



WELCOMBE HILLS  
SCHOOL

# Head Teacher Application Pack



Welcombe Hills School  
Blue Cap Road  
Stratford Upon Avon  
CV37 6TQ



WELCOMBE HILLS  
SCHOOL



## Application Pack Head Teacher — Welcombe Hills School Contents

	Page
Message from the CEO	1
About us.....Welcombe Hills School	2
.....Unity MAT	3
About the role	4
Job Description	5
Person Specification	9
Key Dates & Visits	11
Recruitment Information & Guidance	12



WELCOMBE HILLS  
SCHOOL



## Message from the Chief Executive

Dear Candidate

Thank you for your interest in the post of Head Teacher of Welcombe Hills School.

Welcombe Hills is one of three schools within Unity MAT and Trustees and I wish to appoint an energetic and enthusiastic leader who can facilitate continued improvement in the future of the school. At its last Ofsted Inspection, the school was still judged to be good and a full inspection is due imminently.

We are looking for the right candidate who must be able to demonstrate the ambition for every learner to be able to achieve the best educational outcome for them. The complexity of our learners' needs must not be a barrier to what they can achieve and this philosophy must sit front and centre for the person we are looking for.

If that person is you, then I am excited about the prospect of working with you to continue to take the school on its improvement journey alongside myself as CEO and our wider Executive Leadership Team to fulfil the future vision of the Trust.

It is key for the successful candidate to appreciate that working in a multi-academy trust is different to working within a local authority, maintained school and as Head Teacher, you will be part of the Executive Leadership Team working directly to the Chief Executive.

We have reviewed our Governance structure and at Unity, the Trust Board is responsible for governance supported by Academy Ambassadors who visit our schools and work as directed by Trustees.

We have a real determination to move the school forward at a pace in the coming months and we expect the new Head Teacher to lead from the front, to be visible, to motivate and drive change. We are looking for a candidate who can demonstrate outstanding leadership of staff and pupils and has the vision to drive performance across all the key stages of the school through collaborative and inclusive leadership.

If you feel like you are the person who can be the catalyst of continuous improvement for our learners, I welcome your application.

Yours faithfully

*Tracy Pearce*

Tracy Pearce  
Chief Executive





WELCOMBE HILLS  
SCHOOL



## About us....Welcombe Hills School

*Working together to do  
our best*

### Overview

Welcombe Hills is a broad spectrum special needs provision for pupils aged 3 to 19.

All pupils have learning difficulties and many have other significant needs which we also support.

We are ambitious for all of our pupils and our dedicated, knowledgeable and hard working staff are committed to providing a high quality of education within a caring and safe environment.



### Location

We are based upon two sites in Stratford Upon Avon, with our dedicated 6<sup>th</sup> Form Hub in Drayton Avenue being just under 2 miles away from the main school site at Blue Cap Road.



For further information please see: [www.welcombe-hills.co.uk](http://www.welcombe-hills.co.uk)

Facebook: [www.facebook.com/WelcombeHillsSchool](https://www.facebook.com/WelcombeHillsSchool)

### Ofsted

The school received a Section 8 inspection in September 2022. Since then we have been working hard in response to the areas for improvement relating to curriculum and phonics in preparation for a full Section 5 inspection.

The inspection report contained many positive features including:

- Pupils enjoy coming to school. They feel safe and they trust the staff to look after them.
- Prioritising pupils' well-being and carefully tailored pastoral care are the hallmarks of this school.
- Leaders have high expectations of all pupils and pupils rise to this challenge.
- Parents are overwhelmingly positive about the school.
- There is a strong working partnership between teachers and teaching assistants.
- School leaders, supported by the multi-academy trust (MAT) and the academy advisory committee, are continuing to improve the school.
- Leaders have the full backing of staff.
- Staff work together and support each other.
- Staff commented that leaders are considerate of their well-being.
- Staff feel valued and morale is high.
- Safeguarding is everyone's business at this school



## About us.....Unity MAT

### History & Context

Unity MAT is a small ambitious Trust made up of 3 special schools in Warwickshire. Originally founded in 2017, by Brooke and Woodlands schools, the Trust was joined in September 2021 by Welcombe Hills .

