



ST MICHAEL'S SCHOOL

# Headteacher Recruitment Pack

INSPIRING AND EMPOWERING PEOPLE:  
LEARNING FOR THE FULLNESS OF LIFE





ST MICHAEL'S SCHOOL

# Welcome from the Governing Body

On behalf of the school and the Governing Body, thank you for your interest in the post of Headteacher at St Michael's Church of England Primary School.

We are looking for a dynamic and enthusiastic professional who can help us to realise our school's vision to be an inspiring, supportive and aspirational environment based on Christian values.

Our school has an engaged and ambitious Governing Body, skilled and dedicated staff, supportive parents and motivated children. We take great pride in our broad and enriching curriculum, which aims to give every child the opportunity to live life to the full. Our teaching staff are actively encouraged to innovate and reflect on their practice; and to explore what it means to be part of a contemporary church school.

Our hope is for a new headteacher who can build on our school's many strengths, look forward and outward and work with the whole school community to deepen our shared learning culture.

In this pack you will find:

- a letter from our Vicar
- school information sheet
- Job Description
- Person Specification
- some thoughts from our pupils and staff
- some prayers from our children

Please take a look at our new website at [www.stmichaelsjmi.herts.sch.uk](http://www.stmichaelsjmi.herts.sch.uk) and come and visit the school to see for yourself what makes us special (please contact our school office on 01279 652607 to arrange a time).

We very much look forward to hearing from you and to welcoming you to our school.

**Maggie Jarman**  
Chair of Governors



ST MICHAEL'S SCHOOL

## A letter from our Vicar

Thank you for enquiring about the role of Headteacher at St Michael's School. We have been praying in church about this appointment since we learned of the forthcoming vacancy: please be assured of our ongoing prayers for all enquirers and candidates.

Over 200 years ago St Michael's Church founded the school, to provide a good education for the poorer children of the parish, and the relationship between school and church has been strong and mutually enriching ever since. In June 2018 we celebrated the school's bicentennial with a joyful and inspiring service in church. The worship expressed and cemented the school's distinctive Christian character, and the role of the church within that vision.

'Abundant life' is at the heart of the school's vision, and as Vicar I am blessed to experience this whenever I spend time with St Michael's School. Whether it's taking assemblies, hosting school visits to the church, or taking part in special activities like the recent Prayer Trail, the school is a home for vibrancy and energy. We're blessed too that a good number of church members are actively involved in school life, as governors, parents and friends of the school. The relationship is good, and always evolving, so there is plenty of scope for a new Headteacher to bring their gifts and ideas to shaping its future.

So whoever is appointed as our new Head can be sure of support - prayerful and practical, from the school's foundation church, and from the wider Christian community too, which is well represented in our school family. I commend this opportunity to you, and look forward to welcoming the new Head and entering the next phase of the school's journey alongside them.

**The Rev'd Derwyn Williams**

Vicar, St Michael's Bishop's Stortford





ST MICHAEL'S SCHOOL

# School information sheet

## About our school

St Michael's is a successful and oversubscribed one-form entry primary school and nursery near the centre of the market town of Bishop's Stortford. We are a Church of England Voluntary Aided school with a 200-year-long history and strong links to the church from which we take our name. Our school building was erected in the 1960's and is pleasantly situated within a mature, tree-fringed location. We recently added a superb, modern and spacious EYFS classroom, thanks in part to a magnificent fundraising effort by our enthusiastic PTA.

We take pride in our warm and welcoming school environment with its positive and caring Christian ethos. Our children are enthusiastic, hardworking and keen to make a difference in the world. We strongly encourage pupils to take a proactive approach to their own learning, and we have a thriving school council.

Our most recent Ofsted inspection was in February 2009, when we were judged to be an outstanding school for the second time. In February 2014 we had a Church School SIAMS Inspection, which graded the school as outstanding.

Pupil attainment has been above national averages in nearly all areas in KS1 and KS2 over the past five years. However, we also aim to provide a truly broad and innovative curriculum, with a range of inspiring

learning experiences and opportunities for learning outside the classroom. We have strong links to international schools and are currently working towards our 4th consecutive International Schools Award; other awards include the Early Years Quality Standard (Gold), the RE Quality Mark (Gold) and a PE School Games Award (Gold). We set up and continue to lead the local NATRE group, regularly host and lead local subject leader cluster meetings and have been invited to share our practice with church schools across the Diocese.

