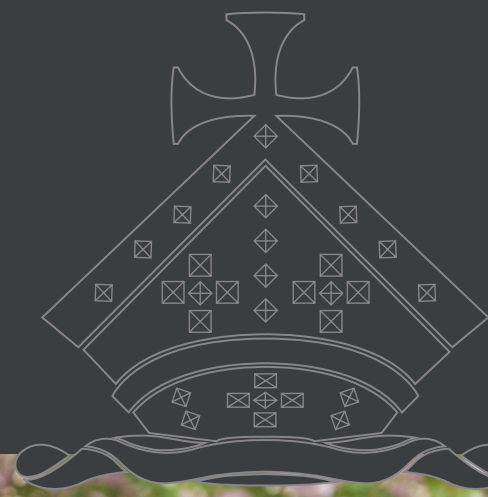




**CATHEDRAL SCHOOL**

LLANDAFF ♦ CARDIFF

*Outstanding School for  
Boys and Girls ages 3-18*



Information for candidates applying for the position of

**HEAD**

For September 2016 or soon afterwards



## **Background**

Our current Head, Mr Stephen Morris, is making his next career move after a distinguished eight year tenure. As a result, this excellent school is in a superb position for an incoming Head to build on a firm foundation to address 21st Century challenges in a historic setting.

## **Our new Head will be...**

- A strategic and innovative leader
- Inspirational with a passion for education
- A capacity-builder and lateral thinker
- An outstanding communicator
- A person with a deep appreciation of the Christian faith, and the Anglican tradition
- A person with commercial acumen

## **Our criteria for success will be...**

- The development of a new 5 Year strategy.
- Protection of the School's ethos, community values, enviable track record and reputation.
- Maintenance of excellent academic results at all levels, and of the thriving co-curricular dimension, especially music and sport.
- A strong defence of market share in a challenging competitive environment.
- Sustaining an active learning community – staff as well as pupils.
- The implementation of any necessary structural changes within the school for future strategic development initiatives.
- Continued financial sustainability and optimised use of resources.
- A motivated and mutually supporting management group.



## The Cathedral School Llandaff

The Cathedral School in Llandaff is the leading co-educational independent school in Cardiff, the capital city of Wales. It educates some 760 pupils, boys and girls, aged from 3 to 18. With the growth of our emergent Sixth Form (founded in 2013), we expect the school roll to approach 800 in due course. In the Senior Section there are approximately 70 pupils in a year group; 40 of these have come from our own Junior Section (being taught to 11+ level in the core subjects) and 30 from other local (mostly state) schools.

The School is located on an attractive campus adjacent to Llandaff Cathedral. While there are records to show that a school of some kind existed in Llandaff from the 9th Century, the current choir school was founded in 1880 to provide choristers to the Cathedral; this tradition continues today. The school moved to its present campus in 1958, then numbering 190 boys and being a preparatory school. It became co-educational approximately 25 years ago, and expanded very successfully to GCSE 10 years ago, achieving amongst the best GCSE results in Wales every year since. There are no boarders; all our pupils come from the locality, most from a 20 mile radius. Standards, academic and behavioural, are very high. All pupils, and all staff, are expected to give and to be the best they can. Our Sixth Form began in September 2013 and has grown and developed ahead of business plan, benefitting from the vision of the senior staff and the guidance of a panel of educational experts. The first cohort having progressed to an outstanding range of university courses.

The Cathedral School is a member of the Society of Heads (formerly SHMIS), IAPS (The Independent Association of Prep Schools) and also of the Choir Schools' Association. It is also a member of the Woodard family of schools. All of these relationships provide important support to the Head and the Senior team, offering opportunities to network with colleagues in other leading schools across the UK.

The School offers a broad curriculum which it aspires to deliver through the highest standards of teaching. It is expected that pupils will progress within the school until A level. The School not only prides itself on its musical, academic, sporting and artistic achievements, but also on its ability to challenge and motivate all its pupils. We want children to take risks in the classroom, not to be afraid of getting it wrong, but rather confident enough to ask questions and think for themselves. All children have talents and gifts, both in and out of the classroom and we are always looking to identify and celebrate these at every opportunity.

