



Pinkwell Primary School  
School Principal  
Application Pack







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# Welcome Letter from the Chief Executive of The Elliot Foundation

With almost 800 pupils speaking more than 40 languages, Pinkwell School is one of the largest and most diverse primary schools in the country. It is situated barely a stone's throw from the M4 and the proposed third runway at Heathrow and serves a dynamic and rapidly changing community; just over one third of the children receive Pupil Premium funding. The school joined the Elliot Foundation in 2014. The school received an OFSTED judgement of 'Requires Improvement' in February 2017 and are waiting for a return visit in the spring of 2019.

**This is not an easy job. But it could be an immensely rewarding one if you have the appetite for the challenge. You are an amazing person, why not work somewhere you can make a real difference?**

The simple fact that you are still reading this letter makes you one of the good guys. On behalf of all the 10,000 children currently in Elliot Foundation schools and those children yet to be born, thank you. Without people like you there would be no future for our society or our world. As a primary Principal, you will have a greater and longer lasting impact on the lives of the children in this academy than almost all of the people they meet in their lives, including even some family members. Primary teaching builds the foundation for successful lives. Communities are shaped at the gates of primary schools. And you can play a pivotal role in growing not just children's skill sets but their lifelong attitudes to learning and even their moral compass. Put simply you can make or break them. The responsibility can be rather daunting.

**So thank you for even thinking about it.**



## What makes the Elliot Foundation tick?

Most pedagogues agree on what it takes to build a learner. You need a safe space, some rules and to raise expectations of success. The idea behind the Elliot Foundation is to treat teachers and schools the same way we want them to treat children. We aim to create a thriving and diverse family of academies all committed to improving outcomes for all children. From our modest beginnings in 2012, we will soon have 31 academies in four thriving clusters in the West Midlands, London, Northampton and East Anglia. In general

- Children arrive at Elliot Foundation schools between two terms and a year behind where they should be at the age of four
- By the time they leave our schools they have caught up with the national average
- Elliot Foundation schools are at least three times more deprived and challenged than average and yet our schools are three times more likely to be judged outstanding by OFSTED than the national average.

## Why join us?

From the moment you join the Elliot Foundation you become part of a family. We know that there are no magic wands in education. There is only the perpetual commitment to being better. So Elliot Foundation Principals are not alone. You will immediately become part of regional and national networks of school leaders and pedagogues sharing varied and innovative approaches to accelerating achievement. Although your name will be on the OFSTED report, we will stand shoulder to shoulder with you when they come; sharing the burden. For without school leaders like you we would achieve nothing.

Every year we ask all Elliot Foundation Principals whether they would join the Foundation again and I am delighted to tell you that 100% of them would.

The Elliot Foundation is committed to helping children and teachers and schools succeed whatever their background. Come and help us write a better story.

Hugh Greenway  
Chief Executive



# Advertisement



Pinkwell Primary School  
Hillingdon  
Principal

**Start date:** January 2019

**Salary:** £80,815 to £104,000

Pinkwell Primary School is a large, co educational primary school of almost 800 children and 160 staff, serving a socially and ethnically diverse population, with children coming from over 30 countries and speaking more than 40 languages. The school has a specialist resource unit for 12 pupils who require speech and language intervention.

The school was judged by OFSTED to still require improvement in 2017 having become an Elliot Foundation Academy in April 2014. The Elliot Foundation is a specialist primary only sponsor, which currently has 27 academies situated in the West Midlands, East Anglia, Northampton and London.

## The school is looking to appoint a permanent Principal to:

- Provide strong and decisive leadership which enables all staff to engage in the school improvement journey
- Plan strategically to deliver a vision which leads to the highest standards and outcomes for all pupils
- Develop the capacity of all leaders and hold them to account for securing positive change
- Motivate staff to work to their full potential
- Embrace the benefits of a large school and the needs of a diverse community

Currently a Headteacher or an outstanding Deputy with substantial experience of school leadership gained in a large primary school, you are an inspirational leader with a strong commitment to raising attainment and taking our school on its journey to Good and beyond.

You combine a vision and energy for children's education with the focus and drive needed for whole school management. You have the ambition and dynamism to continually raise the bar and set demanding new challenges as well as the inspirational communication and leadership skills to elicit the commitment of staff, students and the community as a whole.

In return for your energy, integrity and enthusiasm, we offer you the opportunity to lead a school that has some excellent teachers and a highly supportive academy sponsor with an excellent track record in school improvement.