Our current headteacher has been in post for over four years and is supported by a deputy head (who is also a class teacher) and two other key stage leaders. We have a number of highly-trained Teaching Assistants and Learning Support Assistants who work across the school, as well as specialist PE and music teachers. Our dedicated team of staff has embraced the innovative changes to CPD which resulted from our recently-completed "Champions for Excellence" project with HertsforLearning.

St Michael's has a hugely supportive PTA and Governing Body and a strong community spirit.

Please visit our new website at [www.stmichaelsjmi.herts.sch.uk](http://www.stmichaelsjmi.herts.sch.uk) for more information.







ST MICHAEL'S SCHOOL

INSPIRING AND EMPOWERING PEOPLE : LEARNING FOR THE FULLNESS OF LIFE

# HEADTEACHER JOB DESCRIPTION

## OVERVIEW

This job description should be read in conjunction with the National Standards of Excellence for Headteachers and will be reviewed at least annually as part of your Performance Management Programme. You will provide inspiring, professional leadership for St Michael's and be responsible for the internal organisation, management and control of the school in accordance with safeguarding legislation, the current School Teachers' Pay and Conditions Document, the policies of the Governing Body (including its annual budget), the school's Anglican Christian foundation, all applicable legislation and the policies of Hertfordshire County Council. You will be responsible for promoting and developing the distinctive and contemporary Christian ethos of our school. You will work with the Governing Body to develop a strategic view for the school and will ensure accurate self evaluation to inform school improvement.

## KEY ROLES AND RESPONSIBILITIES.

You will:

## SHAPING THE FUTURE

1. Leading by example, ensure that the school vision of an inspiring, supportive and aspirational environment, based on Christian values, is clearly articulated, understood and delivered by all members of the school community.
2. Develop and demonstrate the vision and values of the school in your everyday work and practice.
3. Ensure that a school development plan based on robust self-evaluation is in place, is delivered, tackles weaknesses decisively and impacts on school improvement.
4. Inspire and empower others to create an outward-looking and shared learning culture that prioritises inclusivity and a curriculum that nurtures the whole child: mind, body and spirit.
5. Be willing to innovate and take on new challenges in order to grow motivated pupils, eager to support one another and take a lead in their own learning.

## LEADING TEACHING AND LEARNING

1. Ensure that outstanding learning, as part of an engaging and innovative curriculum, is at the core of strategic planning and resource management.
2. Create a culture and ethos of challenge and support where all pupils can reach their full potential and are valued, encouraged and have a chance to shine.
3. Demonstrate and articulate high expectations and set stretching targets for all, using data and benchmarks to monitor progress in every child's learning.
4. Ensure that differentiated learning opportunities and strategies are in place to support those pupils with additional needs (including those with English as an Additional Language, children with learning difficulties and those with emotional and behavioural challenges).
5. Create and maintain excellent partnerships with parents and carers to support and improve pupils' achievement and personal development.

6. Work collaboratively with staff to continually review classroom practice and develop effective improvement strategies, based on sound research.
7. Challenge underperformance at all levels, holding staff to account for their professional conduct and practice.
8. Ensure that the curriculum is regularly reviewed, evaluated and updated, taking account of local and national initiatives, policies and statutes, in co-operation with colleagues, governors and the local authority.
9. Actively encourage learning opportunities outside of the classroom and a wide range of extra-curricular activities.
10. Ensure that high standards of behaviour and attendance of the pupils are maintained.

## **MANAGING THE ORGANISATION**

1. Ensure that outstanding teaching remains a prime focus by recruiting, developing and nurturing this core value in all teaching and support staff, supporting staff to improve and valuing excellent practice.
2. Ensure an organisational structure that reflects the school's ethos; and enable the management system, structure and process to work effectively in line with legal requirements.
3. Work collaboratively with the Governing Body to manage the school's financial and human resources effectively and efficiently to achieve the school's goals and priorities; and to produce and implement clear, evidence-based improvement plans and policies for the development of the school and its facilities.
4. Manage and organise the school infra-structure and environment efficiently and effectively to ensure that it meets the needs of the school including all health and safety regulations.

