



STRATFORD GIRLS'
GRAMMAR SCHOOL

STRATFORD-UPON-AVON

Appointment of Business Manager

Information for candidates

November 2017

The School

Stratford Girls' Grammar School is a highly successful selective 11-18 school: there are currently 811 students on roll. The standard pupil number in Years 7 to 11 is 120. There is a significant extra intake into the sixth form – this year there are 215 students in Years 12 and 13. The school has an excellent reputation based on examination results, a progressive approach to educational development and a strong sense of community. At our last inspection, Ofsted judged us outstanding: not only overall, but also in 25 out of 29 categories. The schools' overall Progress 8 score for 2016 is 0.51 and we anticipate a similar figure for 2017. The standards that students achieve at every level are exceptionally high and the students' personal development is outstanding. This is reflected in our standing in League Tables locally and nationally. The school became a stand-alone academy in August 2011, and moved at the same time to vertical tutoring. We are outward-looking, value breadth and encourage students to take up a wide variety of extra-curricular opportunities.

The school is located in a small village on the outskirts of Stratford-upon-Avon - just ten minutes from junction 15 of the M40 and less than an hour from Birmingham and Coventry - and is based in the grounds of Shottery Manor, a fifteenth century manor house which accommodates our sixth form. The school buildings are quite compact, and the entire site is arranged around a very attractive central lawn. We have expanded our facilities in recent years. Phase Two of our masterplan opened in September 2015: a £3.5m project comprising a remodelled assembly hall, kitchens, dining room, full-size sports hall, fitness suite and changing rooms, drama studio, three classrooms, offices and school reception. And this development followed soon after Phase 1: a £1.5m extension comprising six classrooms, offices and a new library.

Further details about the school can be found on our website (www.sggs.org.uk), including our current curriculum information and on Twitter (@Shottery). Examination results for the last year (and summary information about the preceding five years) are available on the website, and a link to our most recent Ofsted report (February 2009).

The Leadership Team

The current Senior Leadership Team comprises the Headteacher, the Deputy Head, two Assistant Heads, the Head of Sixth Form, the Business Manager and a co-opted intern, drawn annually from the Middle Leadership Team, and is currently the Head of Computing. Mrs Jacqui Cornell, joined the school as Deputy Head in 2010 and has just completed her first year as Headteacher. The current Deputy Head, Mrs Charlotte Smith, was appointed from September 2016. The two Assistant Heads posts have recently been remodelled. Mr Chris Hall has held his position as Assistant Head since 2007, and is now responsible for student progress and well-being. Mr Andrew Madden has been in post since 2010 and is responsible for aspiration and achievement, having been Director of Language College before that. Details of the Key Responsibilities for each member of the SLT currently are given on the enclosed sheet.

Mr Paul Day, has been our Business Manager since 2011, which was when we became an academy. This position becomes available as a result of his decision to take up a new role in a different field.

The Post of Business Manager

The School Business Manager is the school's leading support staff professional, and the post includes deputising for the Headteacher as required in relevant fields of expertise. The core purpose of the post is to support the Head in:

- providing professional leadership and management for the school/academy
- ensuring that the school is able to provide a high quality education by effectively managing all non-curricular support aspects of the school, including its financial and human resources and premises and the associated facilities
- being responsible for the on-going development and improvement of the school's support services, systems and procedures
- establishing a culture that promotes excellence, equality and high expectations.

Leadership is distributed across the Senior Leadership Team (SLT), and throughout the school. Along with the other members of the SLT, the Business Manager will share responsibility for strategic planning, quality assurance, monitoring and evaluation, and leadership and management in the school. As part of that team, s/he will:

- provide inspirational leadership
- think strategically and creatively, and have the vision, fresh ideas and drive to raise high standards even higher
- contribute to school self-evaluation, school improvement and innovation
- be able to engage stakeholders, make things happen and see projects through to successful and sustainable conclusions
- be an excellent communicator, with the ability to motivate, develop, challenge, empower and sustain individuals and teams
- challenge under-performance when necessary, and provide support to improve performance.

