



Candidate Information
for the Position of
Head

St Hugh's Prep School,
Oxfordshire

01367 870700

www.st-hughs.co.uk

 **ST HUGH'S**
OXFORDSHIRE

Independent day and boarding
school for boys and girls aged 3-13



Introduction to St Hugh's

St Hugh's is a co-educational, friendly, family-focused, country school with outstanding staff and facilities and a clear sense of purpose: to give children a secure educational foundation and the confidence to be adaptable and independent as they prepare for life beyond school. The school offers a broad and balanced curriculum and provides day and boarding education for boys and girls from the age of 3 to 13 years old.

There is no competitive selection: we both welcome and cater for pupils of a wide range of ability. Our aim is to foster confidence and a love of learning across this range – an outstanding Academic Scholarship and Common Entrance record and the provision of integral learning support both bear testimony to our inclusive approach.

St Hugh's regularly feeds thirty senior schools; the most popular destinations in recent years are Abingdon, Bradfield, Bloxham, Cheltenham College, Cheltenham Ladies' College, Dean Close, Eton, Headington, Harrow, Marlborough, Pangbourne, Radley, Tudor Hall, St Edward's Oxford, St Helen and St Katharine, St Mary's Calne, Stowe and Winchester.

The school is full and demand for places is exceptionally high, with very healthy registration lists for the next few years, and St Hugh's is in an excellent financial position. We have deliberately chosen not to expand and have maintained numbers at around 360, as it is this size which ensures the warm family ethos which is a key attraction for parents and children. At least half of our prospective parents look to move from London where our reputation is very high indeed. We have excellent reports in the 'Good Schools Guide' and 'Tatler' where the current headmaster was voted runner-up in 2017 as best Head of a Prep School.

Variety and inclusivity is the mantra for sport and extra-curricular activities. Every child represents the school in matches and a large number of sport, art, music, and drama scholarships are awarded to St Hugh's pupils every year. Music and drama are also inclusive, with enough plays, choirs, bands and ensembles to accommodate the full range of abilities.





Boarding continues the family feel with 65 beds located in the Manor House for weekly and flexi-boarding. Children are naturally drawn to boarding due to the wide range of regular activities and outings. All children are encouraged to spend as much time outside as possible; Forest School and Bushcraft are popular in all weathers and wellbeing classes are timetabled for both staff and children. Our catering has been rated as the 'Best for a Prep School.'

St Hugh's is located in the grounds and curtilage of a Jacobean Manor within 45 acres of playing fields, lawns and woodlands. Exciting recent developments include a purpose-built Science, Art and DT Centre, the creation of a Music School adjacent to a recently refurbished Barn for the Performing Arts, a purpose-built Medical Centre, new IT suites, a classroom dedicated to cooking, and a complete refurbishment of the Sports Hall. Multi-million pound projects are ongoing, including the development of a Grade 2 Listed Dovecote into a new School Library, with additional classroom facilities and a newly created courtyard garden linking to our Music School, which is due to be completed by September 2018. Work is also due to commence in Summer 2018 to build a new swimming pool complex, incorporating a 20 metre indoor pool, viewing gallery and changing rooms.

A wealth of information can be found on the school's website: st-hughs.co.uk.





The Head's Role

The current Headmaster, Andrew Nott, is retiring early for health reasons, after 13 years of outstanding leadership. The school has flourished during his tenure and the Governors are looking to appoint someone of equal talent, energy and dedication, to continue this development and to ensure St Hugh's maintains its excellent national and local reputation.

Core Purpose

To develop and implement the education strategy for the school and provide operational leadership in order to achieve or exceed the school's objectives, aligned with core values. The Head reports to the Board of Governors.

Responsibilities

- The Head will support the inclusive, broad and progressive education with a highly-valued pastoral care system and a very wide extra-curricular programme.
- It is expected that priorities for the role will be to:
 - Ensure that all pupils continue to achieve excellent levels of attainment and progress to their school of choice.
 - Be an ambassador for the school thereby ensuring it is both fully engaged with the wider community and positioned as a high-profile prep school of national repute.
 - Nurture the positive school family culture and strong pastoral care for which the school is known.
 - Ensure teachers benefit from exceptional professional development and career-enhancing opportunities.
 - Work actively with the school leadership teams to develop and embed the school's strategic development plan.
 - Lead the continual improvement of the school's systems and processes.