## **DEVELOPING SELF AND WORKING WITH OTHERS**

1. Set an example of professional standards and leadership and lead the continuing professional development of staff.
2. Treat people fairly, with dignity and respect, to maintain the positive school culture consistent with its Christian ethos.
3. Build a collaborative culture within the school (at all levels – within the staff, between staff and pupils, staff and families and amongst all families using the school) to empower the individuals and team.
4. Actively engage with other schools, local partnerships and agencies to maximise opportunities to support learning, secure appropriate resource allocations and share expertise and best practice.
5. Develop and maintain effective strategies and procedures for staff induction, professional development, performance review and staff retention.
6. Ensure effective planning, allocation, support and evaluation of work undertaken by teams and individuals, ensuring clear delegation of tasks and responsibilities and distributing leadership.
7. Acknowledge the responsibilities and celebrate the achievements of individuals and teams.
8. Regularly review own practice, set personal targets and take responsibility for own personal development by participating positively in the arrangements made for the appraisal of headteacher performance.
9. Manage own workload and that of others to allow an appropriate work / life balance.

## **SECURING ACCOUNTABILITY**

1. Ensure that everyone across the school community works collaboratively, shares knowledge, celebrates success and accepts responsibility for pupil outcomes and for giving every child a high quality education.
2. Ensure individual staff accountabilities are clearly defined, understood and agreed and are subject to rigorous review and evaluation.
3. Provide information, objective advice and support to the Governing Body to enable it to meet its responsibilities for securing effective teaching and learning and improved standards of achievement and for achieving efficiency and value for money.
4. Present a coherent and accurate account of the school's performance in a form appropriate to a range of audiences, including governors, the LA, Ofsted, DfE, and Diocese, to enable them to play their part effectively.

5. Ensure that parents / carers and pupils are well-informed about curriculum, attainment and progress and about the contribution they can make in supporting children's learning and achieving the school's targets for improvement.
6. Demonstrate an absolute commitment to safeguarding and promoting the welfare of children and act as safeguarding and child protection lead for the school.

## STRENGTHENING COMMUNITY

1. Develop strong and productive links with parents and the local community.
2. Collaborate, at both strategic and operational levels, with parents, carers and other relevant agencies to secure the well-being of all children at the school, paying particular attention to vulnerable children and hard to reach families.
3. Maintain and further develop the strong partnership between the school, St Michael's Church and the wider church community, through a sympathetic understanding of the Anglican tradition.

## OTHER

1. Carry out any other duties reasonably required by the Governing Body.





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# HEADTEACHER PERSON SPECIFICATION

Selection decisions will be based on the criteria outlined below, which are aligned to the National Standards of Excellence for Headteachers. At each stage of the process, an assessment will be made by the interview panel to determine the extent to which the criteria have been met.

When completing your application paperwork, you should ensure that you address each of the selection criteria and provide supporting evidence showing how you meet the criteria through reference to your work or other relevant experience.

## PROFESSIONAL QUALIFICATIONS AND EXPERIENCE

- Has DfE qualified teacher status
- Has evidence of recent and relevant continuing professional development (NPQH desirable)
- Has substantial, successful and varied teaching experience within the primary age range with children with a wide variety of needs
- Has substantial leadership and management experience in a primary setting or equivalent
- Demonstrates sound knowledge of what creates quality in educational provision and what makes an effective school

## PERSONAL QUALITIES AND VALUES

- Is fully committed to, and capable of, supporting the Christian faith and ethos of our Church of England school
- Is a dynamic and inspirational leader who articulates a passion for learning and achievement
- Is emotionally resilient, flexible and optimistic
- Is an excellent communicator

*"Someone who likes what they're doing: it's not just a job" KS2 Pupil*

## SHAPING THE FUTURE

- Thinks strategically and creatively in building a coherent vision for an inclusive school
- Demonstrates the ability to motivate and enthuse all staff and stakeholders to move the school forward
- Is able to respond effectively to the changes and challenges in education and in particular the drive for school improvement
- Is committed to the development of a distinctive Church School solidly based on inclusive Christian values

*"Is passionate about the Christian ethos of the school" Governor*

## LEADING LEARNING AND TEACHING

- Focuses relentlessly on improving teaching and learning with very effective professional development of all staff
- Has consistent high expectations; is very ambitious for the successful progress and personal development of every pupil