This is an opportunity to have a real impact on a school that is well placed to move beyond immediate challenges and make a real contribution to the life chances of fantastic children who are all keen to learn and for whom educational opportunity is crucial.

# About Pinkwell Primary School



Pinkwell Primary School is situated in the South West corner of the London Borough of Hillingdon. It is located just north of the M4 motorway about one mile from Heathrow airport. Over half of Hillingdon's 42 square miles is a mosaic of countryside including canals, rivers, parks and woodland. It is ideally located close the M4 and M25, so there are good access links to the neighbouring boroughs of Buckinghamshire, Berkshire, Slough, Hounslow, Ealing, and Harrow.

The capacity of this primary academy is over one thousand one hundred pupils. They are organised into three-form, four-form and five-form entry year groups and also in two morning and afternoon Nursery classes.

Reflecting the diversity of the communities it serves, the percentage of ethnic minority groups within the school is 88%. The three main pupil groups are Indian (24%), African (16%) and White British (11%) with 68% of pupils having English as an additional language. The proportion of disabled and those who have special educational needs is slightly lower than the national averages.

The proportion of disadvantaged pupils supported through the pupil premium is 34%.

The school became a sponsor led academy in April 2014, joining the Elliot Foundation Academies Trust. The substantive Head left the school in August 2015. In September 2015, the Deputy Headteacher became the Interim Head of School, supported by an Executive Principal from another Elliot Foundation School. During this time, the school has been through a process of embedding best practice and developing new ways of working. The leadership team has changed significantly in this period and the school is now looking to build on its strengths.

In 2016 the school achieved 46% combined in Reading, Writing and Mathematics at the end of Key Stage 2. In 2017 the school achieved 43% and in 2018 a combined score of 44%.

In the Early Years Foundation Stage, 56% of children achieved a good level of development.

Working closely with Pinkwell primary School, the Trust recognises that the school has worked very hard to put in place many new strategies to help:

- Re-engage passive learners
- All adults understand the raised expectations
- Engage parents as active participants in their children's education
- Accelerate the development of the new and inexperienced leadership team

The school was awarded the Inclusion Quality Mark in 2018 in recognition of their inclusive practice and ongoing commitment to developing educational inclusion.

The school is continuing to raise the quality of teaching and learning and is looking forward to continuing to provide the very best education for the Pinkwell community.

## Useful links

School website:  
<http://www.pinkwellschool.co.uk>

DfE Performance Tables:  
<https://www.compare-school-performance.service.gov.uk/school/140671>

For the 2012 Ofsted report, please look under the Key Information tab on the school website

# About the Elliot Foundation Academies Trust



We are a successful multi academy trust specialising in the Primary sector. We are building a thriving community of converter and sponsored primary academies that succeeds on behalf of its children and communities. We will maintain a family of autonomous schools that is uncompromising in its search for excellence as we strive to be the best academy chain in the UK.

## Why specialising in primary schools?

We believe there is an urgent need to inject choice into the present converter and sponsor academy arrangements for primary schools. We believe we offer academies a partnership that understands and focuses exclusively on the unique role of primary education in improving the life chances of all children.

## Why minimal intervention?

We demand high performance from our primary academy schools but we recognise that each school's individual journey to success will differ based on its context. Consequently, we encourage diversity of approach and allow local governing bodies the freedom to manage in the best interests of their community unless schools are failing their children.

## What services are offered to schools within the Elliot Foundation?

Together with our strategic partners we offer a comprehensive suite of services including: school improvement, professional and leadership development, finance, HR and payroll, legal, insurance, IT and MIS support, facilities and best practice primary academy estates management.

## In short

We do not mandate curriculum, uniform, length of the school day or management structures. Our model starts with the school and its unique context. We expect all our schools to actively support each other and to share emergent and best practice for everyone's benefit.

We want each of our schools to assert and celebrate its distinctive identity within this community of academies.

We are a registered charity, reinvesting any surpluses in our network of academies to create further benefits for all of our children.

Useful Link:

<http://www.elliottfoundation.co.uk/>



# What the Pinkwell Primary School community is looking for in its new Principal...

## The Senior Leadership Team want their new Principal to:

- Provide strong and decisive leadership enabling all staff to engage in the school improvement journey
- Plan strategically to see through a vision which leads to the highest standards and outcomes for pupils
- Develop the capacity of all leaders and hold them to account for securing positive change
- Motivate staff to work to their full potential
- Embrace the benefits of a large school and the needs of a diverse community, through tailoring the experiences offered in CPD for staff and the curriculum for children.