More specifically, the key responsibilities of the Business Manager will be to:

- manage a budget of almost £4m, effectively ensuring the financial stability of the school's financial position through rigorous budget control and parameters as agreed by the SLT and Governors
- prepare and submit annual accounts according to ESFA guidelines
- offer professional guidance and advice to the Governing Body in liaison with the Headteacher and to advise on all financial decisions
- take a strategic role in the school's non-teaching functions and commercial interests establishing and maintaining links with the business community and other schools/agencies.
- ensure the highest standards of support services within the school, taking responsibility for risk and resource management to include line management of Finance, Administration, IT Services, Premises and Catering
- ensure the implementation of best practice processes and systems management across all areas
- take a lead in sourcing additional funding streams to ensure the most effective use of resources in support of the school's learning objectives.

Finally, candidates should note that this is a small school, and that all staff, from the Headteacher downwards, therefore have very hands-on roles, carrying out tasks and projects as well as leading and managing them.

The Job Description below sets out further details of the responsibilities and general duties of the post; and the qualifications, experience and skills required of the successful applicant are set out in the Person Specification below that.

The Interview

The provisional timetable for appointment is as follows:

- Closing date for applications noon on Wednesday 20th September
- Long list interviews Thursday 28th September
- Short list interviews Friday 29th September

Detailed arrangements will be sent to long- and then short-listed candidates, but the following elements are likely to be part of the two-day process. They are provided at this stage for information only and are subject to revision.

As is usual in a school, all candidates will arrive at the same time and take part in some activities in a group or on a rota basis. Interviews will be on an individual basis.

Day One:

- meetings and discussions with the Headteacher, current Business Manager and other members of the SLT

- tour of the school and site with student leaders
- individual interviews with panels, which may include students and governors
- practical activities (eg in-tray exercise and financial analysis)
- observed discussion with others

The long list from Day One is likely to be reduced at the end of Day One

Day Two:

- presentation to a panel on a given topic, followed by questions and discussion
- formal panel interview.

If you would like to visit the school or have any queries, please contact Jane Pearson on 01789 293759 or on pearson.j@sggs.org.uk in the first instance.

Job Description: Business Manager

Reporting to the Headteacher

Salary: Leadership Pay Spine L14-18

Job Purpose

- The School Business Manager is the school's leading support staff professional and works as part of the Senior Leadership Team to assist the Headteacher in her duty to ensure that the school meets its educational aims
- To be responsible for the strategic leadership and management of all non-curricular support aspects of the school, including its financial and human resources and premises and the associated facilities.
- To be responsible for the on-going development and improvement of the school's support services, systems and procedures.
- To ensure that the school is fully compliant with Academy and statutory reporting requirements

Strategic Leadership and Accountability	<ul style="list-style-type: none"> • Share in the decision-making process as a member of the school's Senior Leadership Team. • Deputise for the Headteacher as required in relevant fields of expertise. • Contribute to the school's improvement and development plan and its implementation, planning and managing change as appropriate. • Attend full Governors' Meetings and sub-committee meetings, advising Governors as appropriate. • Prepare reports for Governors on matters relating to non-curricular support activities as necessary. • Lead and manage all school associate staff.
Financial Resource Management (in line with ESFA guidelines)	<ul style="list-style-type: none"> • Evaluate information and consult with the Senior Leadership Team and Governors to prepare a realistic and balanced budget for school activity, linked to the School Development Plan. • Submit the proposed annual budget and medium-term financial plans to the Headteacher and Governors for approval and assist the overall financial planning process. • Discuss, negotiate and agree the final budget. • Maintain and control all budgets and accounts to achieve value for money, providing ongoing budgetary information to cost centre managers, and reporting to the school Governors on a monthly basis • Maintain and review appropriate systems for controlling and monitoring the school budget. • Maintain and review the financial and management accounting systems for the Academy. • Prepare and submit statutory financial statements and monthly management accounts. • Prepare the financial reports and estimates and complete the financial returns as required by the Governing Body, DfE, ESFA, Charities Commission and Companies House. • Act as Company Secretary of the Academy Charitable Trust • Plan, monitor, manage and report on the cash flow of the Academy and implement creditor and debtor policies and procedures. • Manage the Inland Revenue PAYE scheme and Government pension schemes (including the LGPS deficit position). • Prepare feasibility studies for projects and business plan development. • Monitor all accounting procedures and resolve any problems relating to: <ul style="list-style-type: none"> – control of cash funds received, including money market deposits, and negotiation with the banks to maximise the interest received; – the school's internal financial processing systems, and in particular ensuring the correct authorisation and payment of invoices; – completion of the Inland Revenue returns in respect of tax relief under the Gift Aid scheme; – ensuring and maximising the financial viability and operational effectiveness of the in-house catering operation; – collection and spending of the School Fund (a registered charity), and the statutory reporting to the Charities Commission; – school trip accounts, including the supply of advice and guidance to teaching staff with regard to the receiving, recording and accounting for all money collected. • Full fixed asset management – recording on balance sheet, link inventory to depreciation charges, calculate losses and gains on disposals. • Initiate and manage external and internal audit procedures as necessary. • Act as Contracts Officer, controlling procurement, purchasing and servicing arrangements as set out in the Academy's financial policies. • Negotiate and monitor service contracts in order to ensure an effective service to the school.