Ultimately our aim is to equip our young people with the skills, abilities, interests, experiences, qualifications and, most importantly, vision and values, to be the best that they can be, to spend their lives promoting the common good. We hope that each of them will, in some way either great or small, make the world a better place.



## Links with Llandaff Cathedral

The School enjoys a close and warm relationship with Llandaff Cathedral. 40 pupils are Cathedral choristers – 20 boys and 20 girls – and the School is currently working on a joint venture with the Dean and Chapter which it is hoped will make the relationship between the two institutions closer still. Our choristers normally sing, between them, evensong on 4 weekdays and both the Choral Eucharist and Evensong on Sundays. They also sing for other important occasional events. The School holds its own services in the Cathedral every Thursday morning, and its three Carol Services at Christmas and Leavers' Evensong in July are held there. In summary, Llandaff Cathedral is the School's 'spiritual home', and it is vital that the new Head is willing to actively support this key relationship and embrace the additional dimension which comes with being a choir school.

## A Woodard School

The School is wholly owned by the Woodard Corporation, which is one of the largest educational charities in the UK, currently responsible for educating c.30,000 pupils across the country. The Woodard family of schools includes some 25 owned and associated schools in the independent sector, and a further 5 academies along with 17 affiliated schools in the state sector which are affiliated members of the family. Founded by the Victorian priest and visionary Canon Nathaniel Woodard, the Woodard schools reflect the priorities of the Oxford Movement in the Church of England, and give high priority to religious education, prayer and collective worship. They are sacramental communities in which the Eucharist is given high prominence. The Senior Provost of Woodard Schools Group attends the School's governing body, and is responsible for appointing and overseeing the Chaplain. Our Chaplain is a full time member of the teaching staff, with an extensive pastoral and sacramental ministry to pupils and staff.

## School Structure

The School comprises three Sections – Infant (Nursery – Year 2), Junior (Years 3 – 6) and Senior (Years 7 – 13). The Head is in charge of all three Sections of the School. The Primary Phase (Infant & Junior Sections) has 343 pupils presently, and there are 420 (including 83 sixth formers) in the Senior Section.

The Senior Section is organised into Faculties (for academic purposes) and Houses (for pastoral and co-curricular purposes).



## Governance and Management

The Woodard Corporation devolves all responsibility for the governance of the School to the School Council, which is its board of governors. All Woodard owned schools are self-governing and there is a financial firewall between the schools. The Council is chaired by the Custos, and comprises 11 governors currently with wide experience covering education, the professions, finance and commerce. It has an effective committee structure;

- Education Committee
  - Oversees academic standards, wellbeing and safeguarding
- Remuneration Committee
  - Oversees the salaries of all staff, up to and including the Head
- Estates Committee
  - Oversees buildings projects, ongoing maintenance, and health & safety
- Finance & General Purposes
  - Oversees the financial dimension of the School

There are also Child Protection and Health & Safety committees, chaired by members of the SMT, which report into this committee structure.

Our total staff complement is 114; of these 77 are teaching staff.

The Senior Management Team currently comprises the Bursar (who is also Clerk to the Council and line manages non-academic staff and departments); Deputy Head Pastoral (Senior Section) (who oversees the Housemasters and takes charge of Pupil Wellbeing); Deputy Head Academic (Senior Section) (who oversees the Heads of Faculties and takes charge of Teaching & Learning); Deputy Head (Junior Section) (who manages the Junior Section and is also Child Protection Officer); Director of Infants (who manages the Infant Section); Head of Sixth Form (who manages the Sixth Form, UCAS and takes the lead on Sixth Form recruitment & retention).

The middle management includes the Director of Studies (who manages academic data and timetabling), eight Heads of Faculties (Mathematics, English & Drama, Languages, Humanities, Sciences, Art & Technology, Music, and Sport) and three Housemasters/mistresses in the Senior Section. Within the Faculties, each subject also has a subject co-ordinator or a Second in Faculty (in the cases of Mathematics and English). We have a Head of Careers (who gives Careers advice). In the Primary Phase, there are subject co-ordinators for English, Mathematics and Science; also there are three Senior Tutors who assume responsibility for the running of the relevant area of the School in the absence of a member of the SMT. They are the Senior Tutors in the Foundation Stage, Key Stage 1 and Key Stage 2.



