

## Headteacher Recruitment Pack











Dear Applicant,

**Position of Headteacher at Cobham Hall**

Thank you for your interest in the above mentioned post.

As part of this recruitment pack booklet there is some information about Cobham Hall, a person specification and a job description for the role of Headteacher. Separately on this website you will also find an application form.

My fellow governors and I seek a Headteacher with vision, outstanding leadership qualities, a high level of marketing and management skills and a passion for education who will be able to build on Cobham Hall's achievements to date and take the School forward in the next phase of its development.

Applications will be assessed on professional competence, communication skills, leadership qualities and good interpersonal skills. We are also looking for a candidate who is in sympathy with the international vision of the School and the Round Square principles which are central to its ethos.

The information set out in this recruitment pack booklet seeks to give you a fuller insight into the qualities which we are looking for in you and of the School and the opportunities which it presents.

If you wish to apply please complete the application form and email that to [theobaldk@cobhamhall.com](mailto:theobaldk@cobhamhall.com) by 4pm on Friday, 28 September 2017. We will acknowledge by email receipt of your application. With your email please also include an accompanying letter of application on not more than one side of A4 which elaborates upon but does not repeat the information set out in your application form. Your letter should, please, address the following two issues:

1. The skills I believe are critically important to leading Cobham Hall
2. How my experience has prepared me for this post

Following the closing date of 28 September all applications will be considered with a view to identifying a short list of candidates to be invited for interview. That short listing process will be concluded on 10 October. Those who are to be invited to interview will be telephoned that day. Those who are unsuccessful will be notified by email.

The selection process will then entail:

Day 1	Visit to the School	Monday, 6 November
Day 2	First round interviews	Tuesday, 7 November (am)

A decision will then be made as to those to be taken forward to the final two stages, as follows:

Day 2	Assessment Centre followed by a social event with Governors and staff	Tuesday, 7 November (pm)
Day 3	Final interview and presentation	Wednesday, 8 November

If you have any questions, please contact the Clerk to the Governors, David Standen, at the School.

My fellow governors and I firmly believe that this appointment represents a tremendous opportunity for the right candidate and we look forward to receiving your application in due course.

Yours sincerely,

Martin Pennell  
Chair of Governors



## Information about Cobham Hall

Cobham Hall is housed in a beautiful Grade 1 listed Tudor mansion built in 1584 and was at one stage home to the Ashes of cricketing folklore. The School is otherwise set in 150 acres of tranquil 18th Century park landscape in the pretty village of Cobham in Kent.

The Headteacher's accommodation at the centre of the historic site is Rose Cottage, a delightful two-bedroomed property which sits within its own walled garden.

Cobham Hall was founded in 1962 and is a single sex day and boarding school for girls aged 11 to 18. It is a member of the Round Square network of schools and indeed when it became a member back in 1971 was, at the time, the first all-girls' school to join the network.

The Round Square IDEALS are central to the School's ethos, helping each girl to realise that "there is more in you than you think": the School's motto. There is a high commitment to the personal wellbeing of each girl and Cobham Hall is recognised as a leading innovator in this area.

The School's aim is to ensure that girls leaving Cobham Hall are young women who can step into the world with confidence in their abilities, who are eager to embrace opportunities, and who have an understanding and practical experience of working alongside people from different backgrounds and cultures.

The School is within half an hour of central London via the High Speed train service from Ebbsfleet International to London St Pancras and within an hour of the Channel ports of Dover and Folkestone by car. The local area is growing, with a new garden city being built at Ebbsfleet and with a further Thames Crossing route planned to pass nearby. Cobham Hall is therefore particularly well located to benefit from these transport links and new developments, presenting the right leader with plenty of opportunities to grow the School.

The School is small in general terms with current numbers, as at 1 September 2017, of 176, represented by permanent girls of 158 and short stay girls (with the School for two terms or less) of 18. The current ratio of day to boarding girls is about 70/30 but the School would like to see this ratio shift in favour of boarders going forward. That said, there is a fantastic internationalism about the School with well over 20 countries from around the world represented amongst the Cobham Hall family of students at any one time, mixed with a strong element of local girls as well.