## The Staff are looking for:

- An inspirational leader who is approachable, listens and encourages.
- A coach with high expectations of all staff
- Someone who has a proven formula on how to improve a school but leaves 25% of the formula blank in order to include all staff in it
- Someone who sees this as their new home and wants to commit to making this a great school again
- A Principal with clear vision

## The Parents are looking for:

- A Principal who is confident and a strong Leader
- A Principal who is organised and communicates well
- A Principal who takes charge of the school and raises standards



## Here's what the Pupils have to say:

### What are you looking for in a new Principal?

- I would like them to be firm, but fair with all children
- I would like them to work together with the teachers and the children
- I would like them to be positive about the children's achievements

### What might areas for improvement be?

- I would like there to be more space to have our lunch
- I would like there to be more teachers, or people to help us out
- The conservation area could be even better, we don't really use it

### What is special about Pinkwell that you want to maintain?

- The size of the school
- Dojo Points
- The rules
- The teachers and the students

### What are the required characteristics of the new Pinkwell Principal?

- Passionate about teaching and about our learning
- Fun but firm
- Kind
- Positive
- Aware of everything that is happening
- Good communicator
- Confident
- Understanding of our needs
- Good negotiator
- Attract and keep the best classroom teachers
- Work with our parents to help us have the very best behaviour





## In return, here's what the Pinkwell Primary School community offers its new Principal

- The full support of a committed and motivated Senior Leadership Team
- Friendly staff that work hard and are committed to achieving the best for the Pinkwell community
- Parents who are increasingly engaging and trusting in their partnership with the school
- 800 delightful pupils who want you to positively affect their life chances
- A very large site with space and opportunities for developing outdoor learning



# Job Description and Person Specification

## Key responsibilities

### Qualities and knowledge

Hold and articulate clear values and moral purpose, focused on providing a world class education for the pupils they serve.

Demonstrate optimistic personal behaviour, positive relationships and attitudes towards their pupils and staff, and towards parents, governors and members of the local community.

Lead by example with integrity, creativity, resilience, and clarity drawing on their own scholarship, expertise and skills, and that of those around them.

Sustain wide, current knowledge and understanding of education and school systems locally, nationally and globally, and pursue continuous professional development.

Work with political and financial astuteness, within a clear set of principles centred on the school's vision, ably translating local and national policy into the school's context.

Communicate compellingly the school's vision and drive the strategic leadership, empowering all pupils and staff to excel.

### Pupils and staff

Demand ambitious standards for all pupils, overcoming disadvantage and advancing equality, instilling a strong sense of accountability in staff for the impact of their work on pupils' outcomes.

Secure excellent teaching through an analytical understanding of how pupils learn and of the core features of successful classroom practice and curriculum design, leading to rich curriculum opportunities and pupils' well being.

Establish an educational culture of 'open classrooms' as a basis for sharing best practice within and between schools, drawing on and conducting relevant research and robust data analysis.

Create an ethos within which all staff are motivated and supported to develop their own skills and subject knowledge, and to support each other.

Identify emerging talents, coaching current and aspiring leaders in a climate where excellence is the standard, leading to clear succession planning.

Hold all staff to account for their professional conduct and practice.

### Systems and process

Ensure that the school's systems, organisation and processes are well considered, efficient and fit for purpose, upholding the principles of transparency, integrity and probity.

Provide a safe, calm and well ordered environment for all pupils and staff, focused on safeguarding pupils and developing their exemplary behaviour in school and in the wider society.

Establish rigorous, fair and transparent systems and measures for managing the performance of all staff, addressing any under performance, supporting staff to improve and valuing excellent practice.

Welcome strong governance and actively support the local governing body to understand its role and deliver its functions effectively – in particular its functions to set school strategy and hold the Principal to account for pupil, staff and financial performance.

Exercise strategic, curriculum led financial planning to ensure the equitable deployment of budgets and resources, in the best interests of pupils' achievements and the school's sustainability.

Distribute leadership throughout the organisation, forging teams of colleagues who have distinct roles and responsibilities and hold each other to account for their decision making.