In addition to the above there are other key roles which are of particular assistance to the Head. The Head's PA is also HR officer, and liaises with external HR advisers whom the School engages for HR guidance. This ensures that the Head is always able to act according to best HR practice. Similarly, there is a Communications Manager with a strong background in marketing, who coordinates advertising, digital and print publications, the weekly newsletter and the website, as well as managing key public events.

## **Pastoral and Co-Curricular**

The School aims to offer a caring Christian environment for all pupils so that they feel respected and cared for at every stage of their schooling. Form or House tutors are always the first contact for pastoral or disciplinary concerns, and matters are then dealt with by middle or senior managers as appropriate. We employ a range of restorative solutions to pastoral problems, and our pastoral team is complemented by our School Counsellor and Chaplain. Tutors report in writing on progress every half term.

The co-curricular life of the School is very comprehensive, and most pupils are involved in a variety of activities, many of which are house based. Music is pre-eminent amongst the many co-curricular endeavours; the levels of pupil participation in music and the standards achieved in a very busy calendar of recitals and concerts are excellent. Sport is very popular with a busy competitive fixture list, including weekend fixtures. We engage sports coaches who are, for example, current or recently graduated students of Sports Science from Cardiff Metropolitan University, and they greatly enrich our coaching programme.

Other major activities include the Duke of Edinburgh's Award (delivered in-house by staff and undertaken by the majority of eligible pupils), outward bound activities and public speaking. We offer a range of residential trips with a specific focus, some subject based, so that all pupils from Year 5 up enjoy the opportunity to take part.

## **Financial Situation**

The Cathedral School Llandaff is proud of its financial state of affairs, generating year on year surpluses and having net assets of c. £6.5m at the end of July 2015. Our Financial Business Plan, originally drafted to demonstrate the viability of opening a Sixth Form and development of the school campus, is updated annually and presently projects positive results for the next 5 years of our planning cycle.

To enable the school to develop its Sixth Form, we have invested significantly in buildings and growing the estate. Major aspects of our development plan over the past 5 years include:

- The Pavilion - £1m - This was built to replace the previously poor conditioned unit and now houses 4 changing rooms and a meeting/class room.



- The Lodge - £2.2m - An extension and internal renovation has created a fantastic space for the Infant and Nursery Department.
- The Sixth Form Centre - £600k - Previously the nursery and Caretaker flat, this through internal renovation and a small extension, has become the home of our newly opened Sixth Form.
- The Woodard Building - £2m - The old Infant Building has been demolished in its place now stands a two story classroom block, with 8 large classrooms and 2 science labs.

Current Projects include:

- The New Memorial Hall - £2.2m - This facility will provide multi use functions to the early primary stages, including lunch, gym and assembly space. It is due to open in September 2016 and will be available to hire to the wider Llandaff community on a not for profit basis.

The total cost of recent developments will be in the order of £9m upon completion of the new Memorial Hall.

Funding has come from a mixture of internally generated reserves, external donations and a term loan from Barclays.

The Head has been a key driving force behind the successful delivery of our growth and development plan, working closely with the Governors and the SMT, to extremely tight timetables and within budgets.





## Academic Matters

The curriculum aims to be solidly academic and challenging. Entry to the School in Nursery is non-competitive, so we have a range of academic ability, though the majority of pupils are of above average ability. Pupils at the age of 11 have an automatic right of transfer into the Senior Section, though in the rare case of a pupil who has struggled academically to the extent that we perceive this to be having a detrimental effect upon his/her wellbeing, that transfer will be on a conditional and probationary basis, and if the pupil continues to struggle and suffer in terms of wellbeing, the School would require parents to withdraw the pupil by the end of Year 8. There is a competitive examination and interview process for entry to the Senior Section for external applicants. The entry criteria for the Sixth Form are 5 B grades at GCSE, and a school report which evidences that the pupil has a positive attitude to study and school life.

We do not follow the Welsh Government's Foundation Phase, but rather follow the English Foundation Stage in Nursery and Reception and the English National Curriculum in Year 1 and 2, providing a more structured and demanding academic grounding in Key Stage 1. Equipping pupils with excellent skills in Literacy and Numeracy is a priority: the Infant pupils follow the Read, Write, Inc. programme for phonic development from Nursery to Year 2, and Abacus Mathematics from Reception. The wider spectrum of subjects are taught through a creative curriculum which enables us to have a topic based approach and prominent cross curricular links. We have created a Forest School on site and have 2 teaching assistants who are qualified Forest School leaders. Pupils from Nursery to Year 2 take part in a Forest School programme annually.

