



**Headteacher
Laycock Primary School**



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Letter from Chair of Governors

Dear Prospective Applicant

Thank you for your interest in applying to be the head teacher of our school. I hope that you will be inspired by the information in this pack, and that after a visit to our school you will want to apply to lead our school forward. If the combination of challenge and opportunity is what you are looking for then whether you are seeking your first headship or want to end your career on a great high, we would love to receive your application.

Laycock reflects the complexity of its location in the heart of Islington: we are proud to say that there is nothing ordinary or straightforward about us! We are a nursery, a mainstream provision, and a provider of education for deaf children; our pupils come from families that have lived in Islington for generations and from families that have come from all over the world. For many children English is a second language; many of our pupils attract pupil premium; our pupils are lovely but they can be troubled. Each of these groups has its own needs: our head's challenge is to ensure that those diverse needs are met while creating a united and inclusive school.

We are lots of things, and we celebrate our diversity and embrace it to create an inclusive and safe place for all our children. Our values of kindness and unity are nurtured by our community, and as the head you will be informed by them in everything you do.

Other challenges? Well, our roll is falling; money is tight; we have fantastic staff but they have not been given the care and

attention they need and deserve; our amazing and much-loved Edwardian building needs a bit of care too, particularly to meet the needs of our deaf children. And then of course there is Covid, the challenge of leading the school through the pandemic and helping our pupils catch-up.

This pack sets out the Governors' challenges and priorities for our school. We are looking for someone who can embrace those challenges as opportunities and will embed a professionalism in all we do, without compromising our values of kindness and unity.

In short, we want a head who will reset our school's ambitions and confidence, to ensure professional pride in everything we do. We want our school to be confident and at the heart of its community, to be a school that

- parents and carers aspire to send their children to,
- children look forward to attending each morning,
- staff are proud to work in.

If you want to take on these challenges and want to shape and be part of Laycock's proud future, then we very much look forward to hearing from you!

With best wishes

Stephen Deutz
Chair of Governors



If we believe it, we can achieve it.

About our school and the provision for deaf children

Laycock Primary school is a community school for boys and girls aged 3 to 11 with a two-form entry mainstream and a 68-place resource base for Deaf children. We have a policy of integration and promoting inclusivity across the school which has been very successful.

The school's motto is "If you believe it, you can achieve it" and this forms the basis of our philosophy of inclusion of no child left behind. This is underpinned by our high expectations, an exciting curriculum, and a strong focus on well-being and the importance of developing the whole child. The unique inclusivity enables the children at our school to enjoy each other's company, learning early on that diversity is a positive thing. We work hard to instil ambition in all children and to promote the school's values of kindness and unity.

The main method of communication within the provision for the deaf is spoken language, and our fully qualified teachers of the deaf work alongside a range of professionals to ensure that children at Laycock progress and acquire language skills and ability. Children travel from 15 other London boroughs to attend our resource base, which is one of the largest of its kind at a primary level in England. By the end of KS2, our children outperform the National Average for EHCPs within the core subjects.

Some of our parents and staff described the school as

"A diverse community-feel school with people from a variety of backgrounds, cultures, upbringings. It is a school that is focused on outcomes for students academically, socially, and emotionally. It is a school that recognises that not all students will achieve amazing results academically, but that they can achieve amazing things regardless. The school also benefits from the Deaf Provision which adds to its diversity."

To find out more about what Laycock is about, please visit <http://laycock.islington.sch.uk/>



Key challenges and priorities

Our new head will be given the following priorities:

Vision and ambition

- Ability to formulate and shape the school strategy and the future of the school.
- Firm focus on quality of education for all.
- Focus relentlessly on core skills to improve academic standards.
- Consistently good and outstanding teaching and learning
- Improve attendance & punctuality.

Flagship Deaf Provision

- To embrace the Deaf Provision in the school, developing personal awareness as and when required.
- To ensure that all the children from our Deaf Provision are fully included in the life of the school.
- To engage with families, specialist staff and governors to ensure the best provision for our pupils.