	<ul style="list-style-type: none"> • Ensure that appropriate insurances exist for cover of all aspects of the school's life, including buildings, contents and trips. • Maximise income generation within the ethos of the school, and write bids for funding as required.
Personnel and Human Resource Management	<ul style="list-style-type: none"> • Be responsible to the Headteacher and the Governing Body for providing HR support. • Line manage and mentor the school's associate staff and oversee associate staff welfare. • Implement and deliver the associate staff Performance Management scheme, and conduct (and delegate, where appropriate) annual PM review meetings as appropriate. • Ensure that the job descriptions for all staff are appropriate and kept up to date, and produce new job descriptions as necessary. • Oversee the interview process for appointments, the placing of new staff on the appropriate payscales, and the correct completion of applications and DBS checks etc. Participate in appointment interviews as appropriate. • Ensure the school's Single Central Record is up to date and compliant • Provide a payroll service for all staff, either through outsourcing or an in-house service, including the management of pension schemes and associated services, and ensuring compliance with all relevant legislation. • Provide advice to teaching and associate staff regarding salary payments, and ensure that the payroll is correct. • Monitor the pay progression of teaching and associate staff and ensure that accurate records are maintained. • Ensure that all recruitment, appraisal, staff development, grievance, disciplinary and redundancy policies and procedures comply with legal and regulatory requirements. • Ensure staff have a clear understanding of the policies and procedures and the importance of putting them into practice. • Seek and make use of specialist expertise in relation to HR issues when necessary.
Administration Management, including Management Information Systems and	<ul style="list-style-type: none"> • Manage the whole school administrative function and lead all associate staff. • Establish, maintain, review and develop effective administrative systems and processes. • Have overall responsibility for the provision of efficient and smooth-running administrative support services, including reception, reprographics and non-academic school facilities. This includes: <ul style="list-style-type: none"> – the maintenance of all pupil records; – the timely and accurate preparation and production of all school records, returns and publications; – ensuring the appropriate ICT systems are in place and used effectively; – ensuring that the necessary licences are obtained and updated. • Have overall responsibility for the development, updating and monitoring of the school's management information system. • Manage the operation and development of ICT across the school, including management of technical staff • Consult with relevant people and other parties to introduce new technology or improve existing technology for different purposes, and establish systems to monitor and report on the performance of technology within the school. • Ensure resources, support and training are provided to enable work colleagues to make the best use of available ICT, including teaching, learning, registration and assessment systems. • Ensure contingency plans are in place in the case of technology failure. • Delegate aspects of the above where appropriate to senior administrative and ICT staff.
Facility and Property Management	<ul style="list-style-type: none"> • Ensure that all statutory responsibilities regarding facilities and property are met. • Be responsible for the overall management and maintenance of the buildings, facilities, grounds, fabric, furnishings and other physical assets of the school to maximise their effectiveness as an environment conducive to learning. • Ensure the safe maintenance and security operation of all school premises, and ensure the maximum level of security, in line with the ethos of the school. • Manage necessary repairs and maintenance of buildings, furniture and fittings in accordance with the budgetary provisions. • Appraise projects for the development of the school. • Ensure the supervision of relevant planning and construction processes is undertaken in line with contractual obligations. • Appoint and co-ordinate outside contractors regarding quotations, work agreed, and access to premises, for both new projects and regular servicing requirements. • Manage of all support contracts to the school, eg grounds maintenance.