- Can manage and design the enrichment of the whole primary curriculum, including Early Years
- Knows about the wider curriculum and the rich opportunities it provides for pupils and the school community and will promote opportunities for learning both within and out of the classroom
- Highly inclusive and ensures that all pupils, including those with special educational needs or other vulnerabilities, achieve their best
- Is expert at assessment and tracking pupils' progress with knowledge of appropriate support and intervention

*"Inspires, motivates, encourages and supports the professional development of staff" Teacher*

## DEVELOPING SELF AND WORKING WITH OTHERS

- Demonstrates ability to ensure clear delegation of tasks and devolution of responsibilities
- Is able to sustain, develop and motivate a strong team to work effectively together to deliver school improvement
- Has the ability to develop and maintain effective strategies and procedures for staff induction, professional development and performance review to sustain school improvement
- Knows how to develop and maintain a culture of high expectations for self and others and monitor and challenge poor behaviour by children, staff or governors
- Is able to manage own workload and that of others to allow appropriate work / life balance

*"Has good ideas about how to solve problems" KSI Pupil*

## MANAGING THE ORGANISATION

- Establishes and sustains high quality structures and systems, collaborating appropriately
- Shows strong people management skills, sensitive to school context
- Is financially astute and ensures strategic financial planning, budgetary management and principles of best value
- Shows evidence of the impact of a school initiative they have led

*"Passionate about raising standards" Teaching Assistant*

## SECURING ACCOUNTABILITY

- Welcomes the opportunity to work with the Governing Body and other stakeholders to enable them to meet their responsibilities
- Is committed to individual, team and whole school accountability for pupil learning outcomes
- Is robust and rigorous in terms of self-evaluation and data analysis, with clear strategies for improvement
- Leads inclusive practice, values diversity and secures equal opportunities for all

*"Is a great communicator" Governor*

## STRENGTHENING COMMUNITY

- Enjoys building strong and effective partnerships with parents, governors and the wider community to support the efforts of pupils and improve their achievements and personal development
- Is able to continue and strengthen the school's links with St Michael's Church and Parish
- Embraces the opportunity to work with other schools and agencies to share best practice and improve pupil outcomes

*"Is visible, friendly and caring" Parent*

## SAFEGUARDING CHILDREN

- Has excellent knowledge and understanding of current safeguarding legislation and guidance and displays an absolute commitment to keeping young people safe
- Has experience of co-operating and working with relevant agencies to protect children
- Knows how to create a culture where all members of the school community feel able to raise any concerns they may have about the safety or wellbeing of any child

*"Someone to talk to who gives good advice" KS2 Pupil*



**ST MICHAEL'S SCHOOL**

**INSPIRING AND EMPOWERING PEOPLE : LEARNING FOR THE FULLNESS OF LIFE**

**WE ASKED OUR SCHOOL COUNCIL (YEARS 1-6)**

**“What do you think is important about a headteacher and a headteacher’s job?”**

## **Thoughts from our pupils**

**Smiles a lot**

**Someone humble**

**Tells us important things in assembly –  
kindness, compassion, justice**

**Respectful of children  
and ideas**

**Keeps up traditions –  
like music**

**Helps School Council  
think of new ways to  
get things in place**

**Gets children involved  
in assemblies**

**Somebody who helps  
us understand that we’re all  
different and all the same**

**Joyful and happy**

**Has a colourful personality  
and is good at listening**

**Keeps lots and lots  
of children safe**

**Understands what it’s  
like to be a Christian**

**Helps and enjoys their day –  
enjoys being with children**

**Doesn’t matter if it’s  
a boy or girl**

**Has good ideas about  
how to solve problems**

**Respects and allows people  
who have difficulties**

**Does lessons and fun things as well**

**Knows how to speak to  
younger children – knows the vocabulary  
to speak to Nursery and Y6**

**Someone who likes what they’re  
doing, it’s not just a job**



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These are some of the qualities our staff  
think our new headteacher should have:





## ST MICHAEL'S SCHOOL

INSPIRING AND EMPOWERING PEOPLE : LEARNING FOR THE FULLNESS OF LIFE

Dear father God

Please help the new Headteacher to lead the school well and help our learning. I hope they will be kind to everyone and improve our school. I also hope they will help the school council and governors to make decisions for our school. Help them to understand how important our clubs and musical traditions are and to keep them going.