All 3 schools are all through special schools with a whole range of complex needs. This means that they have a shared understanding of the challenges and issues our schools face, whilst recognising and appreciating that each school—and each child—is different.

We strongly believe in collaboration between our schools and this is an area that we are actively seeking to improve.

### Governance

Following an external review of governance in 2020, and a further review in 2023, the Trust does not have Local Governing Boards in schools, but the work of the Trust Board is supported by school Academy Ambassadors. For more information on our governance structure please see: [Unity MAT Governance](#)

### Executive Leadership & Support

All Head Teachers report directly to the Chief Executive and form part of the Executive Leadership Team of the Trust, alongside the CEO and Director of Finance & Operations and Director of School Improvement. This means that our Head Teachers are actively involved in our strategic direction and decision making within the Trust.



The Trust has a strong Core Team supporting all schools across the Trust. The Director of School Improvement works directly with Heads to ensure that Teaching and Learning continues to improve and the Director of Finance & Operations oversees centralised support services including Finance, HR, IT, Site & Health & Safety.

Further information can be found at: [www.unitymat.co.uk](http://www.unitymat.co.uk)

### Vision & Values

**Our vision is:**

***We are committed to achieving fulfilling outcomes for all pupils.***

As a family of schools, we are working collaboratively to celebrate and nurture both the similarities and distinctiveness of each schools' individual ethos and values.

**Our values are:**

***Respect  
Integrity  
Collaboration***

Therefore, we celebrate the uniqueness of all pupils, and through outstanding pastoral care, academic challenge and inspirational teaching support each child to flourish, succeed and make a positive contribution to the communities they serve.

We strive to ensure that all young people and their families are known, valued and cared for as individuals in all of our schools.

We develop effective leadership at all levels that enables us to deliver our vision, values and strategic objectives which underpins all we do.



WELCOMBE HILLS  
SCHOOL



## Head Teacher—Welcombe Hills School

**Range: L28 to L34 (£91,633 - £106,138)**

### What we need.....

We are looking to appoint a proven, inspirational leader with the vision, knowledge and experience to build on the school's existing good practice and move it forward at pace.

Our ideal candidate will have demonstrable experience of working with pupils with a range of complex needs, curriculum development and delivery and the current Education Inspection Framework.

You should share our ambition for every child to achieve their full potential regardless of the complexity of their needs, in addition to having:

- a collaborative approach to being part of an ambitious and growing Trust
- the ability to work strategically as part of the Trust's Executive Leadership Team
- a vision for the future development of the school
- the skills to lead, motivate and inspire by being a visible leader
- the ability to deliver a diverse curriculum which meets the needs of all pupils
- an outward facing approach in order to build and develop relationships and partnership working
- excellent communication skills, emotional intelligence, resilience and a positive attitude.

### In return, we can offer:

- enthusiastic, friendly and engaged pupils who are keen to learn
- an engaged community of families and external partners
- a talented, dedicated and hardworking staff and SLT team
- a supportive and proactive Trust Board and Chief Executive
- being a member of the Executive Leadership Team
- an opportunity to be a part of the development of the Trust.

### In addition to a competitive salary, we provide:

- access to the Teachers' Pension Scheme
- excellent training and development opportunities
- RISE employee assistance programme (including GP helpline, financial & legal advice line and carer support for employee and household members)
- Occupational Health Service
- family friendly policies
- free parking.



WELCOMBE HILLS  
SCHOOL



## Job Description (1/4)

### **JOB SUMMARY**

To provide overall strategic leadership and, with others, lead, develop and support the strategic direction, vision, values and priorities of the school. Develop, implement and evaluate the school's policies and practices and manage school resources efficiently and effectively.

To carry out duties in line with the conditions of employment as set out in the current School Teacher's Pay and Conditions document, the National Standards of excellence for Headteachers, Trust/School policies and procedures and any other relevant legislation or guidance and to demonstrate consistently high standards of principled and professional conduct in order to provide an environment where teachers' standards and other performance standards can be met.

