



ruskinmill

re-imagining potential

Director of School Improvement

July 2024



Job Element	Detail
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Job Title: DIRECTOR OF SCHOOL IMPROVEMENT

Field of Practice: Transformative Leadership and Management (Field 7)

Reporting to: Co-Chief Executive Officer

Direct Reports To be agreed with Co-CEO

Vision: That each individual has the potential to shape their own future through experiencing meaningful relationships with universe, earth and people.

Values:

- We value inclusive learning and living activities that integrate practical activity, thinking and our emotions.
- We value mutual respect and we strive to understand all people's differences and uniqueness.
- We value the capacity for re-imagination present in all people, towards positive change and development.
- We value openness, goodwill, tolerance and treating individuals with dignity and respect.

Purpose of Role:

1. This is a strategic role in leading, teaching and learning, raising standards and ensuring compliance across the RMT garden schools in line with RMT's method, purpose and vision, and statutory frameworks.
2. To work with the Co-CEO and RMT'S Civil Service in overseeing and driving the quality assurance processes.
3. To work alongside the Co-CEO to identify areas where improvement needs to be made, leading supporting and guiding implementation.
4. Develop effective plans for improvement needs within each school, reporting to the Co-CEO on a weekly basis on progress made.
5. Through RMT's method of Practical Skills Therapeutic Education (PSTE) and its 7 Fields of Practice, to ensure the high-quality delivery of education for pupils and young people attending each of RMT's schools.
6. To lead with purpose, embracing the Trust's vision and charitable objectives, embodying RMT's Values, role-modelling and championing PSTE and shaping the culture of RMT's schools through the 7 Fields of Practice.
7. To work collaboratively across the Trust and with external agencies to deliver the best possible education and care for the children and young people within the schools.
8. To contribute and lead the business development of schools.

Specific Responsibilities:

High Quality Delivery of Education

- Working closely with the Co-CEO and RMT's Civil Service to oversee school improvement and compliance and to drive the standards of student progress, attainment and achievement.
- To lead the improvement in teaching and learning within RMT's PSTE schools' curriculum, ensuring it meets the required standards within the Ofsted framework and Independent School Standards.
- To lead and be responsible for the implementation of a continual improvement strategy for schools, robust self-evaluation and quality assurance procedures.
- To ensure schools are compliant against ISS, Ofsted, H&S and KCSIE and that training in the method and purpose of the Trust is a strength in each provision, leading to improved outcomes for students.
- To provide professional and technical advice to each RMT school on all aspects of the Independent Schools Standards and the Ofsted Framework for Inspection, including leadership and management and curriculum provision.
- Identify best practice and ensure that this is shared and embedded across all RMT schools and the wider Trust, where appropriate. The Trust's curriculum is the braiding together of PSTE, National Curriculum and the insights of Rudolf Steiner.
- Be responsible for reporting against the delivery of education services across RMT schools on behalf of the Executive Team to the Boards of Trustees.
- To work with the provision leaders and data team to provide the data of each school for all Trustees' reports, including the Annual Report, identifying trends and evidence to demonstrate the impact of PSTE.
- Where critical intervention may be required at a particular school, to undertake periods of intensive focus and support to drive improvement.
- Ensure cohesion between the schools and children's home, facilitating this includes the understanding and adherence to the Trust's Policies.
- To be responsible for, and forge, effective working relationships with the provision leaders, Boards of Trustees/Directors, other Trust senior managers, local authorities and other agencies to achieve positive outcomes for education.
- To ensure that the Trust's policies are known, understood and embedded within practice. That policies reflect local and national updates and reflect the vision, method and purpose of RMT.
- Ensure that the achievements of RMT's schools and its pupils are recognised and celebrated, through Trust-wide festivals and social events throughout the year.

Evaluating the performance of each school within the Trust

- To undertake regular evaluation and monitoring of the schools. This will include:
 - ❖ The use of critical review for each school
 - ❖ Undergoing lesson observations, lesson walks and book monitoring
 - ❖ Developing SIPs and SEFs with the Principals
 - ❖ Providing support and constructive challenge to the Principals, as appropriate
 - ❖ Supporting evaluation and preparation for Ofsted
- To monitor and evaluate the education provision at each RMT school and build capacity to improve through mentoring, coaching, professional development and performance management, as appropriate.
- To maintain consistent recording and monitoring systems.
- Analyse and use school performance data to assess / address underperformance.
- Work closely with the RMT's Civil Service to ensure that all schools comply with all legal obligations in relation to safeguarding, health and safety, data protection, and oversee

that all complaints are handled in accordance with RMT's complaints procedure, and that the method of the Trust is braided within the Civil Service.

Role modelling, championing and implementing PSTE

- To provide dynamic and motivational leadership, serving as a role model of the Trust's vision.
- To undertake all available training opportunities to support your understanding of the Trust's method and ongoing school improvement.
- Ensure all Trust policies and procedures are followed and adhered to by each school.
- Collaborate closely with the Co-CEO to hold the provision leaders to account against RMT's educational method.
- Role modelling and leadership of the Trust's aesthetics policy, working within the seven care qualities.
- Role Modelling and Leadership of the Trust's Food and Nutrition Policy.
- Work to ensure that qualifications delivered by the schools are appropriate, ambitious and reflect statutory compliances.
- Engage regularly with the Ruskin Mill Land Trust's Hiram Education and Research Team (HEaRT) and employ strategies to improve staff training and performance at each school.
- Directly contribute towards building an evidence base for the RMT method.

