what I thought would be useful (when I was applying for headteacher positions). Of course there may be further information you feel you need and I would welcome contact from you. I can be reached on my mobile (07963405269) or via email at rcampbell@tmet.org.uk. We will also welcome visits from any prospective applicant and these can be booked via my PA, Trudy John, on tjohn@witchfordvc.co.uk.

I look forward to receiving and reading your application. If you decide not to apply, I wish you every success with the next step in your career.

Robert Campbell
CEO, Morris Education Trust

Welcome from Sandra Thompson (Chair of LGB)

I have been a governor for seven years and Chair of the LGB for six years, since just after we became an academy. I was previously a governor of the local primary school for twelve years. I became interested in the governorship of schools as a way of understanding the education my children were enjoying. It is vital that the community are involved so that schools are in touch with the needs and characteristics of the children who come to the school. I hope that my voice has been representative of many other families. My own four children have benefitted from the quality of Witchford Village College, my youngest left in 2017.

Witchford Village College serves a catchment area of rural villages near Ely. We have seven feeder primary schools and also attract families from Ely, so many pupils have to travel us by bus. We do have a number of traveller families in the catchment. Overall we largely comprise families that have lived in the area for a very long time or those that have arrived more recently and work in Cambridge or London. We value being able to provide a quality education to every child who chooses to come to our College. Development in the area means that all villages will have growth in the coming years and this will impact on our increasing roll. We are both excited and a little daunted by the challenge of further building on our (compact) site! We were judged “Good” by OFSTED in November 2016 and have since joined the Morris Education Trust because it is local and has a shared ethos of education for the whole community. We are benefitting from the drive and experience this has brought to us. We are aiming to be “Outstanding”.

The Local Governing Body is adjusting to working as part of the Trust and enjoying being able to concentrate on the education of our young people. We operate a Scheme of Delegation which clearly lays out where the responsibility lies for each area of activity affecting the college. There is work to be done on improving the teaching and learning and the curriculum and we anticipate challenging, exciting and rewarding times ahead. We have some experienced governors and will be offering positive support to enable the successful candidate to thrive. We are looking forward to welcoming a new Principal and supporting them in the development of our college.

Sandra Thompson

Chair of the LGB, Witchford Village College

About the Village College

The internet age provides us with a wealth of information about schools and I trust you have already found out much about WVC. I hope this short addition from me adds flavour to the facts and figures. WVC is a smaller than average secondary (currently 862 on roll) and this means you will get to know all the staff and students very well indeed. It has additional practical benefits as you can get around the (compact) site inside a lesson - always a benefit for headteachers! It is a close-knit community and some of the recent demographic changes that have affected other parts of the region are yet to impact as fully on WVC.

Most children live in one of the eight villages that comprise its catchment and it's not untypical to discover that parents (or even grandparents!) once attended WVC. This means transport can be an issue and the college runs 'Late Buses' at 4.15pm on a Tuesday, Wednesday and Thursday afternoon to accommodate its varied additional curricular provision. A good number of children come to WVC from Ely and parents fund a bus to enable transport from the city.

WVC is in East Cambridgeshire, identified by the Government as one of its 12 'Opportunity Areas'. The challenge of raising aspirations and achievement is one that is common to aspects of WVC, particularly in the light of disappointing GCSE outcomes in 2017. However, the college is unified and committed to addressing this and the trajectory is an upward one. The new incoming Principal should arrive at a school that has achieved stronger progress (our aim for 2018 is for 0.0 using Progress 8) and with a new curriculum and academic/pastoral system in place, alongside a staffing structure that you will be able to shape and influence in the months ahead.

The priorities for WVC remain those which were identified and developed by me and Chris last June and which form the basis of the three-year College Development Plan:

- Develop 'Excellence as Standard' for Teaching & Learning
- Develop and value staff so:
 - (i) Teaching is stronger
 - (ii) Outcomes are improved
- Review and develop the provision for students for 2018 that enables WVC to become an excellent school (by 2022)

Staffing

Last summer, Chris and I started work on restructuring the senior and middle leadership team, to enable it to be more focused on improving teaching and learning and raising outcomes for all students. This led to the appointment of Lead Practitioners in English, Maths and Science (internally) and these have just been joined by one in Humanities (Ian Cook who started this term). An Assistant Principal for Teaching & Learning was also appointed during the Autumn Term and Bessie Owen started here in January. She was most recently Head of Year 11 at Soham Village College. A non-teaching Vice-Principal left at Christmas and to cover some of her responsibilities, I have appointed (internally on an interim basis until August) Heads of Lower and Upper School to oversee KS3 and KS4 respectively, initially on attendance and behaviour and subsequently on progress once I have been able to put in place non-teaching 'Student Managers'.