Enhanced community engagement

- Forge a strong school community and enhance stakeholder engagement by building effective links with parents, community, children, governors, staff, other schools in the borough and the Local Authority.

- Harness the energy and skills of parents to get involved in school life and their children's education.
- Find new ways of communicating to parents about what goes on in the school.
- Encourage volunteering to support children's learning and help develop their core skills and fitness.

Maintain staff morale/ cohesion

- Engage, support, empower and develop staff.
- Create a committed, dedicated and enthusiastic SLT.
- Challenge poor performance and hold staff to account through informal and formal processes to ensure the best interests of the children are met.
- Maintain an effective professional dialog across all levels within the school.
- Listen to staff and work with people to bring them onside.
- Ensure a culture of high staff professionalism.

Diversity, Inclusivity and Equality

- Embrace diversity, inclusivity and equality as a cornerstone of the culture at Laycock.
- Ensure all children feel welcome and can achieve their full potential within the school.
- Celebrate the cultural richness through a variety of

community activities.

- Create opportunities of children from the mainstream and Deaf Provisions to mix and work together.

Financial viability

- Maintain a robust and balanced budget.
- Seek innovative ways of using resources to meet the school's priorities.
- Work with governors to agree plans to ensure the financial viability of the school over the medium term (3-5 years).
- Increase fundraising and grant-seeking.



Feedback from parents and staff

What is the best thing about Laycock?

The children - they always bring sunshine with them.

Diverse community, excellent location for children to learn and thrive (theatres, museums, local amenities), passionate ToDs and mainstream teachers.

There is an attitude of togetherness I value.

The way that the whole team focus on the human side, considering the feelings of the children and parents.

Inclusiveness; Multicultural.

Friendly.

Diverse vibrant community, deaf awareness amongst staff.

Outstanding Deaf Provision.



What kind of person would make a great headteacher for Laycock?

Someone who is resilient, who understands the catchment of the school, who prioritises the children's social and emotional well-being alongside the academics. Someone who is visible and the children recognise and can speak to. Someone supportive, who aims to have an open door policy as much as possible.

Someone to continue the open lines of communication between parents, staff & kids.

Someone who will encourage and preserve the welcoming and friendly atmosphere in the playground. A good manager who listens to their staff and makes them feel appreciated.

Enthusiastic, caring, forward thinking, with attention to detail, energetic.

Calm, emotionally intelligent, thoughtful, resourceful, with great interpersonal skills.

Kind nature, approachable, caring, understanding, knowledgeable about role, supportive, patient.

Someone resilient, forward-thinking, innovative and firm but fair.

Feedback from parents and staff

One thing for the new Headteacher to focus in September 2022?

Working with the team to champion inclusivity strengthening links between mainstream and Deaf Provision.

Getting to know staff, children and families. Getting to know how the school works before making major changes. Someone who takes the time to listen, is compassionate and empathetic to everyone.

Improving staff morale and making people feel valued.

Bringing the school together and acting with one direction.

External relations and fundraising - what makes us unique for every student?

Parent engagement and involvement.

Including extra curricular activities within the curriculum and challenge children from the Deaf Provision. Increase inclusiveness between mainstream & the Deaf Provision.

To create a great, safe and good environment for the children without bullying.



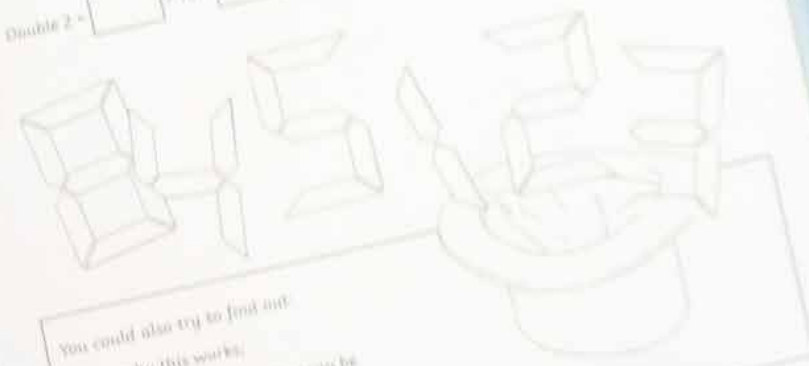


Number Puzzles

Amazing Fact
If you take any number, double it, add 10, divide by 2 and subtract 1, the answer will always be 5.