### **MAIN DUTIES & RESPONSIBILITIES**

#### **Leadership, strategic direction and development**

- Work with the Chief Executive Officer (CEO), Director of Finance & Operations (DFO), Trustees and other stakeholders to establish a culture, ethos and strategic vision which will promote equality, effective collaboration, excellence, and high expectations of all pupils and staff.
- Articulate and model the school's vision and aims, developing and successfully implementing coherent strategic and operational objectives and plans which will empower and motivate others to carry the vision forward and will promote and sustain continuous school improvement
- Provide dynamic, consistent and motivational leadership to staff, pupils, families and the wider community, acting as a role model to ensure the highest standards are always delivered.
- Ensure that rigorous self-evaluation directly informs school improvement which, in turn, continues to move the school towards an Outstanding Ofsted judgement.

#### **Teaching and Learning**

- Work with the CEO, Trustees and other stakeholders to secure and sustain high quality teaching and effective learning across the school, through rigorous monitoring and evaluation of the quality of education and detailed analysis of pupil progress using a holistic, broad and aspirational range of sources and targets.
- Define, implement and constantly evolve a stimulating and personalised curriculum which engages and motivates pupils who have a wide range of complex educational needs.
- Develop purposeful, focused and aspirational learning environments which offer inclusive opportunities for all pupils, whatever their needs, using all available resources, suitable technologies and other means.
- Establish creative, responsive, effective and stimulating approaches to learning and teaching for pupils with SEND.
- Monitor, evaluate and review classroom practice and promote strategies to support improvement, always aiming for outstanding standards in education.
- Ensure that staff maintain a consistent and continuous focus on pupil assessment and progress, using broad, holistic and rigorous evidence sources to set challenging targets and to monitor, track, evaluate and report upon individual pupil progress.



## Job Description (2/4)

- Develop an innovative, engaging and exciting range of curriculum enrichment activities to address a range of needs, ensuring inclusivity and equal opportunity for all pupils.
- Ensure that every pupil's needs as highlighted in their EHCP are addressed and met.
- Take the lead in monitoring, evaluating and reviewing health and safety and risk assessments of pupils and contribute to premises risk assessments where required.
- Lead the development, management and resourcing of school policies.
- Work with the DFO and Finance Manager on the formation of the annual budget and on-going financial management to ensure that objectives are achieved.
- Ensure that systems are in place which allow the CEO, DFO & Trustees to fulfil their statutory duties regarding Appraisal. Undertake the performance management of the Senior Leadership Team.
- Work collaboratively within the Trust and a range of external stakeholders to develop and secure school improvement.

## Pupil Welfare

- Work with the CEO, Trustees and other stakeholders to ensure that the school meets statutory requirements and best practice guidance on obligations for safeguarding and promoting the welfare of all children and young people, particularly those with specific individual needs.
- Develop a positive ethos of mutual respect, care, compassion and tolerance, promoting the well-being of each individual and providing an inclusive and empowering environment for all.
- Ensure that rigorous safeguarding practice and key legislation is embedded and consistently and relentlessly applied throughout the school – within the core school and within off-site provisions.
- Develop effective systems which promote the highest standards of behaviour and attendance.
- Ensure that the health and care need of each pupil are assessed and consistently met through effective systems and appropriately trained and qualified staff and deliver regular reports to the CEO (and Trustees when required).
- Ensure that all staff, and others working with pupils, are properly appointed and monitored in accordance with school policies, conform to legal requirements from safeguarding procedures, including Safer Recruitment, and receive appropriate induction, training and support so that they recognise their responsibilities regarding Health and Safety and Child Protection/Safeguarding and are able to meet the welfare needs of pupils.
- Ensure regular and appropriate communication and liaison with families and carers, health and social care organisations, education and other professionals involved in pupils' welfare.





WELCOMBE HILLS  
SCHOOL



## Job Description (3/4)

### Staffing

- Keep the staffing structure under review to ensure it is appropriate to the needs and circumstances of the school.
- Establish strong working relationships with staff, and provide inspirational leadership, guidance and support.
- Develop and sustain a healthy working environment.
- Advise the CEO on the recruitment and selection of staff.
- Ensure that all teaching and support staff are kept fully informed of strategic and operational objectives.
- Implement the school's Appraisal policy so that all members of staff have performance goals which are clearly linked to the annual School Improvement Plan and which support them to develop excellent practice.
- Ensure the development and implementation of effective HR policies and procedures for staff induction, professional development and performance review.
- Encourage staff to develop their career skills further by undertaking appropriate professional development and training.
- Ensure that staff well-being, punctuality and attendance are constantly monitored and empowered.

