

# **EMSCOTE INFANT SCHOOL & ALL SAINTS' CofE JUNIOR SCHOOL FEDERATION**



**SCHOOL PROSPECTUS  
EXECUTIVE HEAD TEACHER ROLE**



## Debi Cossins – Executive Head

### Introduction

It has been a very great privilege to serve as Executive Headteacher for the Federation of Emscote Infants School and All Saints' C of E Junior School. I have been Headteacher in the Infant School for 18 years and Executive Headteacher for the Federation for 10 years.

The schools are very dear to my heart, and I will leave with a great many memories of children, parents, staff and governors – past and present.

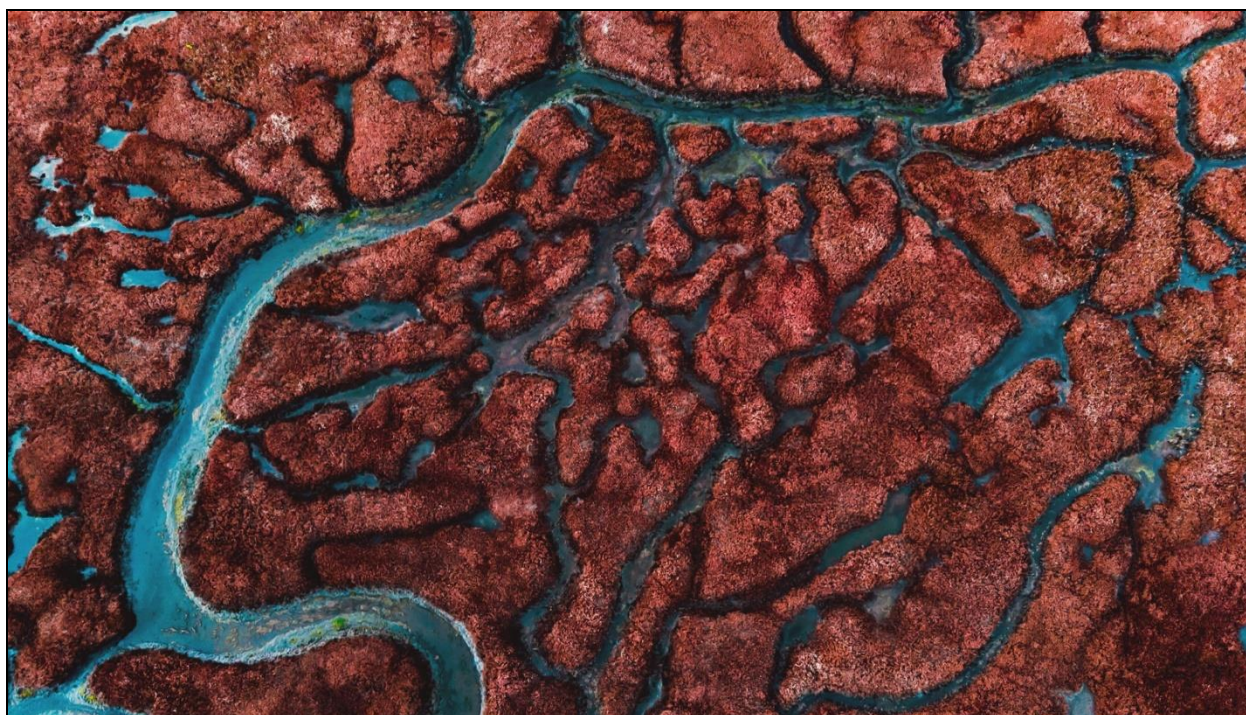
Emscote Infants and All Saints' Juniors are wonderful schools led by a brilliant team who share an unrelenting commitment to all the children who wear our uniform and embody our values and aspirations.

There are many people who are associated with the schools who will steer the school community through the next phase of the journey, and I have the utmost confidence that the schools will continue to thrive.

I wish the new Executive Head the very best at Emscote Infants & All Saints' CofE Juniors; they are very special schools.

