MILLFIELD
PREP SCHOOL

BRIEF FOR THE APPOINTMENT OF

HEAD



ODGERS

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ABOUT MILLFIELD PREP SCHOOL

From its foundation in 1935 to becoming one of the leading co-educational boarding schools in the UK, Millfield is a school on a remarkable journey. A large independent school, Millfield prides itself on providing an exceptional, all-round education that enables each child to realise their intellectual, creative and physical potential.

The capacity to engage pupils on so many different levels is central to life at Millfield and grounded in the strength of the relationships that are the bedrock of this vibrant community. Millfield is proud to celebrate the tremendous diversity of the academic, cultural and sporting backgrounds of its pupils, as well as the rich culture, imbued with an international outlook, that pervades all that is undertaken.

Founded by Jack Meyer with just six boys, the school was originally based in Millfield House, which now serves as one of the Year 9 boarding houses. Growing steadily, in 1939 Millfield was one of the first independent schools to become co-educational. In 1942, Martin Attlee, son of the then Deputy Prime Minister, Clement Attlee, was sent to Millfield in the hope of overcoming 'word-blindness'. The Millfield approach proved transformational and the school gained national recognition as one of the first schools in the country to support dyslexic pupils successfully, establishing a tradition of personalised learning and educational innovation that continues today.

Millfield Prep was founded in 1945 and the Pre-Prep in the 1980s, with both remaining true to the founder's belief in recognising and nurturing the unique potential of every child. While Millfield has earned an international reputation for sporting excellence and pioneering support for pupils with dyslexia and other learning needs, it is equally recognised for achievement across academic study, music, drama, creative arts and outdoor education.

Today, Millfield educates around 1,700 pupils and employs nearly 1000 staff. The philosophy that has shaped the school since its earliest days remains unchanged: to identify and develop the strengths of every individual. This commitment is encapsulated in Millfield's mission to discover brilliance in every child and transform lives through education, a principle that continues to guide decision-making across the School.





Led by Headmaster Dan Thornburn since January 2022, Millfield Prep continues to build on its strong foundations while responding confidently to the opportunities and challenges facing leading independent schools. The Prep School plays a vital role within the wider Millfield School, combining the ambition and resources of a major educational institution with the warmth, care and sense of belonging of a close-knit community.

Millfield Pre-Prep and Prep are located within more than 160 acres of fields and woodland near Glastonbury, approximately ten minutes from the senior school campus. With around 450 boys and girls aged 2-13, pupils benefit from outstanding facilities, extensive outdoor space and a broad programme of opportunities designed to encourage curiosity, confidence and independence. Experienced teachers work with small class sizes to offer a rich educational experience, supported by specialist teaching, excellent pastoral care and a strong emphasis on learning beyond the classroom.

Recent inspection findings have further reinforced the strength of the school's provision, highlighting a culture in which wellbeing is prioritised, safeguarding is effective, and pupils are known and valued as individuals. These qualities remain central to Millfield Prep's identity and reputation, ensuring that it continues to offer an education that combines ambition with care, achievement with character, and opportunity with a genuine commitment to helping every child flourish.

ETHOS AND VALUES

Since its foundation, Millfield has been guided by a simple but powerful belief: every child is different, and every child has the potential to excel. Rather than expecting pupils to fit a predetermined model of success, the school seeks to recognise, nurture and celebrate individual strengths, enabling each young person to thrive in their own way.

This philosophy is captured in Millfield's mission to **Discover Brilliance**. More than a slogan, it is the principle that underpins the School's approach to education. Brilliance may be found in academic scholarship, sporting performance, artistic creativity, leadership, innovation, kindness or personal growth. The role of the school is to create an environment in which each child can identify their strengths, develop confidence in their abilities and fulfil their potential.

At Millfield Prep, this commitment to the individual sits alongside high expectations and exceptional breadth of opportunity. Pupils benefit from a rich and ambitious educational experience, supported by outstanding pastoral care and a culture that encourages curiosity, courage and self-belief. The school is proud of its ability to combine achievement with wellbeing, ensuring that children are not only successful but also happy, confident and equipped for the next stage of their journey.

