

# Margaret Houghton

School Principal

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## David Crossland

Tapton School Academy Trust

Dear David,

I am writing to apply for the Headteacher vacancy at Tapton School. I have 16 years in education, including five years in senior leadership, and my track record at Fir Vale School demonstrates what I can deliver when given the responsibility of leading a whole school community.

At Fir Vale, I moved the school from Requires Improvement to Good in the March 2024 Ofsted inspection. GCSE grade 4+ in English and Maths rose from 41% to 58% over three years, and the disadvantaged attainment gap closed from 24 to 11 percentage points. I reduced staff turnover from 22% to 9% by introducing a structured CPD programme and coaching triads. 92% of lessons were rated Good or better by the 2024 inspection. I secured £340,000 in DfE funding for a new SEND resource base and brought the budget from a £180,000 deficit to a £45,000 surplus in two years. Before Fir Vale, as Deputy Head at Meadowhead, I designed the whole-school CPD programme for 72 staff and led the Progress 8 strategy that improved the school's score from -0.12 to +0.21.

I know Tapton's context and its ambitions within the trust. My approach centres on strong teaching and learning, transparent data use, and building a culture where staff develop and stay. I hold NPQH, QTS, and a First Class degree in Mathematics from Sheffield, and I would welcome the opportunity to discuss what I could bring to Tapton as its next headteacher.

Sincerely,

Margaret Houghton