Challenge
See if this is true.

1. Double 5 = 10 $+10 = 20$ $+2 = 22$ $-8 = 14$
2. Double 7 = 14 $+10 = 24$ $+2 = 26$ $-8 = 18$
3. Double 3 = 6 $+10 = 16$ $+2 = 18$ $-8 = 10$
4. Double 9 = 18 $+10 = 28$ $+2 = 30$ $-8 = 22$
5. Double 4 = 8 $+10 = 18$ $+2 = 20$ $-8 = 12$
6. Double 2 = 4 $+10 = 14$ $+2 = 16$ $-8 = 8$



- You could also try to find out:
- why this works;
 - about other tricks that can be performed with numbers;
 - a number trick to confuse your friends.

Children's views

What children like about Laycock

Laycock makes me **smile**

A place for **everyone** to **learn**

Trips at the end of the year

People **like me**

Art lessons, swimming and PE

Teachers are **kind** to us

One thing children would like to change at Laycock

The **Mac and Cheese** – the pasta is not cooked properly

The **computers** – they are **slow**

The **playground** – it needs updating

School employed **therapist**

Less work and **more** play

A treehouse

The sort of person children would like to see as Headteacher at Laycock

- Nice, friendly person who lets me eat snacks
- Someone who is not constantly changing things – who will stick to times that are set
- Someone who lets me eat lunch early
- Friendly and logical
- Nice and not too strict
- Kind but when serious things happen, I want them to be strict
- Gives rewards for doing well
- Has a sense of fun and humour
- Is interested in the environment and eco thing to reduce carbon dioxide
- Looks out for you, cares for you, listens to and understands your problems
- Kindful, playful, respectful, come round everyday and do an activity in the classroom
- Kind, respectful and helpful
- Interested in what we are doing

Headteacher

Salary: circa 80-90K
Required for September 2022



If we believe it, we can achieve it.

Laycock is ready for the challenge of change. We believe that we have a lot of untapped potential and need a strong, energetic and inspirational Headteacher to recognise what makes us special.

We are at the heart of the exciting borough of Islington, have an incredibly diverse and vibrant community and a unique 68-place resource base for deaf children which is one of the largest of its kind at a primary level in England. This richness brings challenges, opportunities and a chance for a leader with knowledge, vision and passion to reshape Laycock's future.

We are looking for a leader who is:

- **Visionary** – inspiring, full of ideas, energetic, engaging, passionate
- **Inspiring** – nurtures relationships, empowers staff and pupils and is able to get the best out of everyone
- **Fair and fearless** – rewards hard work, challenges under-performance and poor behaviour
- **Courageous** – challenges the norm, with the willpower and patience to see things through
- **Resilient** – tenacious, remains calm in a crisis and brings positivity and sensitivity
- **Astute** - passionate educator with a strong business head

If you relish the challenge and have the leadership qualities and vision to re-establish the ambition for the school, we will welcome your application.

Visits to Laycock are encouraged and can be arranged by contacting the School Office on 020 7226 2927. The available dates/times are:

- morning, Tuesday 25 February 2022
- morning, Monday 31 January 2022

For an informal discussion about this opportunity, please contact Stephen Deutz, Chair of Governors via krasi.toneva@islington.gov.uk.

To apply for the role, please apply online at www.islington.gov.uk/jobs.

- Closing date: Midnight Sunday, 6 February 2022
- Shortlisting: Tuesday, 8 February 2022
- Interviews: Thursday, 24 February & Friday, 25 February 2022

Laycock school is an Equal Opportunities Employer. Our environment is diverse in character and in its student population and we aspire to reflect this diversity in our staff. We positively welcome applications from minority groups. We are committed to safeguarding and promoting the welfare of children. This is reflected in our rigorous approach to the recruitment and professional development of our staff.

