



# Principal Candidate Information

**Closing Date: 12 noon 6 April 2023**

**Interviews are likely to take place during week commencing 17 April 2023**





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## Principal – Plume Academy Candidate Information



### Welcome from our Chair of Trustees

Dear Candidate,

May I take this opportunity to warmly welcome you as a prospective candidate to Plume Academy.

I genuinely believe you will find that our collaborative culture, together with the academy's strong sense of community and family, produce an exciting and aspirational environment in which to work.

Our vision is based on three core values: to be an education provider of choice for our students, an education provider of choice for our parents and carers, and an employer of choice for our staff. Each employee and Trustee has a vital part to play in helping the academy to successfully achieve as well as maintaining these.

At the very heart of our vision and ethos is our Discipline with Dignity mantra which ensures that we respect ourselves, each other and our environment and local community each and every day, without exception.

The Trustees are very proud of the academy, its staff and students, and the support provided by parents and carers. The academy has made great progress over the last 7 years. In order to sustain and build on that success we are seeking a Principal who can bring strong collaborative leadership, gravitas, a warm communicative approach that will help ensure the highest academic outcomes and personal development for our students, whilst effectively managing and developing the academy's resources and infrastructure, including sustaining the position of the Academy in the heart of the Maldon Community.

We have prepared this guide to support all candidates with an understanding of how we work together as well as supporting one another in pursuit of that vision and ethos, valuing diversity and promoting inclusion.

I wholeheartedly hope that should your application be successful, you will find your work as the leader of the Plume Academy immensely rewarding, providing many opportunities for you to grow and develop as a leader.

Yours sincerely,



Mr P Nagle  
Trustee





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**Paul Nagle, Chair of Trustees**

## Our Community and History

Welcome to Plume Academy, the first choice academy for the majority of families in the local area and one full of history, having first opened our doors in 1608 in the town of Maldon.

The ancient market town of Maldon sits proudly perched on the top of a steep hill. It has a fascinating and diverse history and a vibrant community feel to it, bringing visitors back time and again. With an architecturally interesting High Street filled with independent shops, the town attracts both local people and interested tourists.

Plume Academy is at the heart of a community that stretches back to the Anglo-Saxons, Viking battles and Domesday Book references. Today it is well known for amongst other things, being the home of Maldon Sea Salt, The Maldon Mud Race and, the famous Thames Sailing Barges.

The history of Plume Academy traces an equally colourful route with the mention of numerous educational establishments in Maldon as far back as 1388. At the start of the twentieth century Essex County Council was effectively overseeing the Grammar School and after the provision of extra finance a new building was opened on the present site in Fambridge Road in 1907. In 1971 the Maldon Grammar School was transformed (and amalgamated with the then Maldon Secondary School in Wantz Road) into the new Plume Comprehensive School. In 2008 we held a celebration to mark 400 years of education in Maldon and in 2021, we celebrate 50 years as a comprehensive school. In 2012, Plume formed academy status and our current name converted to 'Plume, Maldon's Community Academy.'





Plume Academy aspires to be at the heart of a community which is distinctive as well as diverse. We have built many excellent partnerships over the years and these include our 'Aim Higher' and various other community partnerships that help us to continue to address these issues and as an academy, we strongly believe that disadvantage should never be a barrier to achievement. An extensive and diverse range of enrichment opportunities ensure that community involvement is embedded and our developed links with schools in the UK and abroad are examples of the energy with which our staff and students engage with local, national and international communities. Plume offers students cultural capital opportunities to travel. Recently students visited Disneyland, Paris as part of enrichment programme and theatre trips have taken place. Our students participate in gaining their Duke of Edinburgh awards at Bronze and Silver level.

Our students and staff have also been recipients of the Diana and Jack Petchey Awards, and we continue to conduct a whole Year 10 work experience programme and Year 12 work shadowing scheme at the end of every summer



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term. These form part of an established, embedded and formally recognised CEIAG programme, and in June 2020, we were also formally reaccredited with 'Healthy Schools' status, after a great deal of hard work which we were immensely proud to receive.