I would very much hope to engage the new Principal on discussions on further reviews of the senior and middle leadership team that we would commence in February. At present, I believe

the college needs two additional Assistant Principals, one overseeing 'Progress' and the other leading on 'Inclusion'. This would therefore lead to a senior leadership team of five (Principal, Vice-Principal and three Assistant Principals). However, you might have different views and I am very open to these.

Finance

One of the key challenges facing the education system is that of finance and naturally any incoming Principal should want to have a good exploration of budget forecasts. Given Cambridgeshire's history of under-funding, these are broadly positive and will enable you to have some flexibility in developing your staff and school further. The rising roll is clearly helping this position and the new Principal can look forward to a (reasonably) secure period. Our Trust's finances are well supported by thriving 'non-school' provision.

About the Morris Education Trust (MET)

The Morris Education Trust (MET) was formed during 2016 by the Trustees of Impington Village College (IVC). Like many single academy trusts, it contemplated the benefits of either forming or joining a multi-academy trust. I had been Principal of IVC since 2007 and there is a strong and distinctive ethos which pervades that college which we felt might be lost in joining an existing trust. Being inclusive, international and inspirational were three key features which have become incorporated in the new trust. Importantly reflecting its origins within a proud village college (IVC was the 4th of these to be built, opening in 1939), the new trust should also embrace the vision of Henry Morris whose memorandum in 1925 gave rise to these unique institutions. In that memorandum, Morris describes the village college as being a place 'where life is lived itself' and which should work alongside the family to create flourishing communities. We happen to believe this is as important today as it was when written over 90 years ago.

The Trustees of WVC began discussions with MET during 2016 and they recognised in our trust values and a vision which resonated with their own outlook. WVC formally joined MET on 1 April 2017. Later that month, the DfE gave approval for MET to open a special free school for children with autism spectrum condition (aged 7 to 19) which will be built and open on the site at Impington in September 2019. The trust is also in discussion with other schools about prospectively joining MET and our aim is to create a strong local multi-phase/setting MAT rich in our distinctive values. Naturally we want our new Principal at WVC to share those and wish to play a leading part in MET's development.

We recognise that management of key elements of the Trust is best undertaken by professionals who understand that work. Over the past few months, we have consolidated this work under the leadership of Fran Difranco, Chief Operating Officer of MET, who now oversees the Finance, IT and Site teams in both colleges. The Principals retain management of HR because it relates directly to their day-to-day management of people, the most important part of our work.

In developing the relationship between the Trust and individual academies, we wanted to ensure the right blend of responsibility and accountability. Our Scheme of Delegation hopefully encapsulates this. In summary, we want to ensure Principals are free from as much 'distraction' to enable them to focus on the core business of running a great and successful school. Your key relationship will be with the CEO (your line-manager) and the Chair of the Local Governing Body (LGB) who is very much your 'critical friend' and there as local support. A letter from Sandra Thompson, the current Chair of the WVC LGB is included with the information from us.

MET-Living (MET-L)

Both village colleges are proud of their community work. This includes on-site sports/leisure provision, adult learning and lettings which bring in many varied groups across the year. During my time as Principal at IVC, it was always a challenge overseeing both the educational provision (i.e. the school) and a thriving sports centre that is open for 358 days a year and over 90 hours a week. We recognise that the 'non-school' elements of the village college are no less important than the 'school' and require their own leadership and management. Therefore the Trustees have created a subsidiary company (which is still part of MET) called 'MET-Living' to oversee and operate the 'non-school' elements. This means that the strategic and operational

elements of community provision are not the (direct) responsibility of the Principal, something which I would view positively. It's a great enough challenge ensuring children aged 11 to 16 get 'excellence as standard' without having to ensure the same with sports, community and adult provision as well. However, we do recognise that to ensure this works well, an agreement is put in place to manage the facilities best for the benefit of both 'school' and 'non-school'. As Principal, you will be instrumental in shaping this agreement and, as Principal, your input in developing MET-L further will be critical.

What we can offer you

You will be joining a relatively new MAT at an exciting stage of its growth and development. We are passionate about the environment we create and how we look after our staff. We try to ensure we abide by the excellent principles in Mary Myatt's wonderful book, *High Challenge, Low Threat*, where we are 'human first, professional second'.