*Debi Cossins –  
Executive Head Emscote & All Saints'  
Federation*





## Intro

We set up the Federation in 2012, and our schools work closely together to provide a fantastic primary school education for our children, preparing them for the next phase of their schooling. Having separate infant and junior schools gives a unique and rich learning experience for our pupils.

The younger children benefit from the nurturing atmosphere that only an infant school can provide, and the older children can build confidence and prepare for secondary school with teaching and facilities designed for their age. We are always open to visitors, so please call for an appointment and see our schools for yourself.



**"The fundamental pillars of school leadership are relationships; nothing substitutes for building and nurturing them."**

**- Joanne Rooney**



## Jody Tracey – Chair of Governors

### Chair of Governors - Letter

Welcome to Emscote & All Saints' Federation and thank you for taking an interest in our Executive Head role.

The Governors and Staff are rightly proud of our Federation and the legacy that Debi Cossins leaves us with. It is a great foundation to enable us to achieve even more for our pupils.

Whilst one Foundation, each school has its own unique identity, within our local community, Emscote infants is warmly recognised as being a 'Village school, located in a town,' that creates a real sense of belonging for our children and is lead by Jon Queralt - Associate Head.

All Saints' Juniors has a strong reputation for developing aspirational lifelong learning within a nurturing environment where everyone is valued & respected and is lead by Sandra Sutherland - Associate Head.

Our Federation means the schools work together in tandem, developing good relationships with parents enabling the smooth transition of pupils between the two schools.

The Governors are recruiting a new Executive Head who will not only build on what has already been achieved, but also develop and implement a clear vision and strategic plan for the Federation, introducing fresh ideas to enhance learning for our children, development for our staff and further improve school life for both pupils and staff We offer our full support.

*Jody Tracey –  
Chair of Governors Emscote & All Saints*



# Emscote & All Saints' Federation

## Schools Introduction - Emscote

We have six classes, each with up to 30 children, and we are always busy learning. The children thrive within the vibrant and challenging curriculum that we provide. We have been rated as outstanding in all areas by Ofsted; and the inspection reported that "Emscote provide excellent teaching, know and support all their children, and make excellent progress with them from their starting points."

Emscote Infant School has an established and dedicated staff team that is valued by both the children and parents. We believe we are not only developing academic achievement, but also confident citizens of the future.



## Schools Introduction – All Saints'

As the children transition to All Saints' Juniors we continue with the important foundations Emscote have embedded and are committed to creating an environment to inspire our pupils to develop an 'aspirational lifelong learning'.

In May 2018, Ofsted rated All Saints' as a good school overall, with an outstanding rating for Personal Development, Behaviour and Welfare as well as achieving a grading as an outstanding church school from the SIAMS inspection in February 2016,

Across the Federation, we see operate as 'one team' and every staff member is valued for the contributions they make. You will be, an integral part of the community and we very much look forward to working in partnership with you.

*School Councils with Cllr Neale Murphy  
(Mayor of Warwick)*



## Emscote & All Saints' OFSTED

### Emscote OFSTED Summary

**Date of last inspection**

16- 17<sup>th</sup> April 2013

**Overall Effectiveness**

Outstanding

**Achievement of Pupils**

Outstanding

**Quality of Teaching**

Outstanding

**Behavior & Safety of Pupils**

Outstanding

**Leadership & Management**

Outstanding

**Link to full report**

[2213483 \(ofsted.gov.uk\)](https://www.ofsted.gov.uk/inspection-reports/details/2213483)

### All Saints' OFSTED Summary

**Date of last inspection**

21<sup>st</sup> – 22<sup>nd</sup> May 2018

**Effectiveness of leadership**

Good

**Quality of teaching, learning and assessment**

Good

**Personal development, behavior and welfare**

Outstanding

**Outcomes for pupils**

Good

**Link to full report**

[OFSTED - All Saints](https://www.ofsted.gov.uk/inspection-reports/details/2213483)