	<ul style="list-style-type: none"> • Ensure ancillary services eg catering, cleaning, etc, are monitored and managed effectively. • Manage the letting of school premises, including maximising income from room lettings and other revenue-earning activities, for the development of the extended services and local community requirements. • Seek professional advice on insurance and advise the SLT on appropriate insurances for the school, and implement and manage such schemes accordingly. • Delegate aspects of the above as appropriate to the Facilities Manager, Site Manager and other staff.
Catering	<ul style="list-style-type: none"> • Be responsible for the delivery of an efficient, cost effective in-house catering service, and ensuring the provision of a healthy choice regime in line with government recommendations. • Oversee the operation of the biometric payment system, and the banking of takings. • Arrange the purchase and maintenance of all necessary catering equipment. • Arrange pest control in accordance with Environmental Health regulations.
Health and Safety	<ul style="list-style-type: none"> • Maintain management overview of Health and Safety as the school's senior Health and Safety Officer. • Act as the school's Fire Officer, planning, instigating and maintaining records of fire practices and alarm tests. • Oversee the formulation, monitoring, implementation and review of the school's Health and Safety policy, including Risk Assessment procedures, to comply with Health and Safety legislation • Ensure that the Health and Safety Policy is clearly communicated and available to all people, implemented at all times and subject to review at regular intervals. • Ensure that systems are in place to enable the identification of hazards and risk assessments. • Oversee that statutory obligations are being met for students with special educational needs, ensuring that financial and supporting agency services are adequate for their diverse needs. • Delegate aspects of the above as appropriate to the Facilities Manager and other staff.
Other	<ul style="list-style-type: none"> • Propose ideas and projects for the on-going development of the school's support services and business management. • Manage and implement projects for the extension, development and improvement of the school's infrastructure, premises and support services. • Manage and implement non-curriculum-related projects to meet government or local authority requirements/legislation. • Carry out all responsibilities with a positive attitude, always seeking solutions to the various challenges associated with this level of post. • Comply with policies and procedures relating to child protection, confidentiality and data protection, reporting any concerns to the Headteacher and Governing Body as necessary.

Undertake such duties and work such hours as agreed with the Headteacher, and carry out other duties as may be reasonably required from time to time, as detailed by the Headteacher.

The responsibilities and duties listed above are an outline of the post of School Business Manager. This job description is not necessarily a comprehensive description of the post. It will be reviewed at regular intervals (at least annually) and may be subject to modification or amendment at any time after consultation with the post-holder.

The Person Specification: Business Manager

	Essential	Desirable	How tested
Qualifications	<ul style="list-style-type: none"> • Good honours degree 	<ul style="list-style-type: none"> • Other qualifications linked to finance, business management etc 	<ul style="list-style-type: none"> • Application form and documentation
Experience	<ul style="list-style-type: none"> • Proven record as an accomplished financial manager with the ability to manage the financial resources of a large organisation. • Successful experience of leading and managing change and innovation • Proven record in leading and managing staff within a team structure • Ability to present to large audiences 	<ul style="list-style-type: none"> • Experience of working in a school setting • Experience of leading successful whole school improvement initiatives • Experience of responding to major initiatives in education • Successful partnership working with other schools, agencies and stakeholders • An interest in – or experience of – selective education 	<ul style="list-style-type: none"> • Application form • Letter • Interview • Documentation
Professional Knowledge	<ul style="list-style-type: none"> • Good knowledge and understanding of current educational developments, especially linked to funding • Knowledge of monitoring and evaluation strategies • Experience of improvement planning • Demonstrable knowledge and understanding of equality issues and legislation 	<ul style="list-style-type: none"> • Experience of managing school funding, the EFA and additional funding bids. 	<ul style="list-style-type: none"> • Application form • Letter • Interview
	Essential		How tested
Skills, Abilities and Attributes	<ul style="list-style-type: none"> • Excellent interpersonal and communication skills • Empathy with young people and, more broadly, empathy and respect for others • Able to think strategically, innovatively and creatively • Skilled in learning, motivating, developing and inspiring staff • Able to work effectively as part of a school team and with governors, students, and parents. • Positive approach to change and continuous improvement and experienced in managing change effectively • Positive, enthusiastic outlook, with resilience, perseverance and optimism in the face of challenges • Passion for learning – and enthusiasm for the job • Respect and empathy towards others • Able to work well under pressure and to prioritise • Positive, open and approachable style of management • Able to take a strong lead on standards, expectations and matters of discipline • Decisive, consistent and focused on solutions • Able to maintain a sense of perspective and a good sense of humour • Excellent ICT skills • Personal integrity 		<ul style="list-style-type: none"> • Application form • Letter • Interview
Special Requirements	<ul style="list-style-type: none"> • Committed to selective education • Committed to single-sex girls' education • Committed to maintaining the unique and caring ethos of the school 		<ul style="list-style-type: none"> • Application form • Letter • Interview