Job Description

This job description should be read alongside the range of duties and responsibilities of Headteachers as set out in the annual Teachers' Pay and Conditions Document. Candidates will be expected to have considered these in relation to Laycock school.

Purpose

- To lead and manage within an agreed strategic framework so that the school is effective, self-managing, self-evaluating and self-improving and with high achieving pupils and staff.
- To move the school forward and provide a strong educational vision and leadership; to lead and co-ordinate the staff, to achieve the school aims in the context of the School Improvement Plan, and in full consultation with the Governing Body.

Accountability

- To be accountable to the Governing Body and the LA for the overall performance of the school and its day-to-day operation.

Safeguarding

- Maintaining a Safer Culture within the school and be committed to safeguarding and promoting the welfare of children.
- To embrace and advocate the 4 key aspects of safeguarding including protecting children from abuse and maltreatment, preventing harm to children's health or development, ensuring children grow up with the provision of safe and effective care, and taking action to enable all children and young people to

have the best outcomes.

- To employ effective child protection strategies and procedures to safeguard children.
- Ensure all recruitment and selection systems, training, processes and procedures are examined and adhered to from a child/staff safeguarding focus.

Relationships

- To establish, develop and maintain professional and productive working relationships with the Governing Body, staff, pupils and parents/carers, other schools, the Local Authority, businesses and community groups.
- To be responsible for the leadership and management of all school Staff.
- To maintain the positive ethos in the school in which individuals feel valued, and where personal endeavour and responsibility are encouraged.

Strategy and leadership

- With the Governing Body and other key stakeholders, to develop an agreed strategic plan and vision for the school that includes short, medium and long term targets and which is based upon secure and robust financial/resources planning.
- Show openness, passion and ambition for both the mainstream and Deaf Provision children.

Teaching and learning

1. To implement and develop the whole curriculum agreed with the Governing Body.
2. To adopt a broad cross-curricular approach which is child centred and provides access to real experiences.
3. To develop, monitor, evaluate and improve the quality of teaching all pupils.
4. To ensure achievement is improved and that challenging and motivating targets are set for individual pupils and the school.

Staff management

- To facilitate and support teaching and learning through maintenance and development of a high quality physical and learning environment.
- To ensure all staff understand the mission and ethos of the school, its current aims and objectives and their role in making sure they are fulfilled.
- To develop, support and encourage staff to achieve the highest professional standards while holding them to account through effective performance management.
- To maintain an open and effective professional dialog across all levels within the school thus raising staff morale and ensuring staff wellbeing.

Resources and management

- To be responsible for financial management which includes: the integration of financial planning and strategic and curriculum planning; the implementation and maintenance of secure procedures and systems; and adherence to all financial regulations of the Council.
- To recruit, retain, reward and motivate staff to achieve the objectives of the school.
- To develop and oversee a plan to ensure the effective and imaginative use of the school building and to lead on building improvements.

Interpersonal Skills

- To develop a flexible leadership and management style that is consistent with the ethos and culture of the school.
- To exhibit excellent communication skills including compassion, diplomacy and openness.
- To be professional, passionate, supportive, innovative, practical and ambitious for the school so all stakeholders feel engaged, encouraged, challenged, accomplished and fully involved in the life of Laycock school.

Ethos

- To develop a positive ethos in the school in which individuals feel valued, and where personal endeavour and responsibility are encouraged.

- To develop high morale and confidence and professional pride, and to set an example of professional standards and leadership.
- To promote a suitable system of pastoral care for pupils and staff, including liaison with parents/carers/ guardians and outside agencies.
- To maintain good behaviour, supported by policies and practices which promote self-discipline and responsible attitudes.
- To foster and promote a sense of community within the school, including relationships with all pupils and parents/carers/ guardians, and to further develop the strong links between the school and its wider community.
- To promote and sustain effective management of the school environment, its equipment site and buildings, to ensure that it offers a background which is safe and secure and conducive to learning.
- To promote and support the positive benefits of living within a culturally and ethnically diverse society, and to foster and sustain a positive approach to inclusion.