As a newly appointed Principal, we can provide you with:

- direct support of your work by Robert Campbell, CEO of MET and a National Leader of Education
- mentoring by Ryan Kelsall, IVC's outstanding Principal
- support on school improvement from Victoria Hearn, MET's Director of School Improvement (who is contracted to spend 20% of her time developing the systems and processes most successfully introduced at IVC)
- bespoke professional development linked to your identified needs
- preferential rates for access to the excellent sports/leisure facilities within MET-L



Job Description

Post: Principal

Salary: L28 – 34

Responsible to: the CEO, Trustees and the Local Governing Body

Primary Purpose of the Role

1. To provide exceptional and outstanding leadership and management of Witchford Village College
2. To be responsible for the oversight, internal organisation, management and control of the College
3. To maintain and develop the distinct ethos of the College and provide moral leadership within the College
4. To build a collaborative learning culture within the College to ensure that every child reaches their full potential in all areas of their development and makes excellent academic progress
5. To work with the necessary ability, vision, energy and enthusiasm, and as a skilled negotiator, work with all stakeholders, putting the needs of the children first
6. With the CEO and other Trust Leaders, to respond dynamically as appropriate to key national policies and initiatives
7. To promote and safeguard the welfare of children and young persons for whom the College is responsible and those with whom they come into contact
8. To be responsible of the allocated budget and resources (including staffing) of the College, identifying relevant needs and actioning these as determined by the Scheme of Delegation and, with the CEO and COO, conduct staff appointments

Shaping the Future

- Working with the CEO, Senior Leadership Team and local governors to create a powerful vision for the College that is aligned to the vision, values strategic priorities, aims and objectives of the Trust
- Ensure that the vision is clearly articulated, shared, understood and acted upon effectively by all within the College
- Work within the College to translate the vision into agreed objectives and operational plans which will promote and accelerate College improvement and team ownership
- Demonstrate WVC's vision and values in everyday work and practice and motivate and work with others to create a shared collaborative culture and positive climate
- Ensure creativity, innovation and the use of appropriate new technologies to achieve excellence
- In liaison with the CEO, determine clear evidence-based improvement plans for the development of the College and ensure key issues are addressed effectively
- In collaboration with the CEO and other Principals, contribute to the development and growth of MET and the Morris Teaching School Alliance (MTSA)

Leading Teaching, Learning and Managing the Organisation with continual Monitoring and Evaluation

- Lead by example, providing inspiration and motivation
- Achieve the priorities and targets set by the Trust for the College and demonstrate and articulate high expectations in reaching these
- Ensure every individual child has access to high quality teaching and learning that demonstrates 'Excellence as Standard' this would be better under the teaching heading
- Ensure a continuous and consistent focus on students' achievement, using data and benchmarks to monitor progress
- Challenge under-performance at all levels and ensure effective corrective action and follow-up
- Maintain and promote the highest standards of student behaviour, discipline and attendance within the College
- Manage delegated financial and human resources effectively and efficiently to achieve educational goals and priorities
- Ensure that the management systems work effectively in line with legal and Trust requirements
- Manage and organise the College environment efficiently and effectively to ensure that it meets the needs of the curriculum and all health and safety regulations

Developing Self and Working with Others

- Treat people fairly, equitably and with dignity and respect to create and maintain a positive trusting culture that exhibits 'Humans first, professional second' (Myatt, 2016)
- Build a collaborative learning culture within the College and actively engage with other schools to develop effective learning communities, particularly through the Morris Teaching School Alliance
- Maintain the agreed strategies and procedures for staff recruitment, induction, professional development and performance review and liaise with the COO about the management of relevant associate staff
- Ensure effective planning, allocation, support and evaluation of work undertaken by teams and individuals, with clear delegation of tasks and devolution of responsibilities
- Acknowledge the responsibilities and celebrate the achievements of individuals and teams
- Report to the CEO on the professional development of senior and middle leaders and liaise with the COO about the development of associate staff working at WVC
- Develop and maintain a culture of high expectations for self and others and taking appropriate action when performance is unsatisfactory
- Regularly review own practice, set personal targets and take responsibility for own personal development by participating positively in arrangements made for the appraisal of 'Principal' performance
- Manage own workload and that of others to allow an appropriate work/life balance

Security Accountability

- Develop an inclusive and inspirational ethos within the College (aligned with that of the Trust) that enables everyone to work collaboratively, share knowledge and understanding, celebrate success and accept responsibility for outcomes
- Ensure individual staff accountabilities are clearly defined, understood and agreed and are subject to rigorous review and evaluation, in keeping with Trust performance management and appraisal procedures and policies