Leadership

- You will contribute to the leadership of the Trust by supporting the Executive Team and will ensure that all new developments, projects and policies are collectively approved by that Executive Team.
- Act as a high-profile spokesperson and professional ambassador for RMT, maintaining and developing effective links with the specialist schools' sector, wider education sector, the local community, external academic institutions, employers, professional bodies, local authorities and appropriate government departments and agencies. In doing so, you will build and nurture relationships to secure the commitment of local authorities, parents and the wider community to the educational vision of RMT.
- Participate in Trust-wide activities in order to understand the local, national and whole-Trust context and provide a trust-wide advisory and leadership role.
- Responsible for delivering the budget set for each school's financial outcomes.
 - ❖ To oversee the admissions process and pipeline of each school to ensure that the target pupil number / fee income at each school is met annually.
 - ❖ To work each year with the Co-CEO, Chief Financial Officer and provision leaders on formulating schools' operating budgets and provision plans.
 - ❖ To meet with the Chief Financial Officer monthly to ensure the regular monitoring of the schools' operating budgets and oversight of resources.
 - ❖ To hold the provision leaders to account against their school's budget.
 - ❖ To work within all agreed finance protocols and hold schools to account for the timely delivery of all financial information.
- To work with the Trust's Head of Human Resources in the strategic management of all staffing and human resource (HR) requirements across RMT's schools.
- To provide professional advice and guidance to the Executive Team and Trustees on the impact of government policy which affects the RMT schools.
- To provide regular school improvement information to Principals, including national policies from DfE, Ofsted and emerging agendas via national bodies.
- To work with the RMT Civil Service and Researchers in ensuring RMT's schools' policies are compliant, up to date and reflect the method of the Trust.
- Develop strong, positive relationships with colleagues in the Trust and contribute to collaborative working across the provisions.
- Where required, to provide Trust-wide leadership in a number of specialist areas.

- To work with the Principals in ensuring good quality of all high-profile events hosted at any RMT school.

General Responsibilities:

- Share the Trust's commitment for promoting and safeguarding the welfare of children, young people, students and vulnerable adults.
- Be responsible for promoting and safeguarding the welfare of students, children, young people and vulnerable adults that you encounter.
- Carry out all duties in accordance with the Trust's Health and Safety Policy.
- Actively support and promote equality and diversity throughout the Trust.
- Comply with all the policies and procedures of the Trust.
- Carry out duties at all the Trust's premises, some of which are located a distance from the main site for the school/provision where you are based, and at such other places as the Trust may reasonably require.
- Travel on a regular basis between the Trust's schools and other sites and to and from other places as the Trust may reasonably require, including overnight stays where necessary.
- From time to time, to work additional hours as shall be reasonably necessary to properly discharge your duties and responsibilities outlined in this job description.
- Undertake any other duties appropriate to this level of post which will evolve as the job progresses until the job description is reviewed.

This job description should be regarded as a guide to the duties required and is not definitive or restrictive in any way. The duties of the post may be varied from time to time in response to changing circumstances. It does not form part of the contract of employment.

Where the post holder is disabled or becomes disabled every effort will be made to supply all necessary aids, adaptations or equipment to allow them to carry out all the duties of the job. If, however, a certain task proves to be unachievable job redesign will be given full consideration.

Person Specification / Training and Development Requirements

ESSENTIAL	DESIRABLE
Qualifications	
<ul style="list-style-type: none"> • QTS • Degree from a recognised university and relevant teaching experience. • Full, clean driving license. • Evidence of commitment to own continuous professional development. 	<ul style="list-style-type: none"> • Level 5 or above in Children’s Social Care qualification
Experience/ Knowledge	
<ul style="list-style-type: none"> • Experience as Headteacher, Executive Principal or within school improvement. Experience of working with a number of schools/provisions through successful Ofsted inspections. • Demonstratable success of leading educational leadership teams in managing educational and curriculum change to deliver improved performance. • Evidence of innovative and successful management performance, ideally in staff development. • Experience of having led successful organisations through its leadership, vision, teaching and results. • Able to evidence experience of successful implementation of quality assurance processes to address concerns or identified areas of improvement. • Strong understanding of Special Educational Needs and Disability issues, particularly in relation to people who are on the autism spectrum. • Experience of managing a significant budget within financial parameters. • Significant experience in safeguarding processes and management. 	<ul style="list-style-type: none"> • Multi-site Experience within the Education Sector • Experience of working within a complex organisation. • Experience of working in a leadership role within an Ofsted Regulated Children’s Home • Up to date knowledge about current legislative frameworks which will impact on this waking curriculum provision
Skills and Abilities	

<ul style="list-style-type: none"> • The ability to manage effectively the process of change, including monitoring and the setting of targets. • Can demonstrate sophisticated strategic thinking and planning to realise the vision and purpose of the Trust. • The ability to process, analyse and use data. • Has proven ability to raise standards of learning and teaching by working through others. • Strong communication skills with the ability to produce concise and persuasive written information as well as to speak powerfully to diverse audiences. • High level of personal resilience. • High level of emotional and social intelligence. • Able to build strong relationships and provide constructive challenge and expert support. • Able to adapt to new ways of working. 	
Other	
<p>Demonstrate a commitment to:</p> <ul style="list-style-type: none"> • Promoting Ruskin Mill Trust’s vision values, purpose and method. • Equality of opportunity. • High quality, stimulating learning environment. • Relating positively to and showing respect for all members of the school’s leadership teams and wider communities. • Safeguarding and child protection • Has a commitment to their own continuing professional development. • Presents a positive role model in carrying out their duties and when representing the Trust. • Can work effectively as part of a team • Possesses integrity and relate appropriately to inspire commitment, enthusiasm and confidence from staff, students, trustees and parents in promoting the values, vision and method of the Trust. 	<ul style="list-style-type: none"> • Ongoing relevant professional self-development - including trainings and qualifications connected to the RMT method.