In Key Stage 2 we prepare pupils for ISEB type 11+ examinations in the core subjects of English, Mathematics and Science, not because we live in a Grammar School area, nor because they have to meet a certain level to progress into Year 7, but because we believe the 11+ offers a 'gold standard' in terms of academic standard at this level. In the first year of these papers being sat, at the same time as the pupils also sat Welsh government tests, which are very different in their composition, 91% of pupils scored over 50% in their English paper, 91% in mathematics and 98% in Science.

At Key Stage 3 pupils experience a wide range of subjects. There is a measure of setting in English & Mathematics; other subjects are taught in mixed ability groups. At Key Stage 4 the compulsory GCSE curriculum is Religious Studies, Spanish, Mathematics, English Language & Literature, Sciences (double or triple award). Pupils may add a further three subjects from a wide list of options. At A Level we offer all the academic subjects we offer at GCSE, save for Drama, and with the addition of Psychology.

Academic results at GCSE and A Level are excellent.

In 2015, 72% of GCSE entries were graded A\*/A, and 84% of A Level entries were graded A\*- B. Not only are the raw examination scores very high but the value added scores are similarly impressive. Therefore the quality of teaching is at least good, and often outstanding.



With the forthcoming divergence in qualification pathways between Wales and England (from September 2015), the School has announced it will exercise its independence in offering solely England – pathway qualifications at GCSE and A level from the point of each qualification being reformed in England. A small number of other independent schools in Wales are following suit.

## School Life

### Music

Music is strong across the School, as you would expect from a school with such close links to a Cathedral. Over 400 music lessons are given on a weekly basis, taught by our team of 20 visiting music teachers. Musicians enjoy superb facilities in which to practise and perform, stimulated by an ambitious programme of termly recitals and concerts.

Opportunities abound for a first class musical experience. We actively encourage pupils of all ages to sing or to learn a musical instrument. Musicians are encouraged to participate in one or more of over 30 musical ensembles, carefully structured to support and challenge children of varying ages and abilities.

### Sport

Ensuring that pupils leave the Cathedral School having been challenged to achieve their true potential in a structured, supportive and challenging environment is key to the Sports department's ethos.

We are fortunate to have a number of pupils who perform at a regional or national level across a variety of sports. Providing support to maximise the potential of these pupils is a rewarding experience and is looked at both on the field along with providing an holistic approach to their athletic development. Equally as rewarding is being able to support pupils in developing their health, wellbeing, teamwork, physical competence and confidence. Monitoring and supporting their health and wellbeing takes place at set times over the year with opportunities for them to attend additional recreational fitness activities in the co-curricular programme.

### Religious Life

As a faith school caring for the religious life of our pupils and staff is integral to our overall aims of making sure they thrive both within and beyond the classroom. We want to celebrate the diversity of faiths and world views that belong to the members of our faith community while staying true to the Christian ethos and vision of our founders.



We have a clear ethos and vision of education. At the heart of which is a vision of humanity which values deeply the individual, their beliefs and seeks to promote a wider citizenship where each person who leaves us, does so transformed and committed to making our world a better place.

As Wales' Only Anglican Choir School we are firmly committed to our Christian heritage and traditions. Celebrating faith with integrity, care and respect for the beauty of liturgy is part of who we are and why we were founded many years ago. Daily prayer in the Chapel, classroom or at the Cathedral is part of our lived experience and the way we do this goes a long way to defining what is wonderfully unique about us as we explore what it means to be a vibrant faith community.

*More information about school life and co-curricular activities can be found on our website.*



# The Role

## Overview

The School Council seeks to appoint a Head to take up post in September 2016, or as soon as possible thereafter. Stephen Morris, who became Headmaster in April 2008, is taking up his new post as Principal of St Edward's College Liverpool in September 2016, having taken the school forward significantly during his headship.

The next Head will take over an excellent school and will want to build on its undoubted success in recent years, in terms of its educational provision as well as its position in the local market.