*Emscote & All Saints' Staff Team*



# Finance Reports

## FINANCIAL REPORT EMSCOTE - AUTUMN TERM 2022

Details: Autumn Term Visit	2022/23	2023/24	2024/25	2025/26
Revised formula budget forecast + other income from LA	788,396	813,981	849,538	835,638
Other Income	224,923	212,355	197,197	170,888
TOTAL INCOME	1,013,319	1,026,336	1,046,735	1,006,526
TOTAL EXPENDITURE	1,030,888	1,038,961	1,002,899	979,427
<b>CURRENT ANNUAL BALANCE</b>	<b>-17,569</b>	<b>-12,625</b>	<b>43,836</b>	<b>27,099</b>
FORECAST CARRY FORWARD	17,865	296	-12,329	31,507
<b>OVERALL BALANCE</b>	<b>296</b>	<b>-12,329</b>	<b>31,507</b>	<b>58,606</b>

	2022/23	2023/24	2024/25	2025/26
<b>OVERALL BALANCE SUMMER TERM</b>	<b>3,921</b>	<b>-11,916</b>	<b>10,467</b>	<b>353</b>
<b>OVERALL BALANCE AUTUMN TERM</b>	<b>296</b>	<b>-12,329</b>	<b>31,507</b>	<b>58,606</b>
<b>VARIATION SINCE SUMMER TERM</b>	<b>-3,625</b>	<b>-414</b>	<b>21,040</b>	<b>58,253</b>

## FINANCIAL REPORT ALL SAINTS' - AUTUMN TERM 2022

Details: Autumn Term Visit	2022/23	2023/24	2024/25	2025/26
Revised formula budget forecast + other income from LA	920,222	957,613	950,187	960,612
Other Income	247,717	227,838	204,170	198,867
TOTAL INCOME	1,167,939	1,185,451	1,154,357	1,159,479
TOTAL EXPENDITURE	1,173,577	1,209,672	1,265,458	1,298,206
<b>CURRENT ANNUAL BALANCE</b>	<b>-5,638</b>	<b>-24,221</b>	<b>-111,101</b>	<b>-138,727</b>
FORECAST CARRY FORWARD	132,758	127,120	102,899	-8,202
<b>OVERALL BALANCE</b>	<b>127,120</b>	<b>102,899</b>	<b>-8,202</b>	<b>-146,929</b>

	2021/22	2022/23	2023/24	2024/25
<b>OVERALL BALANCE SUMMER TERM</b>	<b>100,789</b>	<b>60,858</b>	<b>-47,475</b>	<b>-161,138</b>
<b>OVERALL BALANCE AUTUMN TERM</b>	<b>127,120</b>	<b>102,899</b>	<b>-8,202</b>	<b>-146,929</b>
<b>VARIATION SINCE SUMMER TERM</b>	<b>26,331</b>	<b>42,040</b>	<b>39,273</b>	<b>14,209</b>

Full Reports Contained as Appendix I & II

## Executive Head – Person Specification

Executive Head – Person Specification			
Element	Essential	Desirable	Evidence
Qualifications and training	Commitment to own learning and continuing professional development Qualified Teacher status Safeguarding and Prevent training	Specific leadership training e.g. NPQH, NPQEL, LLE, NLE Business and financial management training	Application Form
Experience	Successful Headship in at least one Primary School Senior Leadership in more than one school Experience of developing and implementing strategic plans in a school. Experience of teaching across the Primary age range and proven excellence as a classroom teacher Experience of effective financial management in at least one school.	Experience of senior leadership within a School/ Multi-Academy Trust. Experience of school to school support within a Consortium/ Multi- Academy Trust, as an advisor or consultant..	Application Form Tasks Interview
Strategic Leadership	Able to demonstrate successful development and implementation of strategic plans Able to demonstrate the ability to inspire and motivate colleagues. Proven ability in school improvement planning and evaluation. Able to demonstrate a sound understanding of key school leadership systems, processes and strategies. Able to successfully initiate and manage change and improvement Knowledge of and commitment to Safeguarding and Child Protection procedures		Application Form Tasks Interview

