



# GRAVENEY SCHOOL

## Principal Recruitment pack





‘Graveney is a traditional school’. This is the message we relay at our Open Days for prospective parents, emphasising the school’s long history and traditional values. Having said that, Graveney has also always been at the forefront of educational innovation. It was one of the very first grant maintained schools in London, was in the first tranche of specialist colleges and was the very first school to adopt, in 1995, partial selection. In this spirit we’ve enthusiastically embraced the opportunities presented by becoming a multi-academy trust and the Graveney Trust now runs Tooting Primary School as well as Graveney. So traditional in values, but also innovative, creative and responsive to change.

Graveney School has a history of outstanding achievement over very many years, with five outstanding Ofsted inspections to its credit. This is a tribute to the commitment, professionalism and loyalty of our staff as well as the energy and hard work of our students.

We have learnt much over the years and relish the opportunity to share our knowledge about what makes an outstanding school with other organisations for the benefit of local youngsters and their families. Tooting Primary School is also going from strength to strength with an ‘outstanding’ Ofsted judgement for its first full inspection in 2015.

With the Trust growing organically from Graveney, it was inevitable that a number of Graveney staff would wear two hats – a Trust hat as well as their Graveney hat. With the continuing growth of the Trust (a second primary school joins us in September and others are already expressing an interest) it is now time to re-structure so we can be sure that both the Trust and its schools are staffed up at the most senior levels and that their complementary but very separate functions can be properly fulfilled. Continuing in my position as Chief Executive of the Trust, the recruitment of my successor as Principal at Graveney is an exciting step and one which I look forward enormously to taking.

Graveney is a wonderful school. It is a happy place to work and learn and it provides opportunities for everyone to be successful. Applications for the Principalship are welcomed from experienced leaders, ideally already with headship experience. If you are excited by what you read in this pack, please find out more about us by calling my PA on 020 8682 7004 to arrange a time for a chat and/or a visit to Graveney, where you will be made welcome and will have the opportunity to take a good look at who we are and what we do.

I look forward to hearing from you.

Yours sincerely,

G E Stapleton  
Chief Executive (Graveney Trust)



# GRAVENEY TRUST VISION AND ETHOS

The overarching vision for the Trust is predicated on the belief that young people in Tooting and the wider local area are all entitled and should all have access to an outstanding education. The Trust Directors believe that significant benefits can be achieved where small groups of schools work together to serve their local community and to achieve consistently excellent outcomes. They believe that there are many roads to success and that their schools should exercise as many freedoms as possible where this is consistent with outstanding outcomes for students and financial and organizational stability.

For Graveney, the Principal, supported by the SLT, has full responsibility for the smooth running of the school. He/she will also benefit from the freedom to focus time and attention on the standards of teaching, learning and pastoral provision. The complementary business services (finance, IT, site, HR, etc.) that can so often become a time consuming distraction from the core business of teaching and learning will be provided by a small team of Trust staff, working across the Trusts' three schools.



*Governors and leaders  
have sustained a profile  
of exceptional academic  
performance at Key Stage  
3 and Key Stage 4.*

Ofsted 2015

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# GRAVENEY SCHOOL

## CONTEXT

Graveney is a large, successful and heavily oversubscribed school. Forward-looking and inclusive, we expect everyone to aspire to great things and very many to achieve them.

With five 'outstanding' Ofsted reports to our credit and consistently excellent student outcomes under the whole range of accountability measures, we have achieved much for our school community. We are not only successful in achieving excellent academic results for pupils, but in giving them exceptional pastoral care and support, a wealth of enrichment activities, and access to high quality resources. This is a vibrant and ambitious place.

Ours is a diverse and inclusive community, with around a third of pupils having English as an additional language. We have a personalised approach to learning that generates high aspirations. We offer excellent support and welfare provision and provide an extensive range of co-curricular opportunities to make sure every pupil excels.