### Premises, Health & Safety

- Deploy resources effectively to ensure that the school provides a safe working environment and remains an exciting, vibrant place for learning.
- Work with the Senior Health & Safety Officer, Site & Facilities Manager and Site Team to ensure that the site and off-site provisions are secure, so that pupils, staff and visitors are safe at all times.
- Ensure that all Health and Safety legislation is followed, records are kept for inspection by relevant bodies, and actions swiftly realised.
- Ensure that all internal processes are robust, implemented, monitored and reviewed to ensure the safety of pupils, staff and visitors.
- Ensure that buildings are kept in a good condition and that the grounds are kept safe for pupils and all users and are appealing to visitors.

### Accountability

- Be accountable to the CEO and Trustees for all aspects of the school's performance. Secure a positive, open and collaborative working relationship with the CEO to develop a shared vision and clear strategy for the school and take ownership for leading its implementation.
- Provide information to the CEO, DFO and Trustees to enable the Trust to meet its statutory obligations and responsibilities to the school and to all its stakeholders.



WELCOMBE HILLS  
SCHOOL



## Job Description (4/4)

- Ensure that the school is properly financed and able to meet its statutory obligations, advising the CEO and DFO on the appropriate priorities for expenditure and allocation of funds.
- Continually monitor and review the School Improvement Plan to ensure that it is focused on the appropriate priorities, is up to date and is properly financed.
- Ensure that parents, carers and pupils are kept well-informed regarding the broad curriculum, progress, well-being and all school-related issues which may affect them.
- Present a coherent and accurate account of the school's performance for a range of audiences including the Executive Leadership Team, Trustees, parents and OFSTED.
- Work with the CEO to regularly review own practice, set personal targets and take responsibility for their own development.

### Additional Duties

The post holder will:

- Contribute to and uphold the overall ethos/work/aims of the Trust
- Act with professionalism, integrity at all times
- Promote and adhere to high standards of behaviour and performance in line with the staff code of conduct, Nolan Principles and other relevant policies and professional standards.
- Establish constructive relationships and communicate professionally and effectively with senior leaders, colleagues, the Trust/school community, contractors and other agencies/ professionals
- Participate in training and other learning activities and performance appraisal/development as required
- Recognise own strengths and areas of expertise and use these to advise and support others
- Comply with any reasonable request to undertake work that is not specified in this job description which is commensurate with the post holder's salary grade, abilities and aptitudes
- Undertake duties in line with the Trust's policy on equality and be sensitive and caring to the needs of the disadvantaged, promoting a positive approach to a harmonious working environment. You should act as an exemplar on these issues and should identify and monitor training for themselves and any employees for whom they are responsible, in line with this policy, the Equality Standard and obligations under the Race Relations (Amendment) Act 2000
- Carry out their responsibilities with due regard to Trust policies and arrangements relating to safeguarding and child protection, health and safety, security, confidentiality and data protection and should report any concerns to an appropriate person
- This job description may be modified by the Trust Board and/CEO, following consultation with you, to reflect or anticipate changes in the job, commensurate with the salary and job title.



