

# St Rose's Catholic Infant School



Headteacher Candidate Pack  
July 2022



# Contents

Welcome from the Chair of Governors	Page 3
Key Facts and Statistics	Page 4
Our School	Page 5
Our Vision and Values	Page 6
Our New Headteacher	Page 7
We can offer	Page 8
Job Description	Page 9 – 12
Person Specification	Page 13 – 18
Information For Candidates	Page 19 – 20

*We live, love and learn happily in our work and play as part of God's family.*



# Welcome From The Chair of Governors



Dear Applicant,

Thank you for your interest in the Headteacher role at St. Rose's Catholic Infant School. I hope you find this information pack a useful introduction to our school.

St. Rose's is a two-form entry catholic infant school, with a thriving thirty-hour nursery. Our catholic ethos is at the centre of everything we do. Our vision to 'live, love and learn happily, in our work and play as part of God's family' is evident in every classroom and in our flourishing outdoor space. We hope you will take the time to visit St. Rose's and experience this special spirit for yourself.

The Governors are proud to be part of the St. Rose's family. We believe that a key part of this success is the strong links and relationships that have been developed between staff, pupils, parents and carers, and the broader school and catholic community.

The vacancy has arisen as a result of our current Head obtaining a position in a local primary school after nearly five years of successful leadership at St. Rose's. In recruiting a new Headteacher we are seeking someone who can shape and share our vision and ethos. The successful candidate will have the drive, enthusiasm, and relevant experience to move our school to the next stage of its journey.

We actively encourage potential candidates to view the school during the week commencing 5<sup>th</sup> September. The closing date for applications is 12<sup>th</sup> September. Shortlisting will be taking place on 19<sup>th</sup> September. For further information about our school, or to arrange your visit, please contact me at [SarahK@stroses.herts.sch.uk](mailto:SarahK@stroses.herts.sch.uk) to arrange a time.

Thank you for your interest in St Rose's. We wish you the best with your application and look forward to meeting you.

Yours faithfully,

Dr. Sarah Kelly  
Chair of Governors



## Key Facts and Statistics

Age range:	Rising 3's to 8 years
Numbers on roll	218 (including Nursery)
Location:	Hemel Hempstead
% SEND:	8.7%
% Pupil Premium:	11.9%
% FSM:	9.2%
% EAL:	6.9%
Ofsted rating	Good

4

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# Our School



St Rose's Catholic Infant school is a learning community based on the values of the Gospel of Jesus Christ and the teachings of the Catholic Church. We are a family whose members' value and support each other through tolerance, understanding and mutual trust.

St Rose's is a school which prides itself on providing a friendly and supportive learning environment which nurtures each individual child to reach his or her full potential. We offer our children the opportunities to succeed academically, grow emotionally and physically, develop creatively and thrive socially in all they do.

At St Rose's we provide the foundations for a lifelong love of learning, for enquiring minds, for confidence and independence, for creativity and kindness.

Christ is the foundation of everything we do and the Gospels provide us with our influence and inspiration.

The heart of our school is love and truth; St Rose's is a place where hearts and minds are nurtured and life long friendships are made.



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# Our Vision and Values



Our visions and values are at the core of everything we do. They underpin our teaching and learning, and provide an environment which prepares our pupils as confident, happy citizens. St. Rose's School enjoys positive, valued relationships within the parish and community which foster a sense of continuity and commitment. We work closely with the Diocese and our Parishes. Our School Chaplain is Fr. Brian and he says masses, leads liturgies and talks to the children on an informal basis. Fr Brian also provides support and advice for staff on liturgical themes.

## Our Ethos and Values

'We live, love and learn in our work and play as part of God's family.'

Our Mission statement underpins all that is done at our School. We aim to create and maintain an atmosphere where every person in our school community is valued and respected, regardless of race, gender and ability. We expect and encourage children to work hard and to respect their environment, each other and themselves. We hope to encourage positive self-esteem and a sense of belonging.

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## Our New Headteacher

A fantastic opportunity has arisen for an enthusiastic and committed professional to join us and lead us forward on our continuing journey.

We are looking for a leader who:

- Is visionary, engaging and able to inspire and motivate others
- Has a can-do attitude and works well under pressure
- Can think strategically, and translate the school's vision and values into continuing school improvement and development
- Demonstrates passion, commitment and energy
- Is pragmatic, resilient and self-motivated
- Can embrace opportunities to forge links in local professional networks and the community
- Will be approachable and able to communicate effectively with the staff team, the children, parents and carers.
- Acts as a role model in the Catholic community, an effective leader as well as a team player.
- Strives to deliver the best outcomes for every child irrespective of their background or ability, and brings their own energy and identity to our school.