In 2017, we achieved an excellent set of KS4 outcomes, with 88% of pupils achieving a standard pass in English and Maths and 70% achieving a strong pass. Progress 8 scores are in the top quintile. 25% of the annual intake is selected by ability and whilst this obviously contributes to our overall success, pupils gaining entry other than by ability (i.e. our non-

*Staff feel proud to work at the school and speak very highly of the support and development they receive.*

Ofsted 2015







*The behaviour of students in lessons and around the site is of a consistently high standard.*

Ofsted 2015

selective pupils) do extremely well, with an English P8 score of 0.74 for our middle attainers and disadvantaged pupils.

We have a well-qualified, hardworking and supportive senior team, that is committed to the success of the school, and focused on continuous improvement, with the aim being for all teaching and learning to be good, and much to be outstanding. Turnover has historically been low, and many choose to build their careers at Graveney, including a number of the current SLT who began with us as newly qualified teachers.

Our sixth form of over 700 students is the largest school sixth form in London, offering one of the widest range of Level 3 courses of any school sixth form in the country. Examination results are exceptional, with 62% of students achieving grades A\*-B in 2017 and 90% of students obtaining the University places of their choice, including 45% at Russell Group Universities.

We have a green and leafy site that provides calm and attractive outdoor spaces. Our eclectic mix of buildings includes Georgian, Victorian, Edwardian and sixties Brutalism, and an award winning sixth form block which opened in Spring 2015. Construction will start shortly on a new 10 classroom block in the centre of the campus which is due to open in September 2019.



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# GRAVENEY SCHOOL

## ETHOS

The aim of the school is to develop the talents and confidence of all its pupils to the full, to equip them with knowledge, skills and understanding and to help them towards maturity. We are committed to excellence and high standards in all areas and we value achievement of all kinds. We provide the structure, the encouragement and the strategies that inspire and enable students to strive for high achievement in every aspect of their work and development. These strategies include additional studies after school and during the holidays to ensure that all students have the opportunity to achieve. By seeking to raise levels of expectation regarding future goals, we aim to ensure equality of opportunity. The school actively opposes all forms of discrimination.

The outstanding care, guidance and support that are provided are real strengths of the school. These key strengths reflect our inclusive ethos and provide the climate for everyone to fulfil his or her potential.



*School leaders and governors use pupil premium funding exceptionally well and the impact of their strategies is evident in the strong gains made by disadvantaged students.*

Ofsted 2015



# ABOUT THE ROLE

For the last 30 years or so Graveney has benefited from a very stable staff body particularly at middle and senior leadership level, many of whom completed their entire teaching careers with us. This stability has been one of the strengths of the school, allowing a truly shared vision and ethos to be developed and embedded over the years, implemented by committed, experienced and high-achieving professionals. We are now in a stage of transition, with many of those middle/senior leaders having either retired or planning to do so shortly. Our staffing profile now includes a significant number of staff in the early stages of their career, and these equally highly qualified and well motivated individuals present a new and exciting dynamic in the constant quest to raise standards further still. We believe that there is now a unique opportunity available to the right individual to lead Graveney through this next stage in its development, working with the excellent foundations that have been laid over many years but bringing fresh ideas and new approaches.

Our new Principal will share our vision of excellence and will have all the personal qualities necessary to make it happen. We are looking for an individual with exceptional leadership skills, passion and an analytical and creative mind – an individual who understands that building teams and working collaboratively is the only way to be greater than the sum of the parts.

Our new Principal will have a very clear idea of what makes an exceptional school and the skills and character required to develop and maintain this. The Principal will be supported by an experienced senior team including a Vice-Principal and 6 Deputy Headteachers, some of whom know the school extremely well and others who are newer but have already made a significant impact on the work of the school in driving up standards and achieving high quality provision in everything that we do.