WELCOMBE HILLS  
SCHOOL



## Person Specification (1/2)

Qualifications & Training		
Essential	Desirable	A/I/R
Honours degree and qualified teacher status .	NPQH, NPQSL or other additional school leadership qualification. An additional specialist qualification in SEND	A
Evidence of recent professional development at a senior leadership level.		A
Evidence of recent relevant professional development and training, including in safeguarding and financial management.		A
Commitment to further develop own professional knowledge and skills.		A/I
Knowledge		
Knowledge and understanding of Special Educational Needs.		A/I
Knowledge and understanding of effective teaching and learning for pupils with special needs and the ability to promote high expectations for pupil outcomes throughout the school.		A/I
In-depth knowledge and experience of Child Protection, Safeguarding & Safer Recruitment procedures.	Recent training as Designated Safeguarding Lead	A/I
A thorough understanding of the Special Needs Code of Practice and its implications for pupils and families.		I
In-depth knowledge and understanding of the wider educational agenda, including current national policies and educational developments and statutory requirements.		I
A clear understanding of performance management of staff and the capability and competence processes for teachers.	Experienced as an Appraiser	A/I
Experience & Skills		
Substantial experience in a SEND environment.		A
Proven record of successful leadership at a senior level in special education.		A/I/R
Successful experience of monitoring, evaluating and improving the quality of teaching and learning in a special school.		A/I/R
Ability to work effectively with other services to support pupil achievement.		A/I



WELCOMBE HILLS  
SCHOOL



## Person Specification (2/2)

Experience & Skills (cont'd)		
Essential	Desirable	A/I/R
Experience of working in collaboration and/or partnership with Governors and/or Trustees, internal and external stakeholders, other educational bodies and the wider community to develop positive relationships and achieve strategic objectives.		A/I/R
Proven track record of managing school self-evaluation and the ability to lead whole school improvement initiatives, which have a positive impact on pupil achievement.		A/I/R
Successful experience of effective strategic, financial and resource management to achieve educational priorities and ensure value for money.		A/I/R
The capacity to develop in partnership with all stakeholders a vision and strategy for the future.		A/I
A highly visible style of leadership with the charisma, energy and enthusiasm to inspire the whole school community and the ability to manage every aspect of the school.		I
Ability to lead by example and provide a clear strategic vision and direction for the school in collaboration with the Chief Executive & Trustees		I
The ability to work collaboratively with other schools and agencies to develop partnerships, learning networks and employers.		I
Commitment to equal opportunities, inclusion, diversity and access for all, in order to ensure an open and transparent school culture.		A/I
The ability to develop innovative ideas in a school environment and drive them through to action.		A/I
Ability to identify professional development needs of all staff through performance appraisal and assessment and to promote professional		A/I
Personal/Other Qualities		
Personally resilient—able to deal with the challenges of the role and identify and seek support required.		I
Receptive to change and innovation.		I
Able to travel between school and Trust sites.		I
Fluent in the use of the English language.		I
Note - Method of Candidate Assessment: A=Application Form I=Interview R=Reference		



WELCOMBE HILLS  
SCHOOL



## Key Dates

School visits: **14th ,15th and 16th November 2023**

Closing Date: **Monday 27th November 2023 at 9.00am**

Shortlisting\*: **Week Com 27th November 2023**

Notification of interview: **by 1st December 2023**

Interviews\*: **7th & 8th December 2023**

Anticipated start date: **8th April 2023 (start of summer term)**. Earlier start may be agreed if possible.

\* Provisional dates—subject to change.

### Informal Contact

For further information about the role or to arrange a visit, please contact:

**Tracy Pearce, Chief Executive** on 07867 133415 or [tracy.pearce@unitymat.co.uk](mailto:tracy.pearce@unitymat.co.uk)

Applications must be sent by email to: [HR@unitymat.co.uk](mailto:HR@unitymat.co.uk) before the closing date detailed above.





WELCOMBE HILLS  
SCHOOL



## Recruitment Information & Guidance

### Safer Recruitment

Unity MAT is committed to safeguarding and promoting the welfare of children, young people and adults and expects all staff and volunteers to share this commitment. We follow robust safer recruitment processes during all recruitment.

### Equal Opportunities

We are an equal opportunities employer and welcome applications from candidates of all ages, backgrounds and those with disabilities.

## APPLICATION FORMS

Official application forms must be completed. CVs will not be accepted.

Applications must be sent by email to: [HR@unitymat.co.uk](mailto:HR@unitymat.co.uk) before the closing date detailed above.

Late applications will only be considered in exceptional circumstances at the discretion of the Trust.

