



# Headteacher Candidate Brochure



# Charters School

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# Charters School

## Welcome Letter from the Chair of Trustees

Dear Headteacher applicant,

Thank you for your interest in leading a remarkable school. Charters first opened its doors in 1958 to children of families in Sunningdale, Sunninghill, Ascot and the surrounding area. It has proudly served the needs of its students and community ever since.

Charters is set in a leafy corner of the Royal Borough of Windsor and Maidenhead, on the Surrey border, and has enviable open spaces and sports facilities, as well as a huge reputation for its dramatic productions and musical events.

An academy school with the ability to set its own syllabus and agenda, Charters offers a rounded curriculum to a range of students who come from a multiplicity of social, financial and cultural backgrounds.



The school regularly achieves strong positive progress scores (Progress 8 score 0.7 in 2018, with a provisional Progress 8 score of 0.3 for 2019). Overall in 2019, 74% of students achieved 5 or more standard GCSE passes (grade level 9 -4), including English and Mathematics. 32% of all entries were awarded at grade 7 (and equivalent) or above. In the sixth form, the number of A-Levels awarded at the highest grades of A\*, A and B was 58%.

While the school is justly proud of the number of its students who go on to Oxbridge and Russell Group universities, what's more important is that it continues to provide the grounded and broad education all its students need in the 21<sup>st</sup> century, whatever their post-18 plans. This wide curriculum offering allows us to give our young people the so-call "soft skills" of team working, communication, negotiation and empathy employers and others are demanding from the next generation of employees, academics, thinkers and leaders.

Our students have the unique ability to hone these skills at Tyr Abad, our part-owned, outdoor education centre on the edge of the Crychan Forest in Powys. Here our students take part in activities including climbing, abseiling, archery, canoeing, kayaking, caving, gorge walking, mountain biking, orienteering, washing up and cleaning. Tyr Abad is a great leveller for our students, a chance to build new skills, have the kinds of experience not always available to everyone and make friends they otherwise might not have met.





# Charters School

One of Charters' strengths over the 60 years since it opened has been the sense of loyalty it has engendered often fiercely in the hearts of students and teachers. You will find ex-Charters students in every walk of life in all corners of the globe. Its corridors echo to the ringing footsteps of today's students, but in them you can hear the tread of past generations who exemplified the school's motto of "Unity, Respect, Excellence". The sense of purpose shared by students, teachers, trustees and parents is undeniable. Evidence of their commitment is not hard to find, for the teaching faculty and the trustees both count past students among their numbers.

As important as the curriculum is the hard-working, dedicated and professional teaching and support staff. All are committed to providing the generations in our care with the best educational start it is possible to give them. Ensuring we have the right people, and that we take the best care of them we can, will be an essential part of the role, as will be nurturing talented staff for leadership roles both here and elsewhere.



You will be joining Charters at an exciting time. In 2019-20 it will see its biggest single Y7 cohort entering its portals: 300 youngsters eager to learn, who will swell the student numbers to almost 1,700 for the first time, a total that includes more than 350 sixth formers.

The school has a good relationship with the borough, which in 2018 paid for a new STEM teaching block that was opened by Sir Robert Winston, an outstanding and well-equipped teaching and learning space. It has a balanced budget, a small surplus and its eyes on the future. It is already home to a community leisure centre, run in partnership with the local authority and Legacy Leisure, and there are plans to build a swimming pool and expand the leisure facilities with a £14.2 million development on the site, also funded by the borough.

Maintaining Charters' reputation for excellence, providing a broad curriculum, balancing the budget and ensuring the smooth daily operation of the school will be second nature to the new head. But to win the post you will need to have the vision to take the school forward and to help it grow. Your strategic experience will be crucial in shaping the future of this dynamic and thriving school ensuring that it will be as successful in another 60 years as it is today.

Adam Jezard

Chair of Trustees—August 2019







# Charters School

## Our Intent

*Students of Charters School will be well-rounded intellectually, socially and emotionally. They will be equipped with the skills and knowledge for life, work and learning – literacy, numeracy, communication, creativity and aesthetic appreciation – in order to be able to flourish within a decent society.*

### Unity

All members of the school community – pupils, staff, governors and parents – will be united in sharing a common purpose: to achieve their personal best, to pursue lifelong learning, to develop and model respect for themselves and others and play a significant role in the life of the local community; and they will be able to articulate this common purpose and support each other to achieve these goals.

### Respect

Our school will be characterised by positive, appropriate, productive and warm relationships strengthened by emotional and physical resilience. We will encourage all members of the community to reflect on and develop their relationships with each other, acting with kindness and good grace to promote tolerance and understanding.

### Excellence

All members of the school community will strive to achieve excellence – their personal best in all areas of school life: academically, in extra-curricular activities and through their embodiment of positive attitudes and qualities.





