



# SIR WILLIAM BORLASE'S GRAMMAR SCHOOL

**Headteacher**

**Application Pack**

**March 2018**

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**SIR WILLIAM  
BORLASE'S  
GRAMMAR SCHOOL**



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## Job Advertisement

Sir William Borlase's Grammar School, a member of Marlow Education Trust, is a selective-entry, co-educational grammar school recognised as Outstanding by OFSTED and by The National Association for Able Children in Education. Located in the centre of the attractive Thames-side town of Marlow, Buckinghamshire, the school has an excellent academic record and is very heavily over-subscribed. Standards of attainment are well above the national average, and above those achieved by comparable selective schools at all age levels. The school also has a justifiably high reputation for its rich and varied provision of academic enrichment and extra-curricular activities. These include HPQ and EPQ; Hockey, Rowing, Rugby and most other sports; Music, Dance, Drama and Creative Writing.

### Headteacher

**Salary: Leadership Range within group L35 – L39**

**£89,874 to £99,081**

**Full time**

**Required for September 2018**

**(Ideally 1st September 2018 or such later date to suit the right candidate)**

The Governors are looking to appoint an experienced and strategic leader who will build on our strong foundations and sustain the positive and productive learning culture.

We require an inspirational leader with a vision for excellence and a passion to realise the potential of all pupils and staff, with a strong record of building and leading high performance teams.

Applications are invited from outstanding, committed and enthusiastic senior leaders with proven leadership and management skills, committed to continuing the pursuit of excellence through innovation and change.

The Marlow Education Trust is committed to safeguarding and promoting the welfare of children and we expect all staff and volunteers to share this commitment. The successful applicant will be required to undertake an enhanced DBS check via the Disclosure and Barring Service.

**We would encourage you to visit the school on either Tuesday 20th March 2018  
or Thursday 22<sup>nd</sup> March 2018**

**Please contact Anna Summerfield, HR Manager [asummerfield@swbgs.com](mailto:asummerfield@swbgs.com) to arrange a visit of the school or for further information**

**For further details about the school and to obtain an application pack please visit our website  
[www.swbgs.com](http://www.swbgs.com)**

**Closing date for applications is 9am on Wednesday 28<sup>th</sup> March 2018**

**The assessment days will take place on Thursday 26<sup>th</sup> April 2018 and Friday 27<sup>th</sup> April 2018**



## Letter from Chair of Governors

Dear Candidate,

Thank you for your interest in the position of Headteacher at Sir William Borlase's Grammar School.

Sir William Borlase's Grammar School is an outstanding school, committed to continuing its pursuit of excellence through innovation and change. The school provides all its students with both the challenge and support they need to achieve their academic and other ambitions; and to grow and develop as valued members of society.

To do this, we rely on high quality and committed staff, and on the support of parents and the wider community.

In October 2016 the school founded Marlow Education Trust, a multi academy trust. It currently comprises two schools, us and Beechview Academy. The school provides staff and students to support Beechview Academy as part of its community outreach project.

We want to recruit a Headteacher who has a compelling vision of the way our school can continue to develop and to build its reputation for excellence in all areas, and is able to communicate that vision to all stakeholders. The right individual will have a strong record of building and leading high performing teams.

In addition to completing the application form, we ask that you include in your covering letter a summary of your strategic plan to build on the school's history of outstanding performance. Please detail your approach to building a high performing academic team and specifically describe what you will bring to this role.

We look forward to receiving your application.

Yours faithfully,

Charlotte Redcliffe

Chair of Governors





## About the School



### Vision

Founded in 1624, Sir William Borlase's Grammar School builds upon centuries of tradition in providing an outstanding education for its pupils. Our selective, co-educational learning environment encourages every girl and boy to be ambitious in their academic aspirations; innovative and creative in their thinking and dedicated in their pursuit of excellence in all fields of endeavour. We foster a distinctive Borlase spirit where mutual respect and strong friendships across year groups allow pupils to be confident individuals, fulfilling their potential and realising their ambitions. Our pupils are encouraged to embrace opportunities, to participate fully and develop their qualities of leadership. Borlase has a strong ethos of responsibility; the whole school community works together to create accomplished, well-rounded and considerate young people.