Plume Academy has ambitious strategic development plans to meet increased demand for places due to popularity and the significant housing growth in the area. Detailed plans have been developed, working in partnership with Essex County Council, to expand and re-model parts of both Mill Road and Fambridge Road campuses. This will increase the number of classrooms, re-purposing of existing areas to increase sports provision and capacity. In turn this will improve student flow, all of which is essential to provide a future fit for purpose academy with 2000+ students spread over two campuses.







## Our Ethos and Vision

**Our vision is to deliver outstanding learning outcomes, employ and develop outstanding staff and develop and sustain an outstanding learning community.**

Plume Academy's moral purpose is:  
To endeavor to provide an outstanding education to all students who attend our academy.  
We will always aim to be fully inclusive with our provision regardless of social background, ability, ethnicity, religion, gender or sexuality.

We will strive at all times to prepare our students for successful futures, seeking to continually improve progress and attainment for all, and to secure the highest levels of achievement appropriate to the individual learner. We strongly believe that education should be an enjoyable experience for all students and be challenging, inspiring and positively memorable whilst fully preparing the adults of tomorrow for the next stage of their education, employment or training.



**The education provider of choice  
for students**



**The education provider of choice  
for parents and carers**



**The employer choice for staff**





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**The education provider of choice for students** - Our ambition as the education provider of choice for current and prospective students is to do our utmost to ensure they achieve the best possible outcomes across all key stages and appropriate to their ability. In order to do this, we need our students to attend the academy regularly, enjoy their learning and aspire to be the best they can possibly be. A fundamental part of that enjoyment and aspiration is related to extra-curricular and enrichment activities that give our students further opportunities to engage in sport, performing arts, trips, visits and workshops that in turn develop teamwork and leadership skills.

**The education provider of choice for parents and carers** - Our aim is to make Plume Academy the first choice for all our local families, not just because there is no other school locally, or because it is too far to travel to the next provider or beyond, but because it is rightfully perceived as a centre of educational excellence for the whole of our community. We want all of our parents and carers to be assured that their child receives a high quality education provided by staff who are all at least good if not outstanding practitioners in their own right and who are fully committed to our academy.

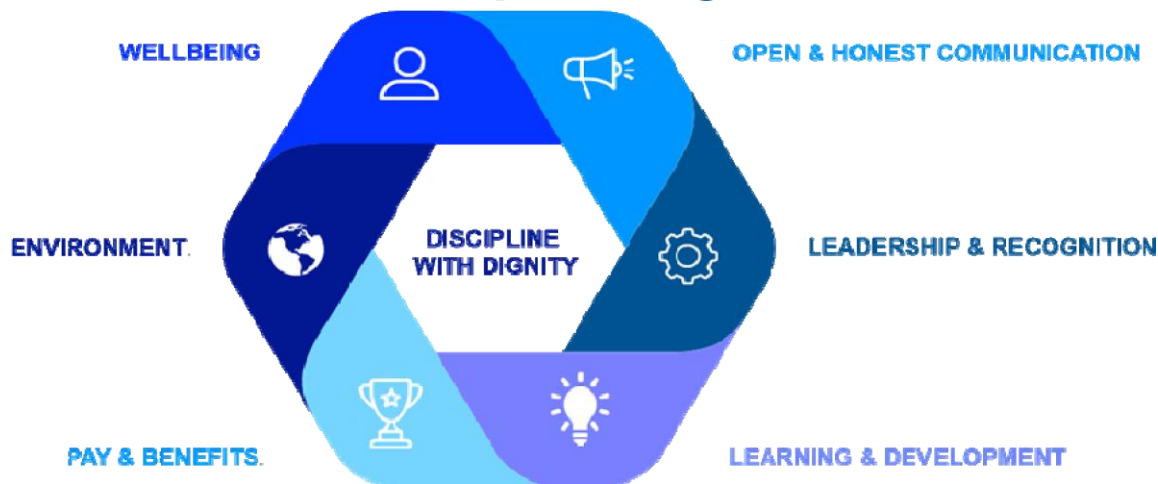
**The employer of choice for staff** - We aim to become as well as remain an organisation that is seen as the first choice of employment for senior leaders, teachers and support staff. We want to develop, retain and recruit only the best staff and to subsequently provide them with excellent conditions of service, rewarding and enticing benefits as well as bespoke, high quality and professional development focused training.