Professional Knowledge and Understanding	<p>The candidate will have a knowledge and understanding of:</p> <ul style="list-style-type: none"> <li>• statutory frameworks for education and the</li> </ul> <p>The candidate will have a knowledge and understanding of:</p> <ul style="list-style-type: none"> <li>• the framework, systems and processes associated with school governance within a requirements placed on schools;</li> <li>• how to deliver school improvement within the Ofsted &amp; SIAMS Frameworks</li> <li>• how to build, communicate and implement a shared vision;</li> <li>• current best practice in teaching and learning;</li> <li>• how to build and sustain a successful learning community;</li> <li>• strategies for monitoring, evaluating and improving aspects of school, including challenging poor performance where it exists;</li> <li>• how to build and sustain effective partnerships with internal and external stakeholders.</li> <li>• the local/national context and any associated trends in education.</li> </ul>	The candidate will have a knowledge and understanding of: the framework, systems and processes associated with school governance within a School/ MAT.	Application Form Tasks Interview
Professional Values	<p>The candidate will:</p> <ul style="list-style-type: none"> <li>• maintain high expectations of themselves and others alike and be able to communicate these in a positive and constructive manner;</li> <li>• have an unswerving commitment to improving outcomes for all children;</li> <li>• hold a deep-set belief that learning should be engaging, experiential and relevant;</li> <li>• aspire to and strive for excellence in everything that they do;</li> <li>• be committed to the personal welfare and safeguarding of all stakeholders.</li> </ul>		Application Form Tasks Interview
Additional Skills	<p>The candidate will be able to:</p> <ul style="list-style-type: none"> <li>• Build a strong, positive relationship with the Headteachers, Governors, Church, and the Community</li> <li>• establish and develop constructive professional relationships with other stakeholders as appropriate;</li> <li>• Provide coaching and mentoring to Headteachers;</li> <li>• manage relationships and resolve conflict when necessary;</li> <li>• communicate effectively (both orally and in writing) to a variety of audiences using a range of media;</li> </ul>		Application Form Tasks Interview

	<ul style="list-style-type: none"> <li>• demonstrate creativity, resourcefulness and resilience when faced with obstacles or problems alongside effective decision-making skills.</li> </ul>	
Personal Characteristics	<p>Commitment to support the unique values and ethos of each of our schools;          Display a clear understanding of what constitutes a successful school          passion for the provision of success of our schools          teaching and learning;          Show warmth, care and sensitivity in dealing with staff and children;          Be able to foster a culture of respect and openness;          Be open minded, self-evaluative and adaptable to changing circumstances and new ideas;          To be brave in approach to empower others;          Be able to reflect positively upon experience;          Have the ability to work flexibly;          Be able to prioritise;          Demonstrate good interpersonal/communication skills;          Maintain a positive mind set and a good sense of humour, especially when working under pressure.</p>	<p>Demonstrate a commitment to environmentally-friendly and sustainable working practices;</p>
		<p>Application Form          References          Tasks          Interview</p>

# Executive Head – Job Description

## Emscote & All Saints' – Executive Head

### Draft Job Description for Executive Headteacher Emscote and All Saints' Federation

**Responsible to:** The Emscote & All Saints' Federation Governing Body

**Direct reports:** Two Associate Heads of School

#### **Job Purpose:**

To provide professional leadership and management for Emscote & All Saints' Federation, developing a secure foundation from which to achieve high standards in all areas of the Federation's work. The Executive Headteacher will be required to carry out all of the statutory duties and professional responsibilities in contractual framework, part seven of the School Teachers' Pay and Conditions Document.

#### **Purpose of the role:**

The Executive Headteacher "EHT" will be accountable for and have operational oversight for the strategic leadership and management of the Federation. The EHT will be responsible for defining and delivering the vision and objectives of the Federation and the strategic plan as agreed with the Federation Governing Body.

They will ensure that each school has a robust school improvement plan and work with the Heads of School and the Governing body to ensure appropriate school improvement support is in place and evaluated. They will create and support a collaborative, aspirational and innovative culture of learning across the Federation, creating a climate for learning and a system of monitoring and intervention that enables all students to thrive.