# Charters School

Type of School	Secondary Academy
Age range	11-18
Location	Sunningdale, Berkshire
Co-educational	Yes
Number on roll	1653 September 2018 1698 September 2019
State of the school's budget	Balanced, small reserves
Average class size	KS3 28.2, KS4 – 20.7, KS5 15
CVA – Contextual Value Added Score	0.70+
Absence Days	5.2%
Date School Established	23 April 1958
Number of teaching staff Number of Associate staff	93.1 FTE (117 employees) 54.3 FTE (88 employees)
Teacher Turnover Rate	11% 2018/19
% of Newly Qualified Teachers	2.5%
% of children on free school meals	11.4% Ever 6 FSM
SEN % in the school	SEN Support 14.00% SEN with EHC 2.6%
% English as an additional language	Language other than English as first language is 3.6%.
Main Feeder Schools	St Michaels CE Primary School, St Francis RC School, Cheapside School, South Ascot Village School, Holy Trinity CE School, Cranbourne Primary School, Ascot Heath CE Junior School





# Charters School

## Last Year's Highlights—2018/19



Duke of Kent – Guest of Honour at the 60<sup>th</sup> anniversary celebration

Mock Trial competition  
3<sup>rd</sup> nationally



Girls' Cross Country team – 9<sup>th</sup> in the World Championships in Paris

Royal Society Summer Exhibition – only school in the country to participate



Cosmetic makeover at Tyr Abad

Parents' maintenance group at Tyr Abad





# Charters School

## Job Description

Job Title:	Headteacher
Start Date:	September 2020
Location:	Charters Road, Sunningdale Ascot, Berkshire, SL5 9QY
Responsible to:	Board of Trustees
Salary:	£100,263 - £112,105 (potential enhancement for an exceptional candidate)

### Purpose:

To support the Board in the efficient and effective delivery of the schools strategic aims and business plan, to uphold the schools values, and to provide strategic and operational leadership across the organisation.

### Key accountabilities

#### Strategic Educational leadership and Performance Management:

- Provide inspirational, strategic and professional leadership both internally and externally focused, to ensure the continuing growth and success of Charters School as a centre of excellence and a place of outstanding achievement for all.
- Support the Board in the formulation and development of strategy, and ensure that all decisions made by the Board are recorded and implemented.
- Responsible for the continuous improvement of educational standards, equality of access and achievement for all.
- Enable Charters School to articulate its philosophy, strategy and policies; ensuring that these are consistently applied across all areas.
- Provide strategic leadership by ensuring that critical evaluation of performance secures high standards that are continually improving, and that under achievement is rigorously challenged should it exist.
- Provide strong and effective leadership, vision and strategic direction to staff to achieve the highest levels of performance and ensure a culture of continuous improvement.
- Hold the staff to account for all aspects of achievement and well-being of students and the opportunities offered to them.
- Develop and expand the school in response to its vision and national and local initiatives.
- Lead in the planning and development of the strategic plan to ensure that aspirations and educational standards continue to rise across all areas.

#### Financial Accountability:

- As Accounting Officer, ensure robust systems are in place so that the funds available to Charters School are used properly, efficiently and effectively.





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## Financial Accountability Continued:

- Take personal responsibility for propriety and regularity in the management of public funds and in the day-to-day operations of the organisation.
- Development and management of a Charters School risk register including finance, safeguarding and reputation management.

## Operations:

- Drive the recruitment to appoint highly motivated personnel to create exceptional teams that achieve transformational change and deliver outstanding educational outcomes.
- Ensure the planning, development and implementation of an effective resource strategy including: finance, business, income generation and ICT, in accordance with DfE regulations and funding agreements.
- Develop and maintain all policies on behalf of the Charters School board to ensure that all operational aspects of Charters School are in compliance with legislation and good practice.
- Oversee that policies, procedures and practice comply with equality of opportunity and practice.
- Provide direction and management oversight to all Charters School operations, including overall accountability for safeguarding and security.
- Take responsibility for the safety, health and environmental performance of the school.
- Ensure that Charters School reflects a vibrant and inclusive ethos which actively values and promotes diversity, unity and community cohesion, and supports students to become successful integrated citizens.
- Actively challenge and address discrimination where it exists.

## Board Management and Stakeholder Relations:

- Advise the Board on the vision, values, ethos, strategy and performance necessary to ensure that all elements of the school contribute to enabling outstanding achievement for all and delivering excellent educational outcomes.
- Develop and deliver, in conjunction with local governing bodies and senior staff, the vision and aims of the school to create high standards of learning in all aspects of its work.
- Provide leadership to identify and build relationships with external stakeholders to enable the ongoing development of Charters School.
- Establish and maintain an appropriate working relationship with the Chair of the Board.
- Tyr Abad – there is an expectation that the head would contribute to the management and running of its independent trust at board level.
- Ensure the continuing engagement and involvement of Board of Trustees to further the vision and aims of the school.
- Work effectively across the full range of external stakeholders, including government, funding and regulatory bodies.