The numbers of permanent girls have risen year on year over the last three years from a low base of 137 in March 2014 to their present level and are forecast to increase further, with anticipated numbers for 2018/19 rising to 167. Longer term, there is scope to see such numbers rise to about 230. This could include, in addition, the possible development of early years and preparatory school provision.

The Board of Governors and the current Leadership Team firmly believe that Cobham Hall is ready to push forward in the next stage of its development and look forward to the appointment of a new Head to help the School to achieve this. The vacancy has arisen following the resignation earlier this year of Mr Paul Mitchell, as Head, following nine



years in post. For the current academic year the Board has appointed Dr Sandra Coates-Smith, previously Deputy Head, to be the Interim Head whilst this present recruitment process is pursued. Following a successful appointment of a permanent Head it is anticipated that Dr Coates-Smith will then retire, having served the School for well over 25 years. As such, therefore, the successful applicant will have plenty of opportunity to put their mark upon the School going forward.

Full details of Cobham Hall's most recent inspections are available on its website at [www.cobhamhall.com](http://www.cobhamhall.com). In summary, a full integrated ISI inspection in 2015 found the majority of areas looked at to be excellent, with the remainder all found to be good, whilst in 2016 the School received a very positive report from CReSTeD.

For the last nine years the School has offered the International Baccalaureate at Sixth Form level but has recently determined that as from September 2018 it will move to a bespoke curriculum centred around the new style of A Levels. This new curriculum will see girls normally study three A Levels and an Extended Project Qualification (EPQ). The pupils will study the Theory of Knowledge, complete The Duke of Edinburgh's Award or undertake local service projects, participate in a range of sports, and benefit from a PSHE programme that will include study skills, personal statement workshops, UCAS application workshops, interview skills, SRE and university talks. The course has been developed to provide increased flexibility to suit each individual girl's needs while retaining the important and much valued elements of the School's Round Square ethos.

From a financial perspective the School has a significant asset base and no mortgage. The School has a good working relationship with its bankers and currently operates a secured overdraft facility.

The School has a subsidiary company, Cobham Hall Enterprises Limited, which generates income from a number of sources including lettings of the facilities on site outside of school term times, as a venue for weddings or as a location for films. In particular, the company has a five year agreement with Emerald Cultural Institute who use the School's premises to provide language courses to overseas students during the summer holidays. Over a six week period, this summer this saw over 100 Emerald students on average use the School's buildings and grounds each week. Cobham Hall Enterprises Limited then donates its operating profit to Cobham Hall, the School, by way of gift aid and in each of the last three years these donations have been in the region of £250,000 per year.

The post of Headteacher comes with an attractive remuneration and benefits package which in aggregate is valued at £90,000 to £102,000 per annum, subject to experience, and with the possibility of increases linked to the growth of the School going forward. This package represents a starting salary in the region of £70,000 to £80,000 per annum. In addition, accommodation is available in Rose Cottage as referred to above. The School will contribute 16.48% of salary to the Teachers' Pension Scheme, together with an additional element which reflects the value of the accommodation provided and private medical insurance is available as well for both the Headteacher and any spouse or partner.

For further details about Cobham Hall please refer to the School's website, details of which are set out above.