- Work with the CEO (and through him to the Trustees), providing information, objective advice and support, to enable the College to meet its statutory responsibilities
- Develop and maintain suitable quality assurance systems, including internal reviews, self-evaluation and performance management
- Present a coherent, understandable and accurate account of the College's performance to a range of audiences including the CEO, Trustees, local governors, staff, parents and carers and students

Strengthening Community

- Ensure the College supports fully the distinct community ethos of the village college and Trust through all activities within the school and those that are part of 'MET-L' (Morris Education Trust Living)
- Collaborate with other schools and colleges in order to share expertise and bring positive benefits to the College and the community it serves
- Collaborate at both strategic and operational levels with parents, carers and across multiple agencies for the well-being of all children

The Principal will undertake any other duties which from time to time may be required and be relevant and commensurate with the post, as deemed necessary by the Trust, including working with and in other schools in MET.

Working to: CEO (and Trustees) and the Local Governing Body

Responsible for: Senior Leadership Team of WVC, HR Manager and PA

Working with: COO, Local Governing Body, teaching and relevant associate staff of WVC

REVIEW DATE/RIGHT TO VARY

This Job Description is as currently applies and will be reviewed regularly. The post-holder may be required to undertake other tasks that can be reasonably assigned to, including development activities, which are within capability and pay-scale.

Person Specification

Job Title:	Morris Education Trust: Principal – Witchford Village College
Reports to:	Chief Executive Officer

SPECIFICATION	ESSENTIAL	DESIRABLE
Qualifications/ Training	<p>Qualified teacher status.</p> <p>A good honours degree or equivalent</p> <p>Evidence of recent and relevant training and development at headship level, in preparation for headship, or at senior leadership level.</p>	<p>NPQH or other school leadership accredited training.</p> <p>Additional Ofsted training / experience.</p>
Experience	<p>Successful, significant and substantial senior leadership within a secondary school.</p> <p>A proven track record of delivering school improvement.</p> <p>An outstanding teacher with a proven track record of delivering results, achieving high standards and the ability to demonstrate and inspire outstanding teaching/classroom practice.</p> <p>Experience of successfully building effective teams and in performance management by monitoring, evaluating and delegating effectively.</p> <p>Implementing effective and inclusive systems to support students' well-being, positive behaviour and</p>	<p>Leadership experience in an outstanding or rapidly improving school.</p> <p>Experience as a Head of School</p>
Knowledge/Skills (Ability to)	<p>Knowledge of current child protection guidance, safeguarding, and health and safety requirements.</p> <p>In depth knowledge and understanding of the wider educational agenda including current national policies and educational issues.</p>	

	<p>Ability to formulate and implement effective and efficient strategies that improve teaching and learning in a sustained way and challenge underachievement.</p> <p>Ability to communicate effectively with all members of the school and wider community.</p> <p>Clear and successful decision making skills and a proven track record of problem solving and conflict resolution.</p>	
Personal Qualities	<p>Empathy with the ethos and values of MET and WVC</p> <p>Commitment to young people's wellbeing, safeguarding and development.</p> <p>Dedicated to continuous school improvement.</p> <p>Self-knowledge and a commitment to continual professional development of self and all the school's employees.</p> <p>Presence and visibility as a leader, demonstrating optimism and managerial courage with a well-developed sense of proportion.</p> <p>Role model of best practice, with a professional manner that motivates others and inspires confidence, trust and respect.</p>	

The post holder will have a shared responsibility for the safeguarding of all children and young people. The post holder has an implicit duty to promote the welfare of all children and young people and to be committed to promoting diversity and equality for all.

Interviews and application process

These will take place at WVC on Monday 29 January and Tuesday 30 January and will include a range of activities and interviews. On the first day, there will be:

- a tour
- data and written tasks
- observing a lesson and giving feedback
- interviews with smaller panels of staff, students, Governors/Trustees
- group interview
- meeting with the Local Governing Body

At the end of the first day, the panel will meet to consider the day and to make a cut down to two or three candidates who will return for the second day to give a presentation to an audience and to undertake a formal interview with the panel.

If you would like to apply, please complete the application form and a letter (not more than 2 sides of A4) outlining:

- your reasons for applying
- what you will bring to the role
- what your style and approach will be as WVC's new Principal
- why you believe you might be suited to this particular challenge/opportunity.

Applications close at 4pm on Tuesday 23 January.

Please ensure your form and letter is returned to Laurinda Quinn, HR Manager at WVC:
lquinn@witchfordvc.co.uk.