*"The best thing about Borlase is the fact that it is not a school, but a community and you can make friends with anyone from any year group. Plus, the teachers are always more than happy to help inside a classroom or outside."*

**Isabel Murray – Year 7**

### Teaching and Learning

The school has developed its *Quality of Learning* initiative based on, Building Learning Power. It is an approach to teaching and learning focusing on pedagogy, where teachers plan and deliver lessons to develop students' learning through independence, reflection, resilience, collaboration and creativity. This is recognised as the best way to provide appropriate challenge and stimulation to able students. Every department also offers additional opportunities for the most able; they extend the level of challenge inside and outside the classroom through a wide range of activities and experiences. The success of the strategy is reflected in our consistently outstanding examination results. Our curriculum is designed to engage and excite the intellectual curiosity of our pupils and our teachers are committed and passionate about their subjects. As well as studying traditional GCSEs and A Levels, our students have the opportunity take part in Mathematics and Languages Challenges, compete in national Science and Creative Writing competitions and complete independent projects such as The Crest Award and the EPQ. Our students are able to stand out and access the most competitive universities and professions.

### Pastoral

At Borlase, we are committed to ensuring our pupils are happy and feel confident at school. In a positive, friendly and supportive environment all our young people thrive. Our key stage and departmental support structures enable every pupil to receive the academic and pastoral support they need; this is enhanced by a vertical tutoring system where pupils make friends across all year groups, following a programme of activities to help them develop as individuals and as Borlasians. We believe that in our co-educational community where young men and young women work and take part in extra-curricular activities together, they develop a genuine understanding and respect of one another as equals.

*"At Borlase, we don't do things by halves. Every member of staff follows this ethos of dreaming big and doing everything possible to achieve your ambition. As a Borlase student, surrounded by this atmosphere of encouragement to pursue excellence, it is hard not to dream dreams and to be convinced that enough hard work will always pay off in the long run."*

**Beth Potter - Head Girl**

### Facilities, ICT & Environment

We have excellent specialist facilities to deliver all subjects across the curriculum including well-equipped Science laboratories, Mac and PC suites and a purpose-built theatre and dance studio. There are also exciting new developments on the horizon including a Boat House and extended Sports Hall. Wifi coverage across the site allows staff and students to use their own devices to take advantage at all times of the school's google-based VLE and national and international resources designed for universities including Jstor and MOOCs (massive on-line open courses). We are committed to reducing our carbon-footprint and consider the impact on the environment in the development of facilities and use of our current buildings.

*"There is a whole school commitment and passion for challenging all learners which underpins the ethos of the school and is reflected in comments from parents, governors and students."*

**National Association for Able Children in Education Report, 2014**

## The Role – Job Description

### Headteacher Job Description

This appointment will be in accordance with the Articles of Government, the Conditions of Employment of Headteachers contained within the Teachers' Pay and Conditions Document and the policies and requirements adopted by the Local Governing Body.

Job title: Headteacher

Accountable to: The Local Governing Body

Liaising with: Business Manager, Senior Leadership Team, Governors and other Stakeholders

### Core purpose of the role

To provide inspirational leadership and management to create a shared vision and strategic plan that inspires and motivates students, staff, parents and all other members of the school community to achieve greater success. To play a lead role in the development of systems leadership.

To achieve success, the Headteacher will:

- Provide vision, leadership and direction to the staff, students and other stakeholders.
- Effectively manage learning and teaching; implementing appropriate and agreed changes to academic and vocational provision.
- Ensure the best outcomes for students both in terms of attainment and progress.
- Promote excellence, equality and high expectations for all students.
- Deploy all resources, including staff and financial resources to achieve the school's aims and provide regular reports to the Governors on the performance of the school.
- Evaluate school performance and identify priorities for continuous improvement.
- Secure effective day to day management, organisation and administration.
- Maintain very strong relationships with the community, stakeholders and partners.
- Create a safe and productive learning environment which is engaging and fulfilling for all students.
- Sustain and develop a professional community that enables others to achieve through effective relationships and communication.