## Person Specification

Expertise	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> <li>Graduate</li> <li>Qualified Teacher Status</li> <li>Evidence of continual professional development</li> </ul>	<ul style="list-style-type: none"> <li>Further higher education qualification beyond first degree level</li> <li>Training or other development in preparation for headship</li> </ul>
Experience	<ul style="list-style-type: none"> <li>3 recent years in a senior position at secondary school level</li> <li>At least 5 years teaching 11-18 year olds</li> <li>Lead responsibility role for an area of school development</li> </ul>	<ul style="list-style-type: none"> <li>Experience of a management role in more than one school</li> <li>Working with boarding pupils</li> <li>Experience of the needs of pupils from different ethnic backgrounds and nationalities</li> </ul>
Leadership and management	<ul style="list-style-type: none"> <li>Commitment to the aims of Round Square</li> <li>To command credibility and respect as the leading professional</li> <li>To lead and work as part of a team</li> <li>Commitment to equal opportunity for all in the school community</li> <li>To translate ideas into effective policies</li> <li>To analyse information and investigate to identify problems and their solutions</li> <li>Good judgement in knowing when to be cautious, when to seize the initiative and when to seek advice and support</li> <li>To prioritise, plan and organise</li> <li>To direct and co-ordinate the work of others in a sensitive manner</li> <li>To delegate appropriately</li> <li>Effective and efficient administrative skills</li> <li>Strong self-discipline in time management, working under pressure to deadlines and achieving challenging professional goals</li> </ul>	<ul style="list-style-type: none"> <li>Development of broader vision through involvement in relevant organisations outside of school</li> <li>Experience of participative decision making</li> <li>Experience of leading in-service training for staff</li> </ul>



Expertise	Essential	Desirable
Professional Competence	<ul style="list-style-type: none"> <li>To market the School effectively to prospective parents, feeder schools and overseas agents and to convert interest and offers into places accepted</li> <li>Understanding the major financial issues and procedures which attach to running an independent school</li> <li>Successful management record as subject and/or pastoral leader</li> <li>Proven record of helping pupils of whatever ability to achieve high standards and to fulfil their potential</li> <li>Competence in the use of IT as a management and educational tool</li> </ul>	<ul style="list-style-type: none"> <li>Familiarity with relevant legislation eg employment, educational, health &amp; safety, equal opportunity</li> <li>Understanding how to use comparative data and information about other schools and pupils' prior attainment to establish benchmarks and set targets for improvement</li> <li>Good working knowledge of corporate accounts</li> </ul>
People and Relationships	<ul style="list-style-type: none"> <li>To deal sensitively with people and resolve problems</li> <li>To take firm action when it is appropriate</li> <li>Demonstrate courtesy, integrity, optimism and resilience</li> <li>Be approachable and fair</li> <li>Create and secure enthusiasm from colleagues and pupils and earn the confidence of parents and governors</li> <li>Understand the role of all stakeholders in the School and develop appropriate working relationships with them</li> </ul>	<ul style="list-style-type: none"> <li>Experience or understanding of performance management</li> <li>Experience in appointing staff</li> </ul>
Communication	<ul style="list-style-type: none"> <li>To consult and negotiate effectively</li> <li>Communicate effectively orally and in writing to a wide range of audiences</li> <li>Chair meetings efficiently</li> <li>Build on strengths within existing staff</li> <li>Development and maintenance of an effective network of contacts</li> <li>Confidence in public speaking</li> <li>To work with the media to publicise and market the School</li> </ul>	<ul style="list-style-type: none"> <li>Effective working knowledge of current social media outlets</li> </ul>





## Job Description

### Core Purpose

The Head will provide vision, leadership and direction for the School. The Head will have overall responsibility for the School and will work with the Governors, members of the Leadership Team (including the Bursar) and all staff and students to meet the School's strategic aims. Members of the Leadership Team will also have direct responsibility for many of the issues below and will work with and report to the Head to deliver them.

### Specific Responsibilities

#### 1. Strategic direction and development

- 1.1 Articulation and development of a compelling international vision for the School; development of the School's aspirations and aims, reflecting and building on the School's ethos and values; innovating, managing change and leading others to inspire creative and dynamic development in all aspects of the School
- 1.2 Engagement with all stakeholders and communication of the School's vision clearly and appropriately to all
- 1.3 Periodic rigorous evaluation of the School's activities
- 1.4 Creation and implementation of a strategic and operational plan for the School, underpinned by sound financial planning
- 1.5 Promotion of the School by maintaining and developing strong relationships with feeder schools, prospective parents, agents, overseas contacts, universities, Unicorn [the School's parent/teacher association], the Elders' Association [the School's alumni organisation], the Cobham Hall Heritage Trust and other friends of the School, playing an active part in public relations and fundraising for the School
- 1.6 Marketing of the School and its boarding facilities in particular to ensure sufficient pupils of adequate ability are recruited and that the reputation of the School is enhanced
- 1.7 Sustaining, in conjunction with the Bursar, a strong business foundation to provide the financial resources to fulfil the plans and aspirations of the School
- 1.8 Advising and assisting the Governing Body in the exercise of its duties and responsibilities, including attending the meetings of the Governing Body and its committees, submitting items for Governors' agendas and making oral or written reports as the Governing Body may require
- 1.9 Attending and when appropriate playing a leading role at all major School functions