Amen



Headteacher prayer

Dear Father God,

I hope for the headteacher to have respect for the children, be a motivational person, kind, reflective, fair, funny, smiley who likes sport and is very humble. Listens to our ideas and makes good decisions and is patient with us. And help the headteacher to get off to a good start.

Amen

Respect



Reflective



FUNNY

FAIR



JOY

THANKFUL

WISDOM

HELPFUL

KOINONIA  
JUSTICE



Justice

Happy

Peace

Dear Father God,

Please help the new Headteacher enjoy being in our school and show respect to the children, also to help the staff and encourage them to put effort in making the school a better place. Please help She or He have fun working with us, be understanding, to be wise with choices and to be kind.

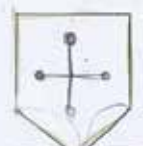
Amen.



Dear God,

Please help our new Headteacher to be humble and reflective towards our school. And to motivate us to do our best and to inspire us. Please help them put a lot of effort into the assemblies and our lessons. Please help them to be fair and patient and to listen to our ideas. Help them understand our school family and keep our musical tradition. Help them to make wise choices for our school. Make them feel strongly about Nabikabala. Most importantly help them be smiley.

Amen



St. Michael's





ST MICHAEL'S SCHOOL

## How to Apply

The Person Specification contains the criteria that the recruitment panel will use in the selection process.

To apply, please download and complete the school's headteacher application form, explaining how you meet these criteria, and then return the form to us at the following email address: [recruitment@stmichaelsjmi.herts.sch.uk](mailto:recruitment@stmichaelsjmi.herts.sch.uk). Please contact us via this same email address if you experience any difficulties in downloading or submitting the application form.

Your application may, if you wish, be accompanied by a supporting letter, which should not exceed one side of A4.

Do not submit a CV instead of an application form.

### Important dates

**Closing date** 23rd April (12pm)

**Shortlisting** 25th April

**Interviews** 8th May

If you would like an informal conversation about the post before applying, please contact the chair of governors (Maggie Jarman) via email on [chair@stmichaelsjmi.herts.sch.uk](mailto:chair@stmichaelsjmi.herts.sch.uk).



St Michael's  
Church of England  
Primary School



# HEADTEACHER VACANCY

**Full-time Headteacher: Foundation, KS1, KS2**  
**Apply by 23/04/2019; Job start 01/09/2019 or 01/01/2020**  
**Salary: L13-21 Location: Hertfordshire**

This is a superb opportunity for an inspiring professional to lead the next stage of development of our vibrant and successful school.

Are you an excellent practitioner with significant leadership experience ready for the next challenge of your career? Do you have high expectations and the ability to inspire and motivate the whole school community?

Crucially, we are looking for someone who can share our vision to inspire and empower all our pupils to reach their full potential.

#### WE ARE PROUD TO OFFER

- a warm and welcoming school with a positive, caring Christian ethos
- a school that is "outstanding at meeting the needs of all learners" (SIAMS February 2014)
- a highly dedicated, talented team
- a popular school, rooted in the community and with strong links to international schools
- a school recognised as outstanding in all areas at the last Ofsted inspection in 2009
- supportive parents, governors, and clergy

We are situated in the heart of the thriving market town of Bishop's Stortford which has excellent access to London and Cambridge and a broad range of local facilities, including good schooling across the age ranges.

**CLOSING  
DATE FOR  
APPLICATIONS  
IS TUESDAY  
23RD APRIL**



## VISITS TO THE SCHOOL ARE WARMLY WELCOMED

Please ring the school office on 01279 652607.

Completed application forms should be returned by email to [recruitment@stmichaelsjmi.herts.sch.uk](mailto:recruitment@stmichaelsjmi.herts.sch.uk) by the closing date.

[www.stmichaelsjmi.herts.sch.uk](http://www.stmichaelsjmi.herts.sch.uk)

## INTERVIEWS WILL BE HELD ON WEDNESDAY 8TH MAY.

Our school is committed to safeguarding and promoting the welfare of our children.  
Enhanced Disclosure and Barring Service checks will be carried out.