### Key responsibility areas

The Headteacher will need to provide continuity in maintaining excellent teaching and learning throughout the school, whilst meeting the requirements of the school's role as part of Marlow Education Trust (MET) and Teaching School. At the same time he or she will work closely with the MET Members and Directors, Local Governing Body, senior leadership team and other stakeholders to create and implement a shared vision that delivers future success and encourages each child to strive for his or her best.

The National Standards for Headteachers sets out the knowledge and professional qualities required for this role in the following key areas:

- Shaping the future
- Leading learning and teaching
- Leading and Developing people and the organisation
- Managing the organisations' resources
- Securing accountability and effective communication
- Strengthening the community
- Safeguarding Children

## Shaping the future

The Headteacher will:

- Have overall responsibility for the management and performance of the school.
- Develop, secure approval for, and lead the implementation of, a clear strategic vision and plan for the development of the school.
- Build and maintain a high performance culture leading to high standards of teaching and learning throughout the school.
- Create an organisational structure that reflects the school's values, and enables the management systems, structures and processes to work effectively in line with legal requirements.
- Ensure that all statutory requirements are met, especially in relation to safeguarding and health and safety.
- Ensure that the needs of the students, parents and the community are met.
- Develop the School as an asset for the local community, to enable all to benefit from the facilities for education, training, health, fitness and recreation opportunities.
- Be the principal ambassador for the school, working with stakeholders to support the school's success.
- Act as a principal advisor to the MET and the Local Governing Body in the discharge of its responsibilities, and implement the decisions of the Local Governing Body.
- Work with the Local Governing Body, MET and other key stakeholders to ensure that the school's vision is clearly articulated, shared, understood and translated into real and effective action by all.
- Provide strategic leadership that secures the delivery of high standards of attainment and personal development for all students and staff.
- Manage effectively all aspects of the organisation and change processes for a successful school.
- Provide leadership in the development of innovative learning and teaching, and extended community activities.
- Work with other, schools, Further and Higher Education providers, partners and organisations in the public, private, business and voluntary sectors for the benefit of the school.

## Leading teaching and learning

The Headteacher will:

- Secure delivery of the highest possible standards of teaching and learning throughout the school.
- Develop and maintain a focus on achievement, maximising the potential and academic performance of all students against national and individual targets and aspirations.
- Maintain effective assessment, recording and reporting systems of student progress and ensure these are used to challenge underperformance and drive improvement.
- Build and maintain effective partnerships between school, students and parents to support learning.
- Involve students, as appropriate, in the decision-making processes in the school by developing policies and practice that treat students as partners in the learning process.
- Monitor, evaluate and review classroom practice and promote improvement strategies leading to raised standards.
- Develop and implement a broad and relevant curriculum which embraces the school's specialisms, innovative approaches to teaching and learning, national initiatives and is at the forefront of best practice, to meet the needs of all students.
- Ensure that educational provision and achievement for pupils with special needs are maximized through an appropriate mix of integrated and specialist needs provision.
- Monitor and evaluate the curriculum for both quality and value for money.
- Embed data and benchmarking systems to monitor progress, raise standards and ensure a continuous and consistent school-wide focus on students' achievement which engages the support of parents and carers and the assistance of other stakeholders.
- Ensure that suitably challenging targets are set, including those for student attainment, progress, behaviour and attendance.
- Develop an ethos and structure for managing behaviour which enables each student to achieve their potential, including the management of pastoral care, student welfare and effective anti-bullying procedures.
- Be outward facing, taking a strategic role in the development of new and emerging technologies to enhance and extend the learning experience of students and the pedagogical skills of staff, deploying technological resources effectively and efficiently in order to realise the aims of the school.
- Create a culture of challenge, high expectations and support where all students can achieve success and be engaged in personalised learning, supported by a curriculum offer appropriate to their individual needs, aspirations and abilities.
- Ensure a wide range of community-based, off-site and outdoor learning experiences are available.
- Collaborate with other agencies in providing for the academic, spiritual, moral, social, emotional and cultural well-being of students and their families.
- Build a collaborative learning culture and with other schools and agencies, continue to build effective learning communities to promote excellence in teaching and learning.