Above all the new Head must develop his/her own vision for the future; one which can inspire the staff, pupils, parents and alumni and other members of the Cathedral School community, and evolve out of the School's long-standing set of values and distinctive character.

## Key Areas of Accountability

### Strategic Leadership & Direction

- Work with the Governing Body to develop a revised strategic plan for the school, formulating overall aims and objectives, proposing policies and plans for their implementation, and providing the necessary leadership to achieve them.
- Strengthen an active learning community, staff as well as pupils, which is excited about the experience of learning and enthusiastic about continuing educational development.
- Be the public face of the school in the different constituencies that make up the school community, communicating the school's ethos and values with enthusiasm and integrity, and securing the school's good name and reputation.
- To review continuously, in conjunction with the Custos, the structures for good and effective governance in the life of the school.

### Educational Provision

- Direct and manage the education provided (curricular and co-curricular), ensuring that the highest standards of teaching and learning are delivered, educational standards are always improving, and that performance is regularly and effectively reviewed.
- Manage the academic curriculum so that it is aligned with best educational practice and delivered effectively by the teaching staff.
- Ensure that the school is effectively prepared for inspections, maintaining the school's inspection grading as 'excellent'.
- Demonstrate enthusiasm and support for the full range of co-curricular activities offered by the school, and actively develop further opportunities as appropriate.

### Management

- Inspire a culture that shares credit for success and failure, rewards initiative, encourages risk-taking and cultivates a climate of shared decision-making.
- Analyse and assess the operations of the school, and the relationship between governance and management; and implement any structural changes necessary.

- Develop the management structure of the school so that vision and strategy are shared, development is planned, targets are set and results are evaluated.
- Appoint, support and nurture the Senior Management Team at the school, in consultation with the Governors.
- Attract, appoint and promote the best possible staff; ensure that staff are deployed, supported and developed through high quality appraisal practices; maintain staff discipline, morale and professional standards. Act according to best HR guidance.
- Work closely with the Dean of Llandaff to ensure effective management of our contribution to the choral tradition of Llandaff Cathedral.
- Provide clear and effective performance management for the Staff.

### **Marketing & Reputation**

- Develop and maintain effective and positive communication with staff, pupils, parents, Governors, alumni and the wider community, securing at all times the School's good name and reputation.
- Market the school proactively and effectively, locally, regionally and nationally.
- Ensure that any complaints are dealt with effectively and positively, aiming at quality assurance and equitable outcomes.
- Lead significant fundraising initiatives, maximising income streams from philanthropic and corporate sources.

### **Pastoral & Spiritual Care**

- Oversee and develop the structures for pastoral and spiritual care in the school, both for staff and pupils.
- Ensure the physical, mental, moral and spiritual welfare of all pupils and maintain good discipline.
- Lead by example in sensitive pastoral oversight of those committed to your charge.
- Ensure the School conforms to best practice in child protection and safeguarding, and that it is always seeking to review and improve its practice.
- It is expected that the Head will be an active supporter of the life of the Cathedral.

## **Person Specification**

The successful candidate will have...

- A record of leading and developing diverse teams, creating effective organisational structures and managing through influence as well as through executive authority
- A proven educational and leadership experience of the highest quality, gained within the independent or maintained sectors, either in the UK or internationally, at a senior management level
- A clear educational philosophy, wide-ranging educational interests, and a broad knowledge of current issues and approaches, especially within the independent sector
- An excellent track record in improving educational outcomes, as well as the spiritual, creative, physical and social development of pupils
- High calibre interpersonal and management skills with the capacity to motivate staff and build successful teams across the whole school

- A clear grasp of management and leadership issues, including demonstrable experience of successfully developing and delivering strategic change within accepted financial targets and to timescale
- Outstanding communication skills, written and oral, and the ability to network effectively across a broad social spectrum
- A demonstrable commitment to the ethos of a Cathedral school with a strong faith tradition.
- A track record of significant achievement as a Secondary School teacher (of any subject) and demonstrate a keen interest in pupils and practice from the very youngest.