## Plume People Programme



We welcome you to Plume Academy and are proud of our Plume People Programme which is part of our induction process and surrounds our Discipline with Dignity training programme. The Plume People programme is an integral part of our Investors in People Award at Silver level and is explained as follows:

- 1 Environment** - Confident in our environment, including everything that you need to know about Plume Academy and how it works. From information about our academy day, to our security and emergency procedures.
- 2 Wellbeing** - How we look after our staff, our absence management practices and first aid information for staff and students.
- 3 Open and Honest Communication** - We communicate respectfully, sensitively, honestly, and effectively, and there are guidelines written for staff to adhere to accordingly.
- 4 Leadership and Recognition** - Information about our academy leaders and our recognition practices included within our 'Plume Wave' staff newsletter.
- 5 Learning and Development** - We take pride in ensuring that our learning and development programme supports all staff. Information about our Performance Management Reviews (PMR) Continued professional development (CPD), training courses, how to access our academy policies and procedures, and details of our teacher coaching programme.
- 6. Pay and Benefits** - Information about the salary scales for all staff, information about our pension schemes, holiday entitlement, and our Plume Staff Support Association



## Job Description and Personal Specification

**Job title:** Principal – Plume Academy

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**Main purpose of job:**

The core purpose of the Principal is to provide professional leadership of Plume Academy. The role will promote a shared vision and strategic plan, instilling a culture that promotes excellence, equality and high expectations for all Plume stakeholders.

**Department:** Senior Leadership Team

**Location:** Plume Academy

**Position reports to:** The Board of Trustees

**Position is responsible for:** Operational Management of Plume Academy

**Length of contract:** Permanent with Effect from 1 September 2023

**Salary:** Academy Leadership Pay Scale – point L36 – L41 (£104,696 – £118,293) – Negotiable (2022/23 pay awards per annum)

### Key Responsibilities and Accountabilities

#### Summary of the Roles

The Principal, working with the Board of Trustees and the Joint Heads of Academy, is expected to deliver a shared vision and strategic plan to inspire and motivate pupils, staff and all members of the Plume community. The vision will include quality of education, leadership and management, behaviour and attitudes, inclusion and personal development.

The Principal provides vision, leadership and direction for Plume Academy and ensures that it is managed and organised to meet its aims and targets.

The Principal is responsible for:

- driving and evaluating academy performance to identify the priorities for continuous improvement;



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- raising standards;
- ensuring diversity and equality of opportunity for all; developing policies and practices;
- efficient and effective utilisation of resources to achieve the schools' aims and objectives for the overall Leadership of day- to-day management, organisation and administration of Plume Academy.

The Principal, working through others, secures the commitment of our wider community to Plume Academy by developing and maintaining effective partnerships with Plume Stakeholders.

### **Main Duties**

#### **Leadership and Management**

The Principal will:

- Produce and be responsible for implementing Plume Academy's Strategic Development Plan to meet the strategic priorities set out in the annual planning cycle and engage commitment from the Board of Trustees.
- Set strategic targets for Plume Academy to cover all campuses and key stages.
- Provide a clear vision, direction and marketing strategy for the continued development of Plume Academy
- Ensure compliance with Government directives for Schools and the latest Ofsted guidance.
- Provide inspirational, innovative and motivational leadership of Plume Academy to enable all students and staff to achieve their highest potential.
- Adopt a strong, flexible and collaborative leadership style so as to motivate staff to achieve their objectives and those of Plume Academy.
- Create an environment of open-mindedness, fairness and harmony between groups and individuals promoting diversity and inclusion.
- Work openly with the Trustees to create effective and productive working relationships, using the knowledge and expertise of individuals and groups to add value.
- Ensure the recruitment and retention of high calibre leaders and staff at all levels.
- Lead on the issues that are key to the success of Plume Academy
- Embrace and continue to develop the discipline with dignity strategy
- Ensure 'Best Practice' performance management processes linked to the Teachers Standards.
- Nurture team development within the Plume Academy community and sustain productive networking with external stakeholders.