## Leading and developing people and the organisation

The Headteacher will:

- Lead, motivate and inspire all staff to build and maintain their trust and commitment.
- Demonstrate and engender in others, respect, integrity, optimism, resilience and a sense of proportion.
- Demonstrate the vision and values in everyday work and practice. Ensure that the values are upheld and practised by the staff and students.
- Create and maintain a culture of high performance and continuous improvement, amongst all staff at the school.
- Recruit, retain and deploy teaching and support staff appropriately and assist in managing their workload to achieve the vision and goals of the school.
- Exercise effective staff management and generate effective working relationships at all levels.
- Manage own workload and that of others to allow for an appropriate work/life balance.
- Optimise the contribution of all staff to ensure excellent quality of teaching and learning.
- Manage performance, utilising all staff effectively, challenging and addressing underperformance whilst providing for the continuous professional development of all staff.
- In partnership with the MET and Local Governing Body, lead the selection, appointment, deployment and management of high-quality staff to ensure that effective learning takes place throughout the school.
- Create, maintain and enhance effective working relationships with staff, including consultation with professional associations.
- Manage and maximise the contribution of staff to improve the quality of education provided and standards achieved and to sustain the progress of the school.
- Manage the effective deployment and performance of all staff by supporting and ensuring their professional development.
- Involve all staff in decision-making, as appropriate, in order that all who work in the school are committed to its development.
- Develop the leadership skills of staff at all levels and of the student body.
- Regularly review own practice and performance, set personal targets and take responsibility for own development.
- Promote the school ethos, values and aims, characterised by high beliefs, aspirations and achievements.
- Respect the responsibilities and celebrate the achievements of individuals and teams.
- Treat people fairly, equitably, with dignity and respect to create and maintain a positive culture and ethos.

## Managing the organisations resources

The Headteacher will:

- Maintain a financially and educationally viable school, embracing the ethos and stated aims of the school.
- Recruit staff of the highest quality and deploy them effectively.
- Work with the Business Manager, Governors and Trust to ensure funding is allocated appropriately to support the curriculum, and that spending is monitored and managed effectively.
- Manage and organise accommodation and other resources efficiently and effectively to ensure that it meets the needs of the curriculum and health and safety requirements.
- Ensure that the school secures maximum value for money and complies with statutory and other requirements
- Seek to ensure adequate resources for the school.
- Be responsible for the internal organisation, management and control of the school.
- Advise the MET and Local Governing Body on the annual priorities and formulation of the budget to ensure that the school achieves its objectives.
- Plan, manage and monitor the curriculum and all policies, procedures and initiatives within the agreed budget, setting priorities for expenditure, allocating funds/resources and securing effective administration and control.
- Ensure the regular monitoring of the budget and the oversight of the use of resources at all levels in the school.
- Manage and organise accommodation efficiently and effectively to ensure it meets the needs of the curriculum, extended use, health and safety requirements and promotes a positive learning environment for all.
- Manage the school's financial and human resources effectively and efficiently to achieve the educational goals and priorities.
- Monitor and evaluate the overall provision and use of resources to secure value for money.
- Seek all opportunities to maximise resources for the school and its community.
- Create an awareness of environmental issues both within and beyond the school and help to develop innovative projects which address practices.

## Securing accountability and effective communication

The Headteacher will:

- Be accountable to the MET and Local Governing Body for all aspects of the performance of the school.
- Secure a positive, open and collaborative working relationship with the MET and Local Governing Body to develop a shared vision and clear strategy for the school, and take ownership for leading its implementation.
- Work closely with the COO of the Trust and the Chair of the Local Governing Body to facilitate the work of the Local Governing Body and maximise the contribution of all governors.
- Provide information, objective advice and support to the MET and Local Governing Body to enable it to meet its statutory responsibilities.
- Implement the decisions of the MET and Local Governing Body.
- Present a coherent and accurate account of the school's performance in a form appropriate to a range of audiences including governors, parents/carers, students and other stakeholders.