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## Communication:

- Ensure appropriate reporting to the Board on progress.
- Ensure that an effective internal and external communications strategy is in place.
- Communicate effectively with academy staff, students, parents and governors.
- Represent Charters School effectively to key external partners, the media and the public.

## Confidentiality:

- Ensure that confidentiality is maintained in line with agreed policies and protocols.
- Comply with Charters School policies and procedures on safeguarding and child protection.

## Key Expectations/Outcomes:

- Translate the vision for the Board's priorities into a plan of action with agreed milestones and targets. Create a clear narrative and strategy for what Charters School is trying to achieve.
- Exercise entrepreneurial judgement; encouraging new ideas and approaches as Charters School develops, and being able to assess and mitigate risks from new ventures.
- An unrelenting focus on improving results and outcomes.
- Committed to delivering increased value and to understanding the different options for resource deployment.
- Demonstrate a belief in staff, fostering a sense of teamwork and adopting practices to enable working through others.
- Develop a strong, open culture of accountability between leaders within Charters School and the Trustees, staff, students and parents.
- Motivate staff by creating and sustaining commitment across the School aligning people to work towards a common goal.
- Strong influencer at an individual and Board level and in discussions with government officials and government agencies.
- A promoter of Charters School vision, values and managing reputation.
- Demonstrate personal resilience and tenacity by seeing objectives through and by working through challenges.





## Person Description

### Qualifications:

- Educated to degree level, with evidence of continuing professional development.

### Experience and Knowledge:

- Successful experience and a proven track record as a Senior Leader in education, including executive management of an Outstanding or a track record of leading an improving single or multi academy trust or Local Authority school.
- An excellent understanding of the schools sector and education more broadly, with a strong grasp of contemporary educational issues, including the inspection agenda.
- Knowledge of the strategies for raising students' achievement and advancing effective teaching and learning set within diverse communities, including those with higher-than-average levels of deprivation.
- Proven experience of strategic financial management, including budget formulation, medium and long-term financial planning, monitoring and control, and strong business acumen.
- Demonstrable experience and understanding of managing externally funded complex projects.
- Sound track record of performance managing professional staff, driving morale, raising standards and promoting a team ethos, particularly with regard to a multi-site organisation.
- Proven success in building effective partnerships and links with central government, schools and local authorities to maximise networks and opportunities.
- Experience of working effectively with a Board/Governing Body to create a vision and form the direction for an organisation.
- Experience of identifying and managing a risk register to include diverse areas such as finance, reputation and safeguarding as well as managing change in a fast-moving environment.
- Successful experience of promoting equality and diversity in relation to employment and service delivery.





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## Skills and Abilities:

- A strategic thinker who can work with the Schools' leaders, Board and others to develop a compelling vision for the organisation, underpinned by a strong moral purpose.
- Committed to the highest standards in all areas of school life, including academic, behaviour and enrichment.
- Committed to maintaining the ethos of Charters School.
- Well-developed presentation skills and comfortable with public speaking; the analytical ability to communicate effectively with a variety of audiences, acting as an effective ambassador for Charters School.
- Experience of dealing with government officials and policy makers.
- An effective leader who can build a positive organisational culture, encourage reflection, delegate responsibility, build teams, strive for continuous improvement and inspire staff to achieve their full potential.
- Committed to both primary, secondary and sixth form education and to the raising of academic standards among students.
- A leader who can analyse and process complex information and data quickly and rigorously in order to make the best of opportunities.

## Beliefs, Attitudes and Personal Attributes:

- Relentless focus on high quality.
- Resilient and persistent in goals, but adaptable to context and people.
- Willing to develop a deep understanding of people and context.
- Willing to take risks and challenge accepted beliefs and behaviours.
- Self-aware and able to learn.
- Optimistic and enthusiastic.
- Values diversity and equality.







# Charters School

## How to Apply



If you would like further information, a confidential conversation, or to arrange a school visit, please contact Richard Lucas at Academicis on:

Switchboard: 01223 907979

Mobile : 07909 905392

Email: [rlucas@academicis.co.uk](mailto:rlucas@academicis.co.uk)

All applications are to be sent to [rlucas@academicis.co.uk](mailto:rlucas@academicis.co.uk)  
no later than 12 noon on Monday 7th October

Shortlisting: Wednesday 9th October

Interview Days: Wednesday 16th & Thursday 17th October

We reserve the right to research applicants on social media platforms and the Internet, and the recruitment panel may take this information into consideration during the recruitment process.

*Charters School is committed to Equal Opportunities and to safeguarding and promoting the welfare of children and young people and expects all staff to share this commitment. The successful candidate will be subject to satisfactory employment checks, references and an enhanced Disclosure and Barring Service check.*