The Executive Headteacher will set high educational standards in the Federation, they will oversee the curriculum and the broader pupil experience and the sharing of expertise, resources and experiences across the Federation. In conjunction with the Heads of School, they will set and monitor targets for student achievement. They will ensure the welfare and safety of all students from all groups, including their safeguarding, ensuring each school has effective safeguarding, child protection and behaviour management strategies in place.

#### **In leading the Federation, the Executive Headteacher will:**

Lead and work with the Heads of School to oversee and monitor attendance, safeguarding and behaviour.

Provide operational leadership in the schools when circumstances require additional resource. Embed collaboration, learning and joint working across the Federation and ensure that this translates into measurable benefits for pupil outcomes, professional development and efficiency savings.

Ensure leadership at all levels has a direct impact on strategic school improvement, student outcomes and effective business operation.

Ensure that the Federation ethos and values are deeply embedded and visible amongst students, staff, parents and stakeholders.

Attend and report to the Federation Governing Body meetings

### **Vision and core purpose**

Develop, articulate and maintain the Federation values and moral purpose.

Agree, communicate and deliver aspirational short and medium term aims within the context of the longer-term vision.

Ensure that the Federation improvement plan demonstrates appropriate ambitions and challenge.

Model positive relationships and attitudes towards our students, and to engage parents, governors and members of our community in the constant improvement of the Federation.

### **Educational Leadership and Management**

Ensure that each school improvement plan demonstrates appropriate ambition and challenge

Establish a Federation wide progress data system and ensure that it is fully integrated and supported through moderation, training and performance management and is analysed to ensure that this feeds into improvement planning

Continue the development of a broad and strong curriculum which considers a shared vision across the Federation, the moving educational landscape and the Ofsted Inspection Framework

Horizon scan and advise the Federation regarding the changing landscape surrounding school structures, academisation and future opportunities

Develop and maintain Federation wide policies

Develop and maintain a Federation approach to monitoring Pupil Premium and SEND and evidencing progress and outcomes

Develop and maintain a Federation approach to monitoring and evidencing impact of additional funding streams such as Catch-Up Funding, Sports and PE Premium etc

Develop a shared expectation of outstanding teaching and learning and ensuring collaborative learning and CPD across the Federation ensuring that all learn from the very best each has to offer and that the schools work in partnership.

Actively seek and share outstanding practice within and beyond the Federation.

In collaboration with the Governing Body and the Head of School for each school in the Federation, ensure that appropriate recruitment strategies are in place for all members of staff.

Ensure a culture of working together to achieve high standards throughout the Federation.

Manage the performance of the Heads of School. Ensuring that there is a Federation wide rigorous and effective performance management system and that pay progression decisions are made in line with the agreed pay policy.

Support individual Heads of School in leading any staffing changes in the School.

Undertake effective planning with each Head of School to ensure that the staffing needs for the Federation are proactively identified and that plans are in place to ensure appropriate succession.

Where appropriate, pool resources and skills across the Federation using shared posts and recruitment drives to benefit all.

Take an active role in middle and senior leadership development across the Federation and ensure effective succession and talent management strategies are in place.

### **Financial and Business Management**

Set sustainable budgets working closely with the Heads of School and Business Managers ensuring they are managed within the agreed policies.

Ensure that each school delivers an efficient staffing structure; monitoring of actual spending against budget for each school.

Develop a shared resources strategy across the Federation and actively pursue opportunities to share back-office services and thus streamline costs including areas such as Business Management, HR, Finance and Technology.

Manage and utilise the sites and facilities to their full value to the Federation, and where appropriate ensure shared use of facilities across the Federation.

Provide visible leadership at Federation level and actively engage with relevant business, communities, All Saints' Church and public bodies to benefit the pupils, staff and Federation.

Ensure each Head of School is developing a thriving sense of school community to include present and past pupils and parents.

Ensure the Federation is an active part of the Warwickshire family of schools and the Diocese of Coventry Board of Education.