- Ensure that parents and students are well informed about curriculum attainment and progress and are able to understand targets for improvement.
- Develop and encourage good relationships between the school, partner schools, the local authority, other key stakeholders and the local community to enhance the reputation of the school and the opportunities for its students.
- Work collaboratively with the MET and Local Governing Body and those of its sub-committees, as appropriate, to enable them to fulfil their strategic monitoring and statutory and wider responsibilities.
- Develop an organisation in which staff recognise they are responsible for the success of the school and individual accountabilities are clearly defined, understood, agreed and acted upon.
- Ensure that effective communications are developed and maintained within and beyond the school and with stakeholders.
- Ensure that parents and carers and students are fully engaged and well informed about all aspects of the school and, in particular, about attainment, curriculum, progress and targets for further improvement and the contribution they can make.

## Strengthening the community

The Headteacher will:

- Work effectively and collaboratively with external partners and stakeholders to achieve mutually agreed objectives.
- Co-operate and collaborate with other agencies and partners to protect children and provide for the academic, spiritual, moral, social, emotional and cultural well-being of all students and their families.
- Promote effective relationships with local, regional, national and international community organisations including employers, charities and the voluntary sector.
- Build strong and lasting networks of schools and education providers to support outstanding education for students, the highest quality professional learning and sharing of the very best practice.
- Develop and reinforce relationships between member schools of the MET.

## Safeguarding children

Sir William Borlase's Grammar School is committed to safeguarding and promoting the welfare of children and young people as required under the Education Act 2002 and expects all staff and volunteers to share this commitment.

The Headteacher will:

- Ensure that the policies and procedures adopted by the governing body are fully implemented and followed by all staff.
- Ensure that sufficient resources and time are allocated to enable the designated person and other staff to discharge their responsibilities, including taking part in strategy discussions and other inter-agency meetings, and contributing to the assessment of children.
- Ensure that all staff and volunteers feel able to raise concerns about poor or unsafe practice in regard to children, and such concerns are addressed sensitively and effectively in a timely manner in accordance with agreed whistle blowing practices.

This post will be subject to clearance by the Disclosure and Barring Service at Enhanced Level.

In addition to the above job description, the Headteacher is expected to fulfil the expectations of the person specification. They also perform such other duties as may be reasonably required by the MET and Local Governing Body.

## The Person – Person Specification

The person specification will be evaluated by the following;

Key : **A** Application Form/Letter  
**C** Certificate  
**AD** Assessment Days  
**R** References

Qualifications and Experience		Assessment Method
1	A relevant honours degree	A/C
2	Qualified Teacher Status (QTS)	A/C
3	Further relevant post graduate study	A/C
4	NPQH is desirable	A/C
5	Evidence of recent and relevant training and development at headship level and/or in preparation for headship	A/C
6	Substantial successful leadership experience in a senior role in secondary school(s)	A/R
7	Direct experience of; Safeguarding and promoting the welfare and wellbeing of all students <ul style="list-style-type: none"> <li>School strategic development planning and self- evaluation</li> <li>Raising standards in teaching and learning to improve outcomes</li> <li>Recruiting and developing skilled and effective teams throughout the school</li> <li>Effective change management</li> <li>Working within a Multi Academy Trust</li> </ul>	A/R
8	Experience of effective management of people and financial resources	A/AD/R
9	Development of effective and sustainable relationships, respect and credibility working with key stakeholders including students, staff, parents, Governors, the wider community and external partners	A/AD/R
Qualities and Knowledge		
10	Demonstrate recent strategic leadership experience in a secondary school	A/AD
11	In depth knowledge and understanding of the wider educational agenda including national policies and educational issues relevant to an academy	A/AD
12	In depth knowledge and experience of Child Protection, Safer Recruitment and Safeguarding procedures	A/AD
13	Experience in leading, monitoring and managing staff including delegation, performance management and change management	A/AD
14	Knowledge of ICT to enhance learning and analyse data	A/AD
15	Strong analytical skills with the ability to use sound judgement to anticipate and resolve conflict and issues	A/AD
16	Can promote the success and strengths of the school by being a visible and accountable high profile role model	A/AD
17	Can devise and implement strategic plans to meet the school's aims	A/AD
Students and Staff		
18	Raise aspirations and have a clear vision of excellence, providing targeted intervention to ensure every student reaches their potential	A/AD
19	Practitioner with a clear understanding of what makes good and outstanding learning, teaching and assessment, leading by example. Track record of the professional development of teams and staff to raise the quality of teaching to improve outcomes	A/AD
20	Experience of positive, student centres, behaviour management	A/AD
21	Experience of curriculum development across all key stages, including Sixth Form	A/AD
22	Ability to develop, empower and support individuals and teams, to recognise and promote excellence and the skills and resilience to challenge poor performance across the school	A/AD
23	An excellent understanding of initiatives to identify and support student groups in order to narrow achievement gaps	A/AD
24	An excellent understanding of initiatives to stretch and challenge high achieving groups	A/AD
25	Commitment to and ability to implement an ethos of the highest standards of student behaviour, standards and welfare	A/AD