Millfield's values help to shape the character of the community and provide a shared framework for how pupils and staff learn, work and grow together:

- **Be Curious** – approaching learning with imagination, openness and a desire to explore new ideas and opportunities.
- **Be You** – valuing individuality and encouraging every member of the community to be true to themselves and their strengths.
- **Be Kind** – fostering a culture of empathy, respect and support, where relationships are built on trust and mutual understanding.
- **Be Challengers** – embracing innovation, challenging convention where appropriate and equipping young people to think independently.
- **Be Brilliant** – striving for excellence in all its forms and celebrating achievement, effort and personal growth.







The school's current strategic direction sits within Millfield's wider vision to be the world leader for the development of children. The School's strategic objectives for 2025-2030 place particular emphasis on discovering sporting, academic and creative brilliance in every child; developing leaders and disruptors; championing physical and mental wellbeing; strengthening the full boarding experience; and transforming lives through education and widening access. These priorities build naturally upon Millfield's longstanding reputation for innovation, inclusivity and educational excellence.

PRE-PREP (AGES 2-7)

Millfield Pre-Prep provides an exceptional start to a child's educational journey, welcoming pupils from the age of two through to seven. Set within a nurturing and stimulating environment, the Pre-Prep is dedicated to igniting a love of learning and encouraging children to approach the world with curiosity, confidence and imagination.

The focus during these formative years is on building strong foundations academically, socially and emotionally. Children are encouraged to explore, question and discover through a broad and engaging curriculum, supported by outstanding pastoral care and expert teaching. Small class sizes and specialist provision ensure that each child is known as an individual and receives the support and challenge they need to flourish.

Learning extends well beyond the classroom. Benefiting from extensive grounds and a unique outdoor setting at the foot of Glastonbury Tor, pupils enjoy regular opportunities to learn through exploration, creativity and adventure. Specialist teaching in areas such as music, languages, swimming and physical education further enriches the experience and helps children begin to identify and develop their strengths and interests from an early age.

At the heart of the Pre-Prep is the belief that every child possesses their own unique talents and potential. Through a culture of encouragement, kindness and ambition, children are given the confidence to take their first steps in discovering their brilliance.

PREP SCHOOL (AGES 7-13)

Millfield Prep is an extraordinary place in which children aged 7-13 are encouraged to discover and develop their individual talents, passions and interests. Combining academic rigour with exceptional sporting, creative and co-curricular opportunities, the school provides an educational experience that is both ambitious and highly personalised.

Pupils benefit from outstanding facilities, specialist teaching and a breadth of opportunity rarely found within the preparatory sector. Whether in the classroom, on the sports field, on the stage or through one of the many co-curricular activities available, children are encouraged to challenge themselves, pursue excellence and embrace new experiences.

Central to the Prep School's success is its commitment to knowing every pupil as an individual. High expectations are matched by outstanding pastoral support, ensuring that children develop confidence, resilience and a strong sense of belonging. Boarding also plays a vital role in school life, fostering independence, friendship and community whilst creating a vibrant seven-day educational experience.

Most pupils progress to Millfield Senior School, ensuring continuity whilst benefiting from a preparatory experience designed to equip them for future success, wherever their educational journey may lead.

ACADEMICS

Millfield Prep is an innovative and ambitious school where academic excellence is pursued through a highly personalised approach to learning. Recognising that every child learns differently, the school seeks to develop potential wherever it is found, providing an environment in which pupils are supported, challenged and inspired to achieve their best.

Small class sizes and expert teaching enable staff to understand each pupil as an individual and tailor support accordingly. Whether a child arrives as a high achiever, an emerging scholar, or with barriers to learning that require additional support, the school's focus remains constant: helping every pupil build strong foundations for future success.

Alongside academic attainment, equal emphasis is placed on developing intellectual curiosity, resilience, self-discipline and confidence. Through a broad and engaging curriculum, pupils acquire not only knowledge and understanding, but also the habits of learning that will serve them throughout their education and beyond.

This commitment to individual progress, combined with a culture of high expectations and encouragement, ensures that pupils leave Millfield Prep exceptionally well prepared for the next stage of their educational journey.



ENRICHMENT AND SUPPORT

A defining characteristic of Millfield Prep is the breadth of opportunity available to every pupil. The school's ambition to discover brilliance in every child is supported by an extensive programme of enrichment alongside a highly developed framework of academic, pastoral and learning support.