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- Ensure compliance with all Plume Academy policies and standard operational procedures.
- Support the development of high quality teaching and learning throughout Plume Academy to include forming a centre of excellence, at all levels, as part of on-going succession planning and retention
- Advise and work with the Trustees on the formulation of policies and their implementation
- Guide the Senior Leadership Team to reach their full potential.
- Ensure effective Safeguarding permeates the culture, policies, procedures and activities of the Academy

### **Supporting the Joint Heads of Academy**

Based on the vision and values of Plume Academy, the Principal will support the Joint Heads of Academy in order to:

- Provide high quality teaching and learning experiences to assist young people to achieve educational and personal success
- Offer a safe, secure and well maintained environment that will challenge and motivate pupils of Plume Academy
- Secure positive relationships with the wider community, based on trust, fairness, understanding, and mutual respect
- Promote high standards of behaviour, mutual respect, attendance, and individual attainment
- Celebrate success and share pride in achievement
- Embrace the principles of inclusive practice with an offer of fully extended provision
- Develop exceptional leadership at all levels, to include the coaching and mentoring of newly appointed colleagues
- Support the Joint Heads of Academy to maintaining a high quality team of teaching and support staff

In particular, the Principal will be instrumental in ensuring that the goals for student achievement are met and that Plume Academy builds high standards of student achievement and success in its widest sense across all areas of the curriculum and through a wide range of extra-curricular activities.

The Principal will support the Joint Heads of Academy in:

- Raising student achievement
- Ensuring that Plume Academy delivers on all aspects of inclusive practice
- Ensure that policies and processes are in place for effective individual assessment, recording and reporting on pupil progress across the schools



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- Ensure that parents and carers are informed about and involved in their students learning.

### Students

The Principal has a central responsibility for supporting the Joint Heads of Academy in seeking to raise the quality of teaching and learning and students achievement. This implies setting high expectations and monitoring and evaluating the effectiveness of learning outcomes. A successful learning culture will enable pupils to become effective, enthusiastic, independent learners, committed to life-long learning.

The Principal will:

- Contribute to the design of a broad curriculum that meets the aims of Plume Academy and the needs of all young people so that they can achieve their potential.
- Seek to ensure that learning across the curriculum is enhanced by Information Technologies.
- Contribute to the evaluation of the design and delivery of the curriculum, continuously improving all aspects.
- Support the delivery of an innovative approach to teaching, making learning accessible for all young people.
- Contribute to the setting of challenging and aspirational targets to develop all students academically, emotionally and socially
- Help to introduce and implement proven, effective strategies that are designed to raise standards continually
- Ensure that there is an appropriate and effective assessment, recording and reporting system of student development, which reports on student progress regularly throughout the academic year.
- Monitor the curriculum and learning and teaching arrangements to safeguard best value in resource management
- Contribute to the promotion and implementation of strategies which secure good behaviour and student welfare throughout the community of schools
- Ensure that child protection and safeguarding of students are given high priority at all times.

### Finance and Human Resources

The Principal will:

- Contribute to the Trustee Committees associated with Human Resources and Finance



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- Support in the recruitment and selection of staff, ensuring compliance with “best practice” and all legal requirements, in particular with reference to safer recruitment practices
- Actively promote appropriate personal and professional development of all staff by helping to develop a Plume Academy training plan
- Oversee the performance management of all staff, ensuring that underperformance is dealt with effectively and that achievement is celebrated and rewarded
- Oversee development of pay and conditions for all staff
- Provide appropriate advice to the Board of Trustees on the formulation of the annual and projected yearly budgets in order that the schools secure their objectives
- Academy finances are managed within available resources, acting as necessary to mitigate projected deficits.
- Ensure that long term and short-term budgets are set within the correct financial framework
- Ensure that actual spend is monitored against forecast
- Ensure all financial activities comply with financial regulations
- Ensure that ‘Best Value’ principles are applied to all appropriate purchasing and contracting decisions and that performance against contract is reviewed on a regular basis
- Ensure that appropriate evaluation is in place of the use of financial resources, for meeting the intended outcomes
- Ensure that appropriate revenue and resources generation takes place
- Ensure that relevant business opportunities are identified and exploited to the advantage of the Academy
- Ensure that appropriate processes are in place to ensure that relevant priorities are set for expenditure and allocation of funds
- Ensure that effective administration and audit control is established, across the schools, in order to ensure compliance with financial regulations and best value
- Be ultimately responsible for the Plume Academy sites, buildings, equipment and grounds
- Make a significant contribution to the specification of any new and refurbished buildings so that they will best support the objectives set out in the educational vision for Plume Academy
- Ensure the efficient management and organisation of accommodation in order to ensure it meets the needs of the students and staff
- Ensure that, at all times, the accommodation provides a positive and safe environment which promotes well-being and high achievement for all in the community of schools