<b>Systems and Process</b>		
26	Successful experience of effective strategic and operational and resource management	A/AD
27	Strong financial awareness and commercial acumen and the ability to understand, plan and manage the budget, with experience of making effective use of resources and developing the use of technology in the school	A/AD
28	Commitment and proven experience of effectively implementing procedures for safeguarding and promoting the welfare of students and staff	A/AD
29	Ability to develop and maintain effective relationships with the Chair of Governors and Local Governing Body to ensure effective governance and successful implementation of the Local Governing Body's responsibilities	A/AD
30	Effective people management capabilities including understanding of the role of performance management in staff development and school improvement	A/AD
<b>Self Improving School System</b>		
31	Successful experience of securing and raising standards in a secondary school with a commitment to collaborative working both internally and with other schools to improve outcomes and to develop opportunities, initiatives and partnerships to derive maximum benefit for the school and its stakeholders	A/AD
32	Actively encourage research led development by staff and innovation in teaching practices	A/AD
<b>Personal Qualities</b>		
33	Passionate about education and success for all, leading by example with empathy and integrity to motivate, inspire and generate trust in others	A/AD
34	Highly and effective communicator (both oral and written) with the skills and confidence to negotiate and consult across a wide range of decision makers	A/AD
35	Ambitious, driven and resilient with high expectations and good judgement to recognise and reward professional excellence, and to manage effectively with poor performance	A/AD
36	Ability to generate commitment and develop strong teams to manage change effectively	A/AD

## How to Apply

**Closing date for applications: 9am Wednesday 28<sup>th</sup> March 2018**

**Assessment days: Thursday 26<sup>th</sup> April 2018 and Friday 27<sup>th</sup> April 2018**

Appointments to visit the school are welcomed on either Tuesday 20<sup>th</sup> March 2018 or Thursday 22<sup>nd</sup> March 2018. Please contact Anna Summerfield, HR Manager via email [asummerfield@swbgs.com](mailto:asummerfield@swbgs.com) to arrange.

Application forms are available in an electronic format from the school website [www.swbgs.com](http://www.swbgs.com) and can be found under Job Vacancies.

In addition to the application form, please include a covering letter, no more than 2 sides of A4 paper in font size 12 on the following;

*Provide a summary of your strategic plan to build on the school's history of outstanding performance, detail your approach to building a high performing academic team and specifically describe what you will bring to this role.*

Applications can be returned electronically to Anna Summerfield as above or by post. You may support your application with a CV but it is a requirement of the school's safer recruitment process that this application form be completed.

If you would like a paper copy of this application pack to be sent to you by post, please contact Anna Summerfield as above.

We will request references for shortlisted candidates. To prevent delays it is essential that you have informed your referees that we will contact them, and that references will need to be available for the assessment days.

The school will reimburse reasonable travel costs to candidates attending the assessment days. You should retain copies of receipts in relation to these expenses incurred.

**The Marlow Education Trust is an Equal Opportunities Employer.**

**The school is fully committed to the DCSF guidance on Safeguarding children and Safer Recruitment in Education and all candidates for the post will therefore be subject to vetting procedures following Buckinghamshire County Council's guidance on Safer Recruitment and Selection in Schools.**

**We look forward to hearing from you.**