Sport remains a cornerstone of the Millfield experience. Pupils benefit from access to outstanding facilities and specialist coaching across a wide range of disciplines, developing both participation and performance pathways. Equally strong opportunities exist in music, drama, dance, creative arts, outdoor learning and leadership, ensuring that every child is encouraged to explore their interests and discover new passions.

The school's commitment to individualised education is reflected in the work of the **Personalised Curriculum Centre (PCC)**, which builds on Millfield's long-standing reputation as a pioneer in supporting pupils with dyslexia and diverse learning profiles. Specialist teachers work closely with pupils, parents and colleagues to ensure that children are able to access the curriculum, develop confidence and fulfil their potential. Support is tailored to individual needs, while extension and challenge are also available for those requiring additional academic stretch.

Together, these opportunities and support structures ensure that pupils are equipped not only to succeed academically, but also to flourish personally, socially and emotionally throughout their time at Millfield Prep.









BOARDING AND PASTORAL CARE

Boarding is a vibrant and integral part of the Millfield Prep experience. With a community of more than 100 full, weekly, flexi and occasional boarders aged 7-13, boarding provides children with a warm, supportive environment in which they develop independence, confidence and lifelong friendships while making the most of the opportunities available across the school.

The boarding community is centred around three boys' houses and two girls' houses, each providing a true home-from-home environment. Led by experienced houseparents and supported by resident tutors and matrons, each house combines high levels of care and pastoral support with a strong sense of community, helping pupils to feel safe, valued and connected.

Set within expansive grounds, boarders enjoy access to an exceptional range of facilities and experiences beyond the school day. Whether building camps in the woods, taking part in sporting activities, enjoying creative pursuits or participating in weekend trips and adventures, pupils are encouraged to embrace new opportunities, develop resilience and build lasting memories with their peers.

Pastoral care sits at the heart of life at Millfield Prep. Underpinned by strong relationships between pupils, staff and families, the school's approach ensures that every child is known and supported as an individual. Tutors, house staff and teachers work closely together to provide consistent guidance and encouragement, helping pupils to navigate both the opportunities and challenges of childhood with confidence.

The school's commitment to wellbeing was recognised in its 2026 ISI inspection, which highlighted a culture in which pupils feel valued, supported and connected to the wider school community. This emphasis on belonging, alongside Millfield's longstanding commitment to individual development, helps create an environment in which children are able to flourish academically, socially and emotionally.

CREATIVE ARTS

The creative arts are a vibrant and highly valued part of life at Millfield Prep, providing pupils with opportunities to develop confidence, self-expression and imagination while discovering and nurturing their individual talents. Reflecting the school's commitment to Discover Brilliance, pupils are encouraged to engage with the arts from an early age and to explore a wide range of creative disciplines.

Music is particularly strong, with specialist tuition available across a broad range of instruments alongside numerous opportunities for ensemble participation, choirs, bands and orchestras. Regular concerts and performances enable pupils to develop their skills, gain confidence and experience the enjoyment of performing to an audience.

Drama and dance are equally important elements of the creative programme. Through productions, performances and the work of the Prep School's Dance Company, pupils are encouraged to collaborate, communicate and express themselves creatively. Opportunities exist for children of all abilities, from those taking their first steps onto the stage to those demonstrating particular talent and ambition.

Art plays an integral role in the curriculum and wider school life, encouraging experimentation, creativity and individual expression. Supported by specialist teaching and dedicated facilities, pupils explore a wide range of media and techniques while developing the confidence to think independently and creatively.

Importantly, the creative arts at Millfield Prep are both ambitious and inclusive. While many pupils achieve at a high level, participation is actively encouraged across the school, ensuring that every child has the opportunity to discover new interests, develop existing passions and experience the satisfaction that comes from creative endeavour.

SPORT

Represented in every Olympic Games since 1956, Millfield is justifiably proud of its reputation as the best sporting school in Britain. Sport is one of the defining features of a Millfield education and has been central to the school's identity since its foundation. Millfield has developed a reputation for combining exceptional coaching, outstanding facilities and a commitment to helping every child realise their potential.

At Millfield Prep, sport is both ambitious and inclusive. Pupils benefit from specialist coaching and access to an extensive programme encompassing traditional team sports alongside disciplines including swimming, athletics, tennis, golf, equestrian, cricket, rugby, hockey, netball and football. This breadth ensures that every child has the opportunity to discover activities in which they can participate, enjoy and excel.