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- Advise the Board of Trustees on premises requirements as the trust develops over the coming years
- Be accountable for ensuring that Plume Academy complies with Health and Safety requirements and other legal obligations

### Partnerships

The Principal will:

- Work closely with the Board of Trustees to ensure the successful development of Plume Academy and attend trustee meetings, and local governing boards as necessary, and provide Trustees with regular reports on developments and activities within the Academy Trust.
- Develop and encourage positive relationships between Plume Academy and its stakeholders
- Sustain strong links with the local community: education, business and non-profit sectors
- Support the creation and implementation of ways of actively involving parents and carers in the learning process
- Ensure that parents, carers and young people are kept well informed about all appropriate Plume Academy matters
- Maintain links with local businesses, voluntary organisations and charities for mutual benefit and to extend student learning and development.

### Line Management

- Line manage the Joint Heads of Academy, Director of HR, Director of Finance and Estates, Whole Academy Marketing, Media and Communications Lead, Whole Academy Mental Health Lead and Executive Assistant.

### General

- To participate in the performance and development review process, taking personal responsibility for the identification of learning, development and training opportunities in discussion with the Chair of Trustees.
- To comply with individual responsibilities, in accordance with the role, for health and safety in the workplace
- Ensure that all duties and services provided are in accordance with the Academy's Equal Opportunities Policy.

**The Trustees are committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share in this commitment**

**Date of next review:** Annually in line with the PMR process. **Date:** February 2023



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### Person Specification

**Job Title: Principal**

**Department: Senior Leadership Team**

Factor	Essential?	Desirable?
<b>Qualifications</b>	<ul style="list-style-type: none"><li>• Educated to Degree Level</li><li>• QTS</li><li>• NPQH</li></ul>	Evidence of further study and continuing professional development
<b>Relevant experience</b>	<ul style="list-style-type: none"><li>• Extensive experience of headship and senior leadership roles in a school or college setting</li><li>• Track record of school improvement and impact on outcomes</li><li>• Successful management of the school self-evaluation leading to rapid improvement of identified priorities</li><li>• Track record in striving for excellence and positively improving teaching and classroom practice that brings about tangible whole school improvement</li><li>• Proven track record of managing and implementing change in relation to teaching practices, standards and student behavioural issues in a similar demographic</li><li>• Successful experience of delivering a broad range of educational services, impacting on both the academic achievement and the quality of life of students</li><li>• Significant strategic experience of working with other schools and agencies to raise outcomes.</li><li>• Proven record of financial management and stewardship in a tight fiscal environment</li></ul>	Track record of developing entrepreneurship within the curriculum and through enrichment activity
<b>Aptitude, skills and abilities</b>	<ul style="list-style-type: none"><li>• Ability to enthuse and engage a desire for learning in students of all ages</li><li>• Strong entrepreneurial skills and commitment to entrepreneurial approaches to education</li><li>• Ability to understand, analyse and make effective use of a wide range of data</li><li>• Well-developed interpersonal and communication skills with strong negotiating and influencing skills</li><li>• Ability to think commercially and engage with a variety of stakeholders</li><li>• Strong collaborative, empowerment and delegation skills</li></ul>	
<b>Disposition</b>	<ul style="list-style-type: none"><li>• Open communicator with a welcoming disposition</li></ul>	

**Date of next review:** Annually in line with the PMR process.

**Date:** February 2023



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## How to Apply

Applications with supporting statements should be made by downloading the application form from the academy website [www.plume.essex.sch.uk/worthwithus](http://www.plume.essex.sch.uk/worthwithus) and emailed to [HR@plume.essex.sch.uk](mailto:HR@plume.essex.sch.uk).

Your formal letter of application (supporting statement) should be no longer than two sides of A4, and should address the selection criteria detailed in the person specification earlier in this document.

Please contact Louise Davis, Executive Assistant via [l.davis@plume.essex.sch.uk](mailto:l.davis@plume.essex.sch.uk) to arranged a prospective visit to the academy.



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