*Parents and carers are overwhelmingly positive about the school.*

Ofsted 2015



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# JOB DESCRIPTION

Reports to: Chief Executive, Graveney Trust

Salary: Group 8 points 36 – 43

## Strategic Purpose

To lead by example and provide inspiration and motivation to the school community through:

- Working in partnership with the Trust Board, governors, staff and parents to develop the school vision and ethos, taking account of the diversity, values and aspirations represented within that community with a clear focus on excellence, equality and the highest possible outcomes.
- Ensuring a strong focus on the leadership of teaching and learning and a culture of continuous improvement.
- Strategic leadership of whole school improvement initiatives and ensuring that these are monitored and evaluated with rigour.
- Ensuring effective processes exist to provide professional challenge and support to all staff.
- Demonstrating an awareness of the political context, anticipating trends and embracing future opportunities.
- Establishing a culture which ensures that safeguarding and child protection is at the forefront of everyone's mind.
- Working with the core Trust team to ensure that their responsibilities for financial and operational matters can be effectively discharged.
- Actively promoting cohesion in the wider school community by developing and delivering a range of provision, within and outside school, designed to break down social, economic and cultural barriers.
- Being accountable to the Chief Executive and the Trust Board for the effective discharge of these responsibilities.

## Leading and Managing Staff

To lead, motivate, support, challenge and develop staff and staff teams to ensure the best outcomes for the school by:

- Building a collaborative culture which positively embraces change and progress through staff empowerment and teamwork.
- Treating people fairly and with dignity and respect to create and maintain a positive culture.
- Creating a climate which enables staff to develop and maintain a passion for their subject and confidence in their role.
- Making sure that teaching and learning ensures the highest standards for every student.
- Supporting the development of positive working relationships with and between all staff and providing and sustaining high levels of motivation.
- Leading groups of staff in appropriate professional learning activities, delegating appropriately and evaluating impact and outcomes.
- Ensuring the effective implementation of the school's appraisal policy.
- Giving timely feedback to staff in a manner that recognises good practice and fully supports their progress against appraisal and professional objectives to produce a concrete impact on students' learning experiences.





## SELECTION PROCESS

We hope to visit longlisted candidates in their schools in the week beginning 25th June. Longlisted candidates will then be invited into Graveney on both 4th and 5th July to see the school, meet our staff and participate in a range of tasks and exercises.

Shortlisted candidates will be invited for a formal interview on 6th July.

### Teaching and Learning

- Ensuring that learning is at the heart of the school at all times and taking responsibility for raising the quality of teaching and learning across the school.
- Promoting a culture of continuous improvement using research and comparative data and benchmarks to evaluate and improve performance.
- Leading, developing and monitoring the curriculum to ensure a creative, flexible and balanced approach for every child that stimulates enjoyment and an enthusiasm for learning.
- Promoting and encouraging creativity and innovation in the use of new technologies to enhance teaching and learning.
- Developing and maintaining a broad range of extra curricular activities across the school.

### Effective deployment of staff

- Leading, motivating, supporting, challenging and developing the whole school staff.
- Leading by example to create a shared commitment and responsibility for the school through collaborative team work.
- Implementing systems and procedures to ensure that staff are recruited and deployed effectively, making best use of their skills, expertise and experience including ensuring that all staff have a full and clear understanding of their own roles and responsibilities.
- Working within the Trust's personnel policies to ensure a positive framework for staff development.
- Treating people fairly, equitably and with dignity and respect to create and maintain a positive school culture.

### Managing the organisation

- Providing effective organisation and management and seeing ways to improve organisational structures and functions based on rigorous self evaluation.
- Setting priorities for expenditure within a balanced budget, in liaison with the Trust's Finance Director and the governing body and ensuring effective and efficient financial and administrative controls.
- Maintaining effective systems to safeguard all pupils, working with external agencies as required.

### Being accountable

- Being accountable for the efficiency and effectiveness of the school to the Governing Body and the Graveney Trust, and including pupils, parents, staff, the local authority and the community.
- Promoting a culture of self evaluation across the whole school staff so that they feel accountable for the success of the school.
- Providing accurate, timely and appropriate accounts of the school's performance to a range of audiences including the governing body, parents, the LA, local community, OFSTED and others to enable them to play their part effectively.