### The self improving school system

Create outward facing schools which work with other schools and organisations in a climate of mutual challenge to champion best practice and secure excellent achievements for all pupils.

Develop effective relationships with fellow professionals and colleagues in other public services to improve academic and social outcomes for all pupils.

Challenge educational orthodoxies in the best interests of achieving excellence, harnessing the findings of well evidenced research to frame self-regulating and self-improving schools.

Shape the current and future quality of the teaching profession through high quality training and sustained professional development for all staff.

Model entrepreneurial and innovative approaches to school improvement, leadership and governance, confident of the vital contribution of internal and external accountability.

Inspire and influence others within and beyond schools to believe in the fundamental importance of education in young people's lives and to promote the value of education.



# Job Description and Person Specification

## Key responsibilities

### School leader

- Mentoring teachers and leaders to be better leaders of learning
- Developing teachers' understanding of assessment
- Providing CPD for teachers
- Modelling best teaching practice for teachers
- Ensuring that the curriculum is stimulating and relevant
- Developing the role of leaders in supporting the development of teaching & learning

### Qualifications

- Qualified Teacher Status
- Relevant degree
- NPQH or equivalent CPD
- Further relevant professional studies
- Management experience in more than one school including primary (as a Headteacher, Deputy Head or Vice Principal)

### Experience, skills & knowledge

- Experience of effective senior leadership of schools in challenging circumstances and a thorough understanding of keeping children safe
- A proven track record of providing vision and leading change and effective improvement strategies to raise standards for all abilities
- Use of innovative approaches to the development of teaching and learning, including assessment for learning
- Successful management of school self-evaluation, improvement planning and target setting.
- Experience of Ofsted processes
- Leadership in staff professional development
- Leadership in pastoral/student personal development, within a robust whole academy safeguarding culture.
- Successful partnership working with other schools, relevant service agencies and stakeholders.
- Successful experience of human and financial resource management
- Thorough knowledge and understanding of national priorities, current curriculum developments and an ability to design and implement an innovative curriculum based on students' needs.
- Demonstrable knowledge and understanding of equality issues and legislation
- A commitment to The Elliot Foundation's vision and values

### Knowledge, skills and abilities

- Proactive approach
- Resilience; the ability to work under pressure and meet deadlines.
- Ability to think and plan strategically and to monitor, evaluate and review all aspects of the academy
- Demonstrable ability to manage the process of change
- In depth knowledge of best practice in teaching and learning, including the use of the latest technologies, to support student achievement.
- Demonstrable ability to lead, motivate, develop and inspire staff and to encourage family involvement.
- Knowledge and understanding of the principles and practices of performance management for all staff.
- Ability to analyse and interpret data and set challenging but realistic performance targets
- Ability to develop an ethos and structure for managing behavior.
- Ability to work effectively as part of the academy team and with governors, trustees, students, parents/carers, stakeholders and partners beyond the education sector.
- Excellent communication (including written, oral and presentation skills) and interpersonal skills
- Willing to learn from others and to both seek and take advice
- Experience of effective implementation and use of Information Technology to innovate teaching and learning

### Equality

- Ability to integrate equality policies into service delivery and employment practices
- Demonstrable commitment to equality of opportunity, inclusive education and keeping children safe.
- Ability to develop an appropriate environment which ensures the safety of all users of the academy
- Experience of organising collaborative partnerships with other service providers to meet the needs of the whole child

## How to apply

If you wish to discover more about this exciting opportunity, need any further information or you wish to have an informal discussion please contact Simon Adams, the London Regional Director.

via phone on 07833730571

via email: [simon.adams@elliottfoundation.co.uk](mailto:simon.adams@elliottfoundation.co.uk)

The Local Governing Body actively encourages all candidates to visit the school prior to the interviews. Please contact Simon Adams to arrange a visit from August 28th-September 14th.

This position is also advertised on the Elliot Foundation Trust website at:

[www.elliottfoundation.co.uk](http://www.elliottfoundation.co.uk)

To apply, you will need to send your CV and a supporting statement to

[simon.adams@elliottfoundation.co.uk](mailto:simon.adams@elliottfoundation.co.uk)

Closing date for applications:

**Friday 14th September 2018**

In order to allow serving Headteachers to resign from their current positions for a January 2019 start, interviews are being held on:

**Tuesday 25th and Wednesday 26th September**







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[www.elliotfoundation.co.uk](http://www.elliotfoundation.co.uk)