Key accountabilities

- **Vision and Education Strategy:** Establish the vision and education strategy for the school and systematically implement long term plans in order to accomplish this within fixed timelines.
- **Core Values:** Ensure that the Core Values are embedded and lived, in order to build a consistent and distinctive value framework for educating pupils.
- **Operational Leadership:** Give operational leadership and management of the whole school (ages 3-13), across the EYFS, Pre-Prep, Middle School and Upper School in order to deliver consistently high standards of education.
- **Governance:** Report regularly to the governors on all areas of school life and performance, ensuring all requirements for regulatory compliance including safeguarding and GDPR are met.
- **School Plans and Budget:** In conjunction with the Bursar, develop annual operational plans and budgets for the school, in order to realise the long term strategy; ensure that the school is optimally staffed to deliver the school's business objectives and improved school standards.
- **Admissions:** Work closely with the Registrar to ensure pupil recruitment remains at an optimal level.
- **Business and Community Partnerships:** Develop the school's image and profile locally and nationally, and maintain good relations with parents, former parents and former pupils.
- **Promotion and Marketing:** In liaison with the marketing team, produce a clear marketing strategy and plan for the promotion of the school.
- **Academic Performance:** Ensure all pupils achieve their potential by implementing systems and practices that raise the standard of academic achievement and improve the quality of teaching and learning. Ensure quality and progress in pupil outcomes including pre-tests, CE and scholarship.
- **Health, Welfare and Safeguarding:** Advise staff with regard to any concerns raised in relation to welfare and safeguarding of pupils. Ensure school policies and procedures are followed and the appropriate authorities are informed. Attend appropriate training and ensure training and induction is in place for all staff.



- **Quality Management:** Ensure that well developed performance management systems are implemented within the school to monitor the performance and support the development of all staff.
- **Compliance/inspection:** Ensure the school enjoys productive relationships with regulatory authorities and external accrediting bodies. Undertake on-going evaluation and implement systems and practices to ensure the school receives successful inspection outcomes.
- **Development of Educational Opportunities:** Ensure that the school experience is designed and enriched to promote the comprehensive, balanced and value-based development of each pupil.
- **Relationship Management:** Establish and maintain high quality relationships with governors, between pupils and teachers, parents and teachers, school and the community, in order to widen the educational horizons of pupils; build good community relations and favourably project the image of the school.
- **HR Development:** Ensure that the school is staffed with high calibre professionals who are motivated, trained, developed, engaged and retained to deliver the school's aims and objectives. Participate in the selection of teaching, administration and support staff and organise appropriate induction and training to enhance effectiveness.
- **School Information System:** Ensure that all vital information about the school and academic achievements is captured so that timely and appropriate management decisions can be taken.
- **School Procedures and Processes:** Establish education and administration processes and implement all standard operating procedures effectively.
- Initiate effort and energy beyond the typical work day, where the tasks require additional commitment.
- Perform other duties as requested by the Board of Governors.





The Person - Qualities we are looking for

The Head will possess a proven track record, demonstrating vision and outstanding leadership, management and communication skills together with the ability to lead a dedicated staff, enthusiastic pupils and manage the high expectations of parents.

The successful applicant will be able to demonstrate a significant number of the following competencies and skills:

Experience

A record of success in senior leadership roles in schools is essential. Previous experience in boarding schools is desirable but not essential.

Vision & Personal Qualities

- **Vision** - Create a shared vision of success.
- **Ethos** – Articulate a clear ethos, provide example and model its values.
- **Openness** - Create climate of openness and life-long learning; lead a school culture that secures co-operation and commitment.
- **Emotional Intelligence** - High level of interpersonal skills and emotional intelligence.
- **Teamwork** - Develop effective distributed leadership.
- **Integrity** - Build mutual trust; inspire and reciprocate loyalty.
- **Values** - Demonstrate moral courage.
- **Influence** - Be a calming, authoritative figure in crisis situations – able to maintain a balanced perspective under pressure.
- **Drive** - Confront poor performance by staff and take timely and decisive action to help them to recover their position.
- **Humility** – Value others, appreciate own fallibilities/uniqueness, respect contribution, show humour.
- **Individuality** – Effective use of the unique characteristics and attributes of the individual leader.



Strategy, Finance, Decision Taking & Communication

- **Strategy** – With the governors, develop clear, strategic plans to realise the vision and achieve the aims.
- **Finance** – Demonstrate strategic financial skills to build a strong school and ensure its continuing success; increase pupil numbers where appropriate and work in harmony with the Bursar.
- **People** - Recruit, retain and develop an excellent team.
- **Communication** - High level of communication, public speaking and presentational skills.
- **Organisation/Group** – Support and enable the group to achieve and develop its mission.
- **Value** - Ensure the school gives value for money.
- **Budgeting** – Implement effective budgeting including monitoring management accounts.
- **Marketing** - Recognise and anticipate shifts in the market-place and develop positive responses to any changes.
- **Profile & Networking** - Raise the profile of the school in the community; establish close links with senior schools and network with external organisations.



