

BOURNE GRAMMAR SCHOOL

Headteacher - The position in more detail

The Governors entrust to the Headteacher the day-to-day running of the School. This includes responsibility for the secondary school experience of over 1,600 young people and wellbeing of a large staff (85 teachers and 30 support colleagues). Also oversight of the business aspects of an operation turning over some £7m a year. At Bourne Grammar the Headteacher is well supported by a strong Governing body and Leadership Team.

This document is not intended to be an exhaustive list of the roles and responsibilities of the Headteacher. In light of the previous paragraph, it is offered to help potential applicants decide whether or not they have, or could soon acquire, the range of skills necessary to be an effective Headteacher at Bourne Grammar.

In the foregoing, references to 'education' should not be taken to mean academic studies alone. Education at Bourne Grammar School means the overarching experience of seven years here. Much of this is spent in academic study but, as in all good schools, there is a rich culture of performing arts, sport, positive relationships and the ensuring of a safe space in which our students can grow into confident, well prepared and well qualified young adults.

RESPONSIBILITIES

The Headteacher's responsibilities include:

Leadership and Vision

- Articulating, sustaining and enhancing the School's purpose, as set out in its Purpose Statement: **Best Atmosphere, Best Support, Best Results.**
- Leading the School with the students' best interests at heart, bearing in mind always that, in spite of the academic selection, our students cover quite a wide ability range.
- Provide guidance and vision for the future of the School, having regard to risks that might arise which could affect our present very advantageous position as the sole mixed selective school in a wide area which includes two populous towns, each with no selective school.
- Working with Governors, and with the Purpose Statement very much in mind, to develop and implement the School Development Plan, reporting on progress regularly.
- Build on the School's unmatched local reputation for excellence and for welcoming any student who is able to pass the 11+ test, regardless of background, culture, religion etc.
- Cherish, protect and nurture the School's special culture - **Best Atmosphere** - and ensure that the School continues to evolve as an innovative, modern learning environment which aims always to provide the best possible education for our students.
- Appointing the best staff that can be found. In view of the challenges of finding sufficient people of the quality we need, be innovative, imaginative and sometimes aggressive in achieving this aim, so as to ensure that our students have the best possible experience in their education here.
- An unswerving determination to tackle, and not turn a blind eye to, poor or inadequate staff performance which can significantly detract from students' experience at any School. It can impact on the quality of their education and on their motivation to engage with it.

Educational Leadership

- As educational leader of the School, the Headteacher provides encouragement, guidance and direction to the entirety of the academic and extra-curricular programmes.
- Encouraging students to engage with opportunities that Bourne Grammar offers.
- Encouraging students to fulfil their potential.
- Encouraging all staff - teaching and non-teaching - to fulfil their potential.
- Inspiring staff to continually strive to improve their work and to share responsibility and accountability for maintaining the highest possible standards throughout the School.

Business & Finance

Taking on responsibility and accountability - both to the Governors and to the public *via* the Headteacher's statutory duties as Accounting Officer. The Headteacher can expect a high degree

of support from Governors in this area and the Finance Team consists of two qualified colleagues. The School's budget is in excess of £7m and, following our expansion, we expect to report a surplus each year. The Headteacher must ensure that there is transparent and timely reporting to Governors and Leadership Team, especially if issues of possible concern are identified.

- Ensuring the continued financial well-being of the School.
- Overseeing the preparation and effective administration of the School budget.
- Managing and maintaining, with the assistance of the School Business Manager, the School estate.
- Given that some 80% of the School's budget is spent on salaries, paying particularly careful attention here. In the modern environment it is necessary to take carefully-considered risks and the Governors encourage this where it is likely to be to the School's advantage (such as the appointing of staff in difficult-to-recruit areas in anticipation of turnover later in the year).
- Take a steering role in the School's marketing strategy - an area in which the School is notably well-developed and sophisticated. Being aware that 'marketing' means far more than published advertisements.
- Lead the marketing of the School to prospective parents.

Relationships

- Being visible in School.
- Taking a genuine interest in the students. Make a determined effort to learn as many names as possible. Encourage a safe, inclusive, warm and caring environment. **Best Atmosphere.**
- Leading the morning staff briefings regularly, attend when other senior colleagues lead; present to the staff in greater detail on the state of the School at the periodical longer whole-staff briefing meetings.
- In all contact with, direction of and leadership of the staff, endeavouring to preserve and improve yet further the uncommonly high level of staff morale which contributes significantly to a pleasant experience at School for the staff. This contributes, in turn, to excellent, warm and trusting relationships between staff and the students.
- Maintaining warm and effective relationships and good communications with the parent body.

PROFILE

Experience

The Governors seek potential rather than evidence suggested by a particular job title.

Be a Teacher

The interview process will include the requirement for shortlisted candidates to teach. So applicants must have a passion for education and must love teaching, so as to be credible as the leading mentor to a strong and well-motivated teaching staff.

Commitment

Applicants must have the willingness, energy and stamina to commit wholeheartedly to the busy life of a school where the standards and expectations are high.

Management and Business Skills

A consultative yet decisive management style. Be prepared to share the burden of running a large school with a strong and very able Leadership Team. Understand the need to keep key senior governors constantly up-to-speed of what is going on in School, both good and less so. Understand the value of good relationships. Have well-developed conflict-avoidance and conflict-resolution abilities. Welcome and encourage constructive feedback and considered criticism.

Have experience of and a record of effectiveness in all aspects of staff development.

Best atmosphere Best support Best results

Ian Mears, Chair of Governors
On behalf of the Selection Panel
February 2020