The school's sporting philosophy reflects its wider commitment to **Discover Brilliance**. While Millfield has an enviable track record of developing talented young athletes and creating pathways towards elite performance, equal importance is placed on participation, personal development and fostering a lifelong enjoyment of sport and physical activity.



Exceptional facilities, combined with expert coaching and strength in sports science, enable pupils to develop skills, confidence and competitive experience within a supportive environment. Whether taking their first steps in a new sport or aspiring to compete at the highest level, pupils are encouraged to challenge themselves, embrace opportunity and strive for continuous improvement.

Sport also plays a vital role in developing the broader qualities that underpin success both in and beyond school. Through training, teamwork and competition, pupils develop resilience, leadership, discipline and self-belief, while learning the importance of commitment, respect and collaboration.

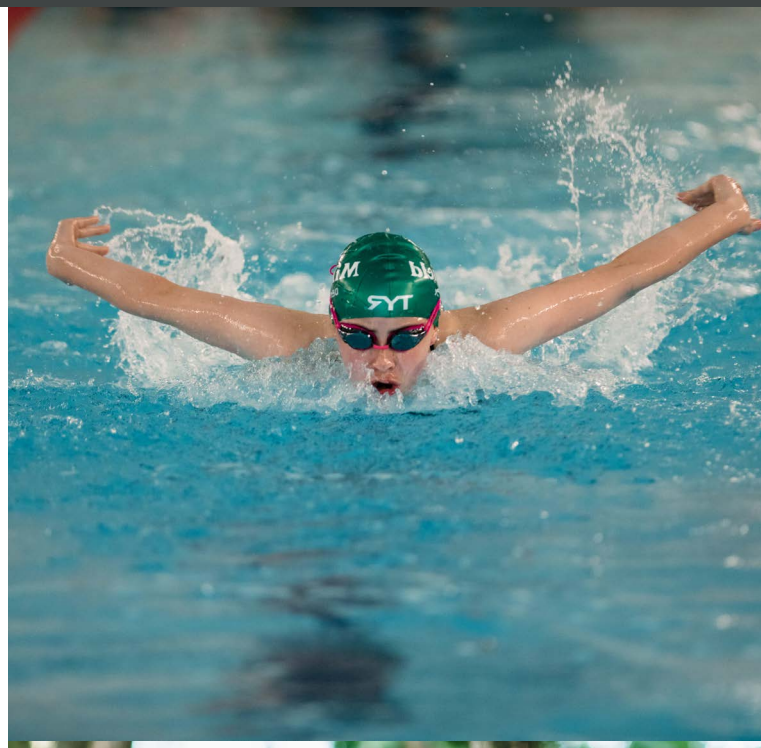
As part of the wider Millfield Schools, Prep pupils benefit from being immersed in one of the most successful sporting environments in British education. Surrounded by role models and exceptional expertise, they are inspired to aim high while remaining firmly grounded in the values of enjoyment, endeavour and personal growth.

CO-CURRICULAR

Pupils enjoy a rich co-curricular prevision at Millfield Prep and the Activities programme gives everyone the opportunity to try new experiences, discover different interests and build self-confidence. There are over 100 indoor and outdoor clubs and activities on offer, from practical to creative, adventurous to reflective, with examples ranging from cookery and chess to karate and bushcraft.

CHARITY AND COMMUNITY

Community spirit lies at the heart of Millfield Prep. Each year the children choose a local, national and international charity close to their hearts to raise money for during the year. Fundraising initiatives include running miles, baking cakes, growing money through business ideas and mufti days.





THE OPPORTUNITY

This is a rare opportunity to lead one of the United Kingdom's most distinctive and highly regarded preparatory schools. The next Head will inherit a school in a position of considerable strength. Millfield Prep enjoys an outstanding reputation for educational quality, pastoral care, boarding, sport, creative arts and personalised learning.

It benefits from exceptional facilities, a committed and talented staff body, engaged families and a powerful sense of purpose rooted in the belief that every child can achieve extraordinary things when known, valued and supported as an individual.

Working closely with the Headmaster and Finance Director as part of the Executive Group, the Head will provide visible and inspiring leadership for the Prep School, ensuring that it continues to deliver an outstanding educational experience whilst responding confidently to the opportunities and challenges facing the modern independent schools' sector. The role will also seek opportunities for international recruitment and therefore may require travel to key geographies.