## **2. Academic developments – teaching and learning – and co-curricular cultural and pastoral development**

- 2.1 Acting as the lead learner in the School and working alongside all staff to develop their professional capital, capacity and expertise
- 2.2 Creating and maintaining an environment and code of conduct which promote and secure excellent teaching, effective learning, high standards of achievement, good behaviour, welfare and discipline
- 2.3 Maintaining a culture of challenge and support where all pupils can achieve success and a high level of value added
- 2.4 Support and promotion of the philosophy of Round Square; to ensure that its principles underpin classroom and other activities and to participate in its international activities
- 2.5 Oversee the annual democratic election of the Student Leadership Team, establish a close working relationship with it and foster team work in all aspects of student life
- 2.6 Determining and organising the education and care of pupils in academic, co-curricular cultural and pastoral areas; assessing progress in those areas, identifying areas for improvement and taking remedial action accordingly
- 2.7 Providing some level of teaching, to be agreed from year to year with the Governing Body

## **3. Leading, inspiring and managing staff**

- 3.1 Providing strong, visible leadership with the aim of motivating and inspiring staff, ensuring the maintenance of goodwill between teaching staff and pupils
- 3.2 Implementing and sustaining effective systems and processes for the management of the School; working with senior colleagues to recruit and deploy staff effectively; building upon existing communications and decision-making structures and processes
- 3.3 Providing a stabilizing residential presence on site, except when away on School business or when absent by agreement with the Governors; communication links to be maintained at all times
- 3.4 Coaching others and creating a coaching culture committed to continuous development
- 3.5 Maximising the contribution of the teaching staff; maintaining and improving the quality of education provided and the standards achieved



3.7 Implementing and sustaining effective systems and processes for the management, pastoral care and continued professional development of staff; planning, allocating and evaluating the work undertaken by teams and individuals; deploying appropriately qualified staff to best effect; ensuring clear delegation of tasks and responsibilities; appointing staff who are well qualified, committed to their own development and committed to the progress of every student and to the School

3.8 Oversee a programme of annual staff appraisal, ensuring that individual targets are set within a framework of continuous professional development

#### **4. Accountability**

4.1 Creating and developing an organisation in which all staff recognise that they are mutually accountable for the success of the School, the marketing and public image of the School

4.2 Ensuring that parents and pupils are well informed about the curriculum, the pupils' attainment and progress and about the contribution they make to the success of the School

4.3 Ensuring compliance with relevant legislation

4.4 Working towards delivering performance targets which may be set, from time to time, by the Governors

#### **5. Engaging the wider community**

5.1 Representing and promoting the School in the wider community, local, regional and global; maintaining and nurturing partnerships with schools in the state sector where possible

5.2 Making effective partnerships with external bodies, securing visiting speakers, developing a rich cultural programme at the School, enhancing students' experience by arranging real-world educational opportunities

5.3 Promoting the School's charitable objectives

#### **6. Commitment to Personal Development**

6.1 To undertake appropriate in-school or externally provided professional development as agreed with the Governors to enhance leadership skills and professional knowledge and expertise

6.2 To act upon advice and feedback and be open to coaching and mentoring

6.3 To play a role as appropriate in the development of approaches to teaching and learning

6.4 To identify other key areas for personal development in knowledge and skills which will enhance leadership, innovation and the management of change throughout the School







There's more in you than you think



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