	<b>Essential</b>	<b>Desirable</b>
<b>Academic Experience</b>	<ul style="list-style-type: none"> <li>• Good honours degree</li> <li>• Qualified Teacher Status</li> </ul>	<ul style="list-style-type: none"> <li>• Master’s degree</li> <li>• NPQH or relevant similar training (such as preparation to headship course)</li> <li>• Experience as a GCSE or A Level examiner</li> </ul>
<b>Teaching Experience</b>	<ul style="list-style-type: none"> <li>• Successful record as a teacher of their academic subject/s to GCSE and A Level</li> <li>• Experience of teaching more able pupils</li> <li>• Experience of involvement in a range of co-curricular activities</li> </ul>	<ul style="list-style-type: none"> <li>• At least a basic understanding of the primary curriculum; EYFS, Key Stages 1&amp;2, the ISEB 11+</li> <li>• Experience of teaching in the independent sector</li> </ul>
<b>Management Experience</b>	<ul style="list-style-type: none"> <li>• Experience as a head of department or faculty (academic management), head of year or house (pastoral management), and successful record of achievement as a senior manager (head, deputy head or assistant head)</li> <li>• An understanding of academic data and how it may be used to monitor and raise performance</li> <li>• Experience of dealing with parents and of managing delicate pastoral and disciplinary situations</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of managing staff appraisal</li> <li>• Experience of appointing staff</li> <li>• Experience of performance management of underperforming staff</li> <li>• Experience as a school inspector (Ofsted / ISI/ Estyn)</li> </ul>
<b>Marketing</b>	<ul style="list-style-type: none"> <li>• Ability to articulate succinctly and persuasively what the Cathedral School stands for, and its offering</li> <li>• Ability to network with a variety of stakeholders and to present an authentic public face for the school</li> <li>• Insight into the issues surrounding retention and recruitment into the sixth form</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of marketing a school</li> </ul>
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <li>• Personal integrity and probity, a manner of life in keeping with the teachings of the Church</li> <li>• Stamina and good attendance record in present role</li> <li>• Ability to deal with large amounts of correspondence quickly and accurately</li> <li>• Ability to remain calm and collected under pressure</li> <li>• Practising Christian, sympathy with the aims of a Woodard school</li> <li>• Understanding of the uniqueness of choir schools and appetite to actively support this aspect of the school’s character and to work in harmony with the Dean and Chapter</li> </ul>	

## The Application Process

The post of Head is for September 2016, or as soon thereafter as possible, and attracts a significant salary, and other benefits, including private medical insurance for the Head and his/her immediate family, and a 50% remission in school fees for the child/ren of the Head (subject to such child/ren meeting the normal entrance criteria). There is currently a salary sacrifice scheme in place for staff who have children in the school. Where appropriate, a package will be offered to assist the Head's relocation.

Please send (a) a covering letter in support of your application (max 2 sides A4), along with (b) a completed Application Form and details of two referees. These should be drafted in Microsoft Word and sent electronically.

A CV is welcome in addition to the School's own application form, but may not be a substitute for it (the School will not accept any application which does not include the application form completed in full).

Applications should be sent via email to: [bursar@cathedral-school.co.uk](mailto:bursar@cathedral-school.co.uk)

All applications will be acknowledged within 48 hours of receipt.

**The closing date for applications is noon on Monday 1 February 2016.**

**Longlist interviews will take place in Cardiff in the week commencing 8 February (candidates will not be required for more than a half day).** References will be sought at this stage. All reasonable travel expenses will be reimbursed.

**We plan to conduct shortlist interviews at the Cathedral School on Tuesday 23 and Wednesday 24 February.** Candidates will be required for all of the first day and part of the second day. Accommodation will be provided at the Park Plaza Hotel in Cardiff and all reasonable travel expenses reimbursed.

The Governors are delighted to welcome Miss Elizabeth Mullenger as their external consultant for this recruitment process. Miss Mullenger is a retired headmistress, a Woodard fellow, and has been a great supporter of the school in recent years, acting as an adviser as we planned our expansion to Sixth Form.

### Safeguarding Note

The Cathedral School is committed to safeguarding and promoting the welfare of children and young people and expects all its staff to share this commitment. The post is subject to an enhanced DBS check, satisfactory references and a medical.

### Documents

You may find the Cardiff Liveable City Report, downloadable from the school website, useful. The School's Application Form can be downloaded in word format to complete on line.