The successful candidate will be both a custodian and a leader of change: someone who understands and celebrates what makes Millfield Prep distinctive whilst bringing the energy, vision and strategic insight required to shape its next chapter. Above all, they will champion Millfield's commitment to Discover Brilliance, ensuring that every pupil benefits from an education that is ambitious, inclusive and deeply personal.

REPORTING LINES

The Head of Millfield Prep reports directly to the Head of Millfield and has direct access to the Governing Body. The role will work closely with the Chair of Governors, the Chair of the Education Committee and the Governor(s) with special responsibility for Millfield Prep, in particular. The school and the Head are members of IAPS, the BSA, and HMC Junior Network.

The Head of Millfield Prep will line manage the Head of Pre-Prep, Prep Deputy Head (Academic), Prep Deputy Head (Operations), Prep Deputy Head (Pastoral) and Prep Director of Sport.







LEADERSHIP

The Head will be responsible for providing clear strategic and educational leadership for Millfield Prep and for ensuring that the school's ethos, values and ambitions are fully realised.

The Head will:

- Provide inspirational and visible leadership for pupils, staff and parents.
- Promote and embody the values and philosophy of Millfield, ensuring that the commitment to Discover Brilliance is reflected throughout school life.
- Lead the ongoing development of the Prep School, building on its many strengths whilst responding successfully to emerging opportunities and challenges.
- Foster a culture of ambition, innovation, collaboration and continuous improvement.
- Whilst leading and developing Millfield Prep's standalone development plan, the Head will work closely with the Head-master, Finance Director, Governors and School colleagues to contribute to the wider strategic direction of Millfield.
- Act as an outstanding ambassador for the Prep School, the independent schools sector and the wider community.

TEACHING AND LEARNING

The Head will be responsible for ensuring that Millfield Prep continues to deliver an exceptional and distinctive educational experience.

This will include:

- Promoting excellence in teaching, learning and curriculum development.
- Ensuring that every pupil is known, supported and appropriately challenged as an individual.
- Championing high academic standards whilst maintaining the breadth and balance that characterise a Millfield education.
- Supporting innovation in educational practice and embracing developments that enhance pupil outcomes and experiences.
- Ensuring that pupils are equipped with the knowledge, skills, confidence and character required to thrive both at Millfield and beyond.
- Working closely with staff to maintain a culture of intellectual curiosity, aspiration and achievement.

PASTORAL CARE AND BOARDING

Pastoral care and wellbeing sit at the heart of the Millfield Prep experience.

The Head will:

- Promote a culture in which every child feels known, valued and supported.
- Ensure the continued delivery of outstanding pastoral care and safeguarding provision.
- Lead and support a thriving boarding community which remains central to the character and life of the school.
- Foster a strong sense of belonging amongst pupils, staff and families.
- Champion pupil wellbeing and personal development.
- Ensure that the Prep School continues to provide a safe, inclusive and nurturing environment in which children can flourish.



CO-CURRICULAR LIFE

The Head will be responsible for providing clear strategic and educational leadership for Millfield Prep and for ensuring that the school's ethos, values and ambitions are fully realised.

A defining feature of Millfield Prep is the breadth of opportunity available to every child.

The Head will:

- Champion excellence and participation across the co-curricular programme.
- Support the continued development of sport, creative arts, outdoor education and wider enrichment opportunities.
- Ensure that pupils have opportunities to discover and develop talents across a broad range of disciplines.
- Promote a culture in which achievement in all its forms is recognised and celebrated.
- Encourage innovation and creativity in the development of pupil opportunities and experiences.

STAFF

The quality and commitment of the staff are fundamental to the success of Millfield Prep.

The Head will:

- Recruit, develop and retain outstanding colleagues.
- Foster a culture of professionalism, collaboration and mutual support.
- Provide clear expectations and accountability while empowering colleagues to contribute fully to school life.
- Promote staff wellbeing and professional development.
- Ensure that Millfield Prep remains an attractive and rewarding environment in which to work.
- Work closely with the Finance Director in all areas to ensure clear financial planning and analysis.

PARENTS AND COMMUNITY

Millfield Prep enjoys strong and productive relationships with its parent body and wider community.