Your application form is an important part of the recruitment process. The decision whether or not to shortlist you for interview will be based on the information you provide on your application form, it is therefore important that you provide relevant information to support your application. You are advised to review the job description and personal specification before completing your application. If you do not clearly demonstrate how you meet the essential criteria in the person specification, you will not be shortlisted for interview.

If you have any questions about the completion of this form please contact [HR@unitymat.co.uk](mailto:HR@unitymat.co.uk) for assistance.

### References

You must provide details of two referees on your application form. One should be from your present/relevant employer (or your last employer if unemployed). You may request that referees are not contacted prior to shortlisting, however once shortlisted, you should expect that reference will be requested.

### Employment 'Gaps'

You should identify and explain any gaps in your employment history on your application form. These will be discussed with you in further detail at the interview stage if you are shortlisted.

### False Information

Providing false information in support of an application for employment is an offence and could result in your application being rejected or summary dismissal if appointed. If there are serious safeguarding concerns, the Trust reserves the right to make a referral to the police.

### Canvassing

You must declare any personal or business relationship with any employee, Trustee or Member of Unity MAT or any of its schools on your application form. Canvassing or the failure to make proper disclosure will disqualify your application or, if appointed, will render you liable to dismissal without notice.



## SHORTLISTED CANDIDATES

### Notification

Shortlisted candidates will be invited for interview by email.

If you are required to prepare anything in advance of the interview, you will be given full details when you are contacted.

You will be required to bring evidence of your identity and stated qualifications to the interview.

You will also be asked to complete a self disclosure form, which should be returned before the interview (see *Rehabilitation of Offenders Act 1974 below*)

If you have not heard from us within 10 days of the closing, you should assume that your application has not been successful.

### On-line Checks

In accordance with Keeping Children Safe in Education, the Trust will undertake reasonable and proportionate on-line checks on shortlisted candidates.

### Rehabilitation of Offenders Act 1974

All posts involving direct contact with children are exempt from the provisions of the Rehabilitation of Offenders Act 1974. However, amendments to the Exceptions Order 1975 (2013 and 2020) provide that certain spent convictions and cautions are 'protected'. These are not subject to disclosure to employers and cannot be taken into account. Guidance and criteria on the filtering of these cautions and convictions can be found on <https://www.gov.uk/government/publications/dbs-filtering-guidance/dbs-filtering-guide>

If you are shortlisted, you will be asked to complete a **Self-Disclosure Form** in order to declare any whether you are barred from working with children, or whether you have convictions that would make you unsuitable to work with children or in the role that you have applied for.

If your application is successful, the information that you have self-disclosed will be checked against information from the Disclosure & Barring Service before your appointment is confirmed.

It is an offence to apply for a role engaging in regulated activity if you are barred from working with children or vulnerable groups. (Safeguarding Vulnerable Groups Act 2006).

## SUCCESSFUL APPLICANTS

Any offer of employment following a successful interview is provisional and subject to satisfactory clearances being obtained, these include:

- DBS & Barring
- Right to Work
- Prohibition checks
- Medical Clearances
- Satisfactory references
- Satisfactory on-line checks etc.

The Trust reserves the right to withdraw a provisional offer of employment at any stage during the recruitment process.



### **DBS and other checks**

All employees of the Trust are subject to Enhanced Disclosure and Barring and Right to Work checks.

Other checks to be undertaken will depend upon the role but may include Barring, Prohibition from Teaching, Section 128, Child Care Disqualification etc. (Note: this list is not exhaustive and the Trust reserves the right to carry out all checks necessary to comply with statutory requirements and our commitment to safer recruitment.)

### **Probation**

All employees joining the Trust are subject to a probation period of 6 months.

### **Data Protection**

The Data Protection Act 2018 (the UK's implementation of the General Data Protection Regulation (GDPR) Data Protection Act 1998) places responsibilities on us to process personal data that we hold in a fair and proper way. The information you give us will be kept confidential and will only be used for the purpose of personnel management.

The Trust may contact other organisations (such as the Disclosure and Barring Service, previous employers, education establishments, etc) to check the information you have given on the application form. The information will be stored securely, both manually and electronically and destroyed after 12 months (maximum) if your application is unsuccessful. If we offer you a job, we will use some of the information you give us on the application form in your contract of employment.