Inclusion

- To provide a strategic leadership and continuous commitment to the inclusion of the children in the Deaf Provision.
- To ensure the entitlement of all pupils to have equal opportunity and access to all aspects of the curriculum.
- To actively promote equality of opportunity in the appointment and promotion of all staff.

Strengthening Community

- To be able to build a school culture and curriculum which takes account of the richness and diversity of the school's communities.
- To create and promote positive strategies for challenging racial and other prejudice and dealing with racial harassment.
- To ensure learning experiences for pupils are linked into and integrated with the wider community.
- To ensure a range of community-based learning experiences.
- To co-operate and work with relevant agencies to protect children.

In consultation with the postholder this job description is subject to review from time to time.



Person Specification

Qualifications and experience

1. Qualified Teacher Status and evidence of appropriate subsequent in-service training and professional development.
2. Substantial leadership experience in a senior post.

Knowledge

3. Knowledge of what makes an effective school and strategies that can be deployed for school improvement.
4. Knowledge of what constitutes good teaching and an understanding of how to improve the quality of teaching and learning.
5. The ability to deliver a broad curriculum which is child centred and provides access to real experiences.
6. Ambition for the mainstream and Deaf Provision children and committed to doing the right thing for our pupils.

Skills

7. Leadership skills including the ability to carry out strategic planning, involve and motivate others and articulate a vision and direction for the school.
8. Able to develop people and hold them to account through informal and formal processes to ensure the best interest of the children are met.

9. Management skills in respect of information and the use of performance data, finance and resources and people management – including delegation, monitoring and evaluating performance.
10. Be a highly skilled listener and effective communicator, who is authentic, engaging and inspiring and who creates confidence in young children, current and potential parents, staff members, council officers or Governors.
11. Outward looking and curious, good networker and a leader with a strong business acumen.
12. Effective skills and abilities to develop strategies and to manage a diverse school population.

Personal attributes

13. Be tenacious, resilient and challenging, reflective, critical of received wisdom and not afraid to challenge the status quo.
14. The ability to manage oneself, including time management, professional direction and development, and an ability to work effectively under pressure as part of a team.
15. Commitment to equality of opportunity, diversity, safeguarding and social inclusion.
16. The ability to deploy appropriate leadership and management styles and to act as a role model, establishing credibility with the governors, staff, pupils, parent/carers and the LA.

17. To be innovative in their thinking, and able to inspire to make the school unique.

18. To be approachable and fully involved in the daily life of the school.

Candidates are asked to demonstrate their ability to meet these selection criteria in their application form, their supporting statement and at the selection interview and any supporting exercises they may be asked to complete.



How to apply

Application deadline

Completed application forms must be received by midnight, 6th February 2022. Please apply online at www.islington.gov.uk/jobs.

Completing your application

Candidates are asked to complete all the standard information required on the application form, and to submit a supporting statement, addressing all of the criteria identified at application stage.

For an informal discussion please contact Stephen Deutz, Chair of Governors via krasi.toneva@islington.gov.uk.

Visits

Visits to Laycock are encouraged and can be arranged by contacting the School Office on 020 7226 2927. The available dates/times are:

- morning, Tuesday 25 February 2022
- morning, Monday 31 January 2022
- Shortlisted candidates who are unable to visit the school before the closing date will have a chance to visit Laycock between shortlisting and interview dates.

Selection procedure

The selection process will take place on Thursday, 24 February 2022 and Friday, 25 February 2022. This will be conducted by a panel of Governors, assisted by Islington School Improvement staff.

Shortlisted candidates will be given more details immediately after shortlisting has taken place.

References

Candidates are advised that references will be taken up immediately after shortlisting to be received before the interview process.

Candidates are asked to ensure that their referees are warned of the need to respond within the timescale set. In all cases at least two professional references are required. For candidates who are already Headteachers, it is expected that their professional referee will be the Director of Education or equivalent. The post will be offered subject to satisfactory completion of pre-employment checks.

Safeguarding children

Prior to appointment, formal checks will be made in accordance with the current statutory requirements relating to child protection.



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Laycock Primary School
Laycock St, London N1 1AH
020 7226 2927
<http://laycock.islington.sch.uk/>