The Head will:

- Build positive, open and trusted relationships with parents.
- Act as a visible and accessible leader within the school community.
- Communicate effectively and authentically with all stakeholders.
- Work to strengthen the Prep School's reputation and profile.
- Actively support admissions, pupil recruitment and retention activities.
- Promote strong relationships with alumni and the wider Millfield community.

OPERATIONAL AND FINANCIAL MANAGEMENT

Supported by an experienced leadership team, the Head will ensure the effective management and long-term success of the school.

The Head will:

- Oversee the efficient day-to-day operation of Millfield Prep.
- Manage resources responsibly and effectively.
- Contribute to a close relationship with the Finance Director.
- Contribute to financial planning and strategic decision-making.
- Support pupil recruitment and retention to ensure the ongoing strength of the school.
- Ensure compliance with all statutory, regulatory and safe-guarding responsibilities.
- Maintain the highest standards of professionalism, governance and operational excellence.



PRIORITIES FOR THE NEXT HEAD

The successful candidate will have the opportunity to:

- Build upon the strong foundations established under recent leadership, contributing to the delivery of the strategic plan.
- Further embed Millfield's commitment to Discover Brilliance across all aspects of school life.
- Continue to strengthen academic ambition whilst preserving the breadth and individuality of a Millfield education.
- Champion excellence in boarding, pastoral care and pupil wellbeing.
- Support the recruitment, development and retention of exceptional staff.
- Enhance the Prep School's position within an increasingly competitive independent schools landscape.
- Work collaboratively across Millfield to maximise opportunity whilst maintaining and enhancing the distinctive identity of Millfield Prep.

A competitive package, commensurate with the significance and responsibility of the role, will be offered to the successful candidate.



THE INDIVIDUAL

It is expected that the Head of Millfield Prep will be a committed and inspirational leader of the highest calibre. Applications are invited from candidates with the following key skills, experience and attributes:

QUALIFICATIONS AND EXPERIENCE

- A degree, with an additional post-graduate leadership and/or management qualification an advantage.
- A proven track record of success in academic management obtained as either Head or Deputy, ideally in a boarding environment.
- Demonstrable experience of academic success and excellence in teaching.
- Demonstrable experience of developing and leading out-standing pastoral environments.
- Experience of building, developing and leading teams.
- Experience in managing human, financial and physical resources.
- Strong understanding of the examination and wider regulatory systems of England.
- Experience of leadership and management of staff and developing an open and supportive working environment.

KNOWLEDGE, SKILLS AND ABILITY

- A demonstrable commitment to achieving the highest academic standards at Millfield Prep School.
- An understanding of sport at a high level.
- An appreciation of the value in a holistic education of sport, culture and an attitude of service.
- A deep interest in fundraising, PR and marketing.

PERSONAL

Applications are invited from candidates who possess:

- A commitment to raising educational standards.
- Integrity and independence of thought.
- Financial and business acumen.
- Strong team leadership skills, including the ability to build a strong senior management and 'whole school' staff team.
- The ability to act as ambassador and professional advocate for the School, with strong personal credibility and the capacity to build relationships.





HOW TO APPLY

Millfield Prep School have engaged the services of Odgers to assist with the recruitment of the next Head.

The closing date for applications: **9.00am on Monday 7 December 2026**.

Preliminary interviews with Odgers will take place during the **weeks of 14 December and 4 January**. Shortlist interviews with the Selection Committee will take place on **Friday 15 January**.

Candidates invited to the final round will have detailed briefings on **21 or 22 January** and final interviews will take place on **Monday 8 February**.

In order to apply, please submit a completed application form, CV and a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include current salary details and the names and addresses of three referees. Please submit a completed Millfield application form which is available for download.

The preferred method of application is online at:
www.odgers.com/97024

All applications will receive an automated response.

For an initial discussion, please contact:

Constance Moss: constance.moss@odgers.com

James Whitehead: james.whitehead@odgers.com

Lottie Willis: lottie.willis@odgers.com

PERSONAL DATA

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your special category personal data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your special category personal data in your CV/ application documentation will be understood by us as your expressed consent to process this information going forward.

Millfield School is committed to safeguarding and promoting the welfare of children, and applicants must be willing to undergo child protection screening appropriate to the post, including checks with past employers and the Disclosure and Barring Service (DBS).





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