### Working with the community

- Actively promoting cohesion in the wider school community by developing and delivering a range of provision, within and outside school, designed to break down social, economic and cultural barriers.
- Engaging positively with the internal and external school community to ensure that parents and pupils are well informed about the vision for the school.
- Collaborating with agencies to ensure the academic, spiritual, moral, social and cultural wellbeing of pupils and their families.

## PERSON SPECIFICATION - PRINCIPAL

	ESSENTIAL	DESIRABLE	EVIDENCED BY
QUALIFICATIONS	<p>Qualified Teacher Status. Proven commitment to professional development in Leadership and Management.</p>	<p>Good honours degree, relevant post-graduate qualification.</p>	<p>Application</p>
EXPERIENCE/ KNOWLEDGE	<p><b>Candidates will need to have:</b></p> <p>Substantial and successful current experience as a Headteacher or Deputy Headteacher.</p> <p>Substantial and successful teaching experience.</p> <p>A proven track record of leading school improvement and raising standards including systems of self evaluation and the use of data to support school improvement.</p> <p>Experience of monitoring the performance of staff and pupils, and securing high standards of conduct/behaviour and attendance.</p> <p>Experience of establishing effective approaches to teaching and learning, curriculum design and assessment.</p> <p>Experience of working successfully with governors.</p> <p>Experience of creating and implementing or developing a staffing structure to meet changing needs.</p> <p>Experience of successful management of physical, financial and human resources.</p> <p>Experience of working with pupils from a wide range of socio-economic and cultural backgrounds, underpinned by a good understanding of equal opportunities legislation and its application in a practical context.</p> <p>Good knowledge of safeguarding legislation and experience of applying it in school.</p>	<p>NPQH, Ofsted inspector</p>	<p>Application, interview, own school Ofsted report and school visit</p>
LEADERSHIP SKILLS	<p><b>Candidates will be able to demonstrate their:</b></p> <p>Strategic vision, and capacity to make big and sometimes courageous decisions. This will be supported by excellent people skills to forge a culture of support to see them through.</p> <p>Confident leadership abilities, able to inspire, challenge and coach staff.</p> <p>Strategic and operational skills to make effective use of resources in an increasingly challenging financial environment.</p>		<p>References, interview and school visit</p>



	ESSENTIAL	DESIRABLE	EVIDENCED BY
	<p>Collaboration skills, able to work effectively with external organisations and all stakeholders to ensure that everyone feels part of the school community, fostering community cohesion both within and outside the school.</p> <p><b>Candidates will need to demonstrate the capacity to:</b></p> <p>Motivate and inspire pupils, staff, parents, governors and the wider community.</p> <p>Implement a model of distributed leadership, delegating tasks and responsibilities and monitoring outcomes.</p> <p>Work as an effective team leader and member.</p> <p>Research, and write up reports for outside agencies, SLT, The Governing Body, Trust Board of Directors.</p> <p>Anticipate and solve problems and identify and act on opportunities.</p> <p>Analyse, interpret and act upon information and data.</p>		
COMMUNICATION SKILLS	<p>Communicate effectively, orally and in writing, to all audiences (pupils, staff, parents, governors, community leaders, local authority, DfE etc) including with those who may have limited English language skills.</p> <p>Chair meetings effectively, to ensure that decisions taken are clearly articulated, implemented, monitored and reviewed.</p> <p>Negotiate effectively with external agencies, service providers and others.</p> <p>Make best use of available technologies to support effective communication.</p>		Application, interview, school visit and references
SELF MANAGEMENT	<p>Achieve challenging professional goals.</p> <p>Prioritise work.</p> <p>Work to deadlines.</p>		Application, interview, school visit and references
OTHER ATTRIBUTES	<p><b>Candidates will demonstrate a range of personal qualities including:</b></p> <p>Presence, integrity, resilience, drive, initiative and creativity.</p> <p>Ability to set standards by personal example.</p>		Interview and references



# GRAVENEY SCHOOL

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