Developing People

- **Personal Development** - Develop the highest standards of pastoral care, spiritual, moral, social and cultural development of all the school's people.
- **Leadership** - Continually develop their own leadership and that of all staff and pupils; develop future leaders.
- **Openness** - Maintain an 'open' culture among staff, parents & pupils that encourages the free exchange of ideas, skills, knowledge & expertise.
- **Technology** - Ensure the effective use of technology and other resources to develop people.
- **Coaching & Mentoring** - Have high level coaching skills; set challenging targets for people and support them to achieve them.
- **Relationships** – Model, develop and maintain excellent relationships, attitudes and behaviour among all members of the school community.
- **HR** – Have a high level of understanding of safer recruitment.

Provision, Improvement & Innovation

- **Planning** - Develop and implement excellent school improvement planning.
- **Innovation** – Lead change and develop a 'change' culture of reflection, evaluation and improvement.
- **Culture** – Develop a culture that is not risk averse, but encourages creative thinking, open-mindedness, out-performance and raising the bar.
- **Decision Taking** – Have good analytical skills, clarity of thought and good judgement; manage creativity and be decisive.
- **Provision** - Lead the development of excellent co-curricular / enhancement provision.
- **Inspiration** - Lead a culture in which pupils are inspired and motivated to develop skills, talents and attributes beyond the classroom.
- **Risk** – Weigh and manage risk effectively.
- **Eco/Environmental** – Ensure the school develops responsible ecological and environmental procedures and practices.
- **Compliance** – A high level of understanding and experience as an ISI inspector is desirable.
- **Boarding** – An understanding and experience of boarding is desirable.





Learning, Teaching and Achievement

- **Commitment** – Commit to the school’s broadly non-selective intake, inclusive approach and focus on excellence in all areas of the curriculum.
- **Learning** - Actively pursue excellence; devise and establish processes for ensuring that improvements in pupil learning are constantly monitored and maintained.
- **Targets** - Set and monitor school/team goals/objectives to improve pupil learning and achievement.
- **Inclusiveness** - Ensure that the school provides effectively for all its people.
- **Love of Learning** - Show enthusiasm for learning and initiate a love of learning.
- **Monitoring** - Develop and implement effective tracking and measuring of pupil performance and progress, leading to clear and effective plans for improvement.
- **Teaching** - Analyse and articulate the teaching process and set clear expectations.
- **Extra-Curricular** – Be a strong supporter of the creative, performing arts and sport.
- **Technology** – Develop best use of technology and other tools to enhance learning and teaching.
- **Achievement** – Implement systems to measure the effectiveness of teaching and learning with regard to less tangible aspects such as personal development as well as academic performance.





Terms and Conditions

Remuneration

The starting salary will be highly competitive for a Prep school and commensurate with the qualifications and experience of the person appointed.

The Head will be eligible for 85% remission of fees for any children attending the school. The position comes with a delightful, private, five-bedroom, detached Cotswold stone family home with no rent, rates or council tax.

Health insurance and a generous pension scheme are also provided by the school. Relocation and removal costs will be met by St Hugh's for the successful candidate.

Pre-Employment Checks

St Hugh's complies with full safer recruitment and safeguarding practices.

Applicants must be willing to agree to references being taken up prior to long list interviews and all relevant safeguarding and safer recruitment checks being made at this stage.



How to Apply and Appointment Process

Applications

Please apply by email (preferred) to our retained consultants, Aspirance Leadership Services (david@aspirance.co.uk). If you have difficulty with email, or if you would like to discuss this opportunity further before deciding whether to apply, please telephone Aspirance on 0845 116 2672 or 07798 523422.

Applications should comprise a completed application form, downloadable separately, together with a CV and a covering letter. The letter should explain your interest in the role, and highlight how you meet the most important requirements of the person specification as set out earlier in this brief. In doing so, make every effort to explain how you might stand out from others, similarly qualified, as a candidate for this appointment.

Please also let us know if you would have any difficulty in attending for interview on the dates set out below. Whilst we will make every effort to offer alternative dates we cannot guarantee to be able to do so.

Since we will correspond with you by email and phone, please provide us with an email address and a mobile phone number that you are happy for us to use for this purpose.

Closing Date

The closing date for applications will be Monday, 21st May. Late applications may not be considered.

Selection Process

Applications will be acknowledged by Aspirance upon receipt. After the closing date, all candidates will be informed by email or phone of the outcome of their applications. A number of candidates who appear to match the requirement most closely will be invited to an initial interview with Aspirance in Oxford on 4th, 5th or 6th June.

Following these initial interviews, a long list of the best-qualified candidates will be invited to attend a tour of the school and a panel interview with Governors on 21st or 22nd June. Selected candidates will be invited back for a second assessment day, which will include psychometric tests in advance, on 28th or 29th June.

Travel Expenses

Reasonable travel expenses will be reimbursed to candidates required to attend for interview, by application to Aspirance. Rail travel should be Standard Class, and mileage claims will be reimbursed at HMRC standard rates. Please discuss any significant expenses (eg international travel or long journeys) with Aspirance before incurring the expense.