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## We Can Offer



We are offering an exciting opportunity to continue to shape the future strategic vision for a wonderful Catholic school through innovation and inspiring leadership.

We can offer:

- Delightful, confident and inclusive children
- Friendly, caring and committed staff
- Experienced, knowledgeable, supportive governors
- A positive environment where your continued professional development and career will be championed
- Beautiful grounds and lots of outdoor space including a Forest School in the 'Whispering Woods'
- Our very own 'Dom Squad' – children selected from every class to champion our Dominican values and Catholic identity.
- A Silver UNICEF Rights Respecting School Award where every child is encouraged to respect themselves and everyone they meet
- A very special environment with opportunities to contribute within the wider community through links to our sister schools, charitable organisations and the parish
- A safe and welcoming environment where everyone feels secure and empowered to reach their full potential

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# Job Description



## Catholic Purpose and Identity of the School

*The Headteacher must understand the nature and purpose of Catholic education and know that his or her first responsibility is to establish and sustain the Catholic identity of the school and safeguard the teaching of the Church.*

He or she must ensure that this Catholic identity is reflected in every aspect of the life of the school, in particular in the curriculum, the day to day organisation of the school, staff development, staff and pupil relationships and the partnership between school, home, parish, local community, other schools, the LA and other agencies. This duty provides the context for the proper discharge of all other duties and responsibilities.

## Leadership in Catholic Education

*The Headteacher is the leader of a Catholic educating community and the discharge of this vital role requires a significant theological insight and vision of the development of a Catholic school.*

Each Catholic Headteacher has responsibility to develop his or her understanding of this leadership role through regular reading and participation in appropriate courses, together with frequent reflection. The Headteacher must provide professional leadership and management for the school. This will promote a secure foundation from which to achieve high standards in all areas of the school's work. To gain this success a Headteacher must establish high quality education by effectively managing teaching and learning and using personalised learning to realise the potential of pupils. The Headteacher must establish a culture that promotes excellence, equality and high expectations of all pupils.

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# Job Description



## Strategic Leadership

*The strategic vision and development of the Catholic school, stems from the educational mission of the Church, which is reflected in the school's mission statement. The Headteacher, working with the governing body and others, is expected to draw on the person, life and teachings of Jesus Christ to create a shared vision and strategic plan, which inspires and motivates pupils, staff and all other members of the community. The vision uses Gospel values, core educational values and is inclusive of stakeholders' values and beliefs.*

The new Headteacher must:

- a) Understand and communicate the mission of the Catholic school and promote Gospel values in policy, practice and relationships and ensure that the Religious Education programme is given full regard both in terms of classroom religious education and in the whole Catholic life of the school.
- b) Ensure that the vision for the school is clearly articulated, shared, understood and acted upon effectively by all.
- c) Be aware of their own strengths, weaknesses and areas for their own professional development and how their leadership behaviours impact on others so that they can maximise their impact as a leader.
- d) Have a focus on improvement, setting tough objectives and take on challenges in order to achieve and be accountable for high performance throughout the school.
- e) Demonstrate resilience and emotional maturity when faced with the demands of the job, especially when faced with adversity and setbacks, so that they do not lose sight of their personal and organisational values.
- f) Draw upon their experience in education and their own lives to make sense of issues as they occur and to create strategic solutions and be able to explain them to others.
- g) Recognize opportunities and implement change so that the school continues to improve in both the short and in the long term and have the ability to bring about such change with the minimum of disruption.
- h) Inspire and influence pupils, colleagues, governors and the community, articulating a compelling vision to create an energising learning environment for all and to be able to modify their approach to create the desired impact and outcomes.

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# Job Description



## Educational Excellence

*In a Catholic school the search for excellence is expressed in learning and teaching which responds to the needs and aspirations of its pupils and acknowledges their individual worth as children of God.*

*The Headteacher, supported by the governing body, has a central responsibility for raising the quality of teaching and learning and for pupil achievement. This implies enabling pupils to achieve their God-given potential, setting high expectations and monitoring and evaluating the effectiveness of learning outcomes. A successful learning culture will enable pupils to become effective, enthusiastic, independent learners, committed to life-long learning.*

This requires the Headteacher:

- a) To develop their vision in the light of Gospel values and the teachings of the Catholic Church so as to identify the priorities which lead to improvements in teaching and learning, leading in turn to improved outcomes for all pupils.
- b) To determine and organise the curriculum so there are real, relevant and planned opportunities to embed purposeful links and connections with religious education, collective worship, liturgy, prayer and provision for pupils' spiritual, moral, social and cultural development.
- c) To be able, as the leading professional in the school, to identify excellence in teaching and be able to demonstrate how teaching can be improved and sustained so that learning and achievement for all pupils is maximised.
- d) To ensure strategies for inclusion, diversity and access to a diverse, flexible and relevant curriculum that are based on our equality as children of God, which compels us to care for the well-being of one another, including those with Special Educational Needs, with English as an additional language and more able pupils, drawing on the Gospel values of truth, justice, tolerance and service.
- e) To have a passion for learning and to communicate this to others so establishing a climate of learning and teaching throughout the school and ensuring that every pupil has the opportunity to succeed.
- f) To recognise the need to build partnerships locally, regionally and nationally in order to achieve goals raise standards and improve the education system.
- g) To be aware of their impact on the governing body, local parishes and the local community and to use this influence wisely to improve outcomes in the school.
- h) To promote the notion of 'vocation' in your work, articulating and demonstrating your headship as a calling to do God's work.

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# Job Description



## Managing the Organisation

*Headteachers need to provide effective organisation and management of the school and seek ways of improving organisational structures and functions based on rigorous self-evaluation.*

*Headteachers should ensure that the school and the people and resources within it are organised and managed to provide an efficient, effective and safe learning environment.*

*These management responsibilities imply the re-examination of the roles and responsibilities of those adults working in the school to build capacity across the workforce and ensure resources are deployed to achieve value for money. Headteachers should also seek to build successful organisations through effective collaborations with others.*

This requires the Headteacher:

- a) To work with the chair of governors to enable the governing body to meet its responsibilities in relation to specific requirements of governance in a Catholic school in terms of the trust deed, admissions, personnel and financial matters.
- b) To monitor, evaluate and review the work of the school to determine its effectiveness as a Catholic school.
- c) To deploy the resources available to ensure the school's goals are achieved and to ensure that the systems and processes used to achieve this are subject to regular review and evaluation.
- d) To take responsibility for the school's performance and present that performance in a form appropriate to a range of audiences, including governors, the Diocese of Westminster Education Service, the LA, the local community, OFSTED and others, to enable them to play their part effectively.
- e) To effectively analyse and use data and break down problems and challenges in a systematic way in order to provide clear direction and management.
- f) To be able to make interventions where needed and hold others to account in order that expectations are met and school improvement is sustained.
- g) To demonstrate a genuine commitment to developing others in a way that helps them achieve their potential and motivates them to perform at their best.

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# Person Specification

	QUALIFICATIONS	EVIDENCE
ESSENTIAL REQUIREMENTS	<ul style="list-style-type: none"> <li>• Practising Catholic</li> <li>• First degree/teaching certificate and QTS</li> <li>• Recent professional development relevant to senior management</li> <li>• Have had or are undertaking further study relevant to headship (e.g. Diploma or Higher Degree)</li> <li>• Hold the Catholic Certificate in Religious Studies or equivalent, be engaged in a course of study to achieve it or be willing to undertake it</li> </ul>	<ul style="list-style-type: none"> <li>• Reference from their Parish Priest</li> <li>• Relevant certificates</li> <li>• References from headteachers and other education professionals</li> </ul>
CATHOLIC PURPOSE AND IDENTITY OF THE SCHOOL	<ul style="list-style-type: none"> <li>• Be able to articulate the distinctive nature and purpose of Catholic education and be committed to developing the Catholic ethos of the school</li> </ul>	<p><b>EXPERIENCE</b></p> <ul style="list-style-type: none"> <li>• Background in Catholic education</li> <li>• Understanding of the Catholic curriculum</li> <li>• Curriculum development responsibility in a core subject</li> <li>• Successful and relevant experience of teaching</li> <li>• Senior or whole-school management at Headteacher or Deputy Headteacher level</li> <li>• Successful leadership of a team</li> <li>• Working in 2 or more schools</li> <li>• Experience of working with children who present challenging behaviour</li> <li>• Be aware of the requirements of the RE Curriculum Directory</li> <li>• Has experience in leading Acts of Worship</li> </ul>
DESIRABLE	<ul style="list-style-type: none"> <li>• NPQH</li> </ul>	



# Person Specification

KEY AREAS OF HEADSHIP	EDUCATIONAL EXCELLENCE	PROFESSIONAL QUALITIES
Delivering continuous improvement	<ul style="list-style-type: none"> <li>Can express clearly the importance of leading teaching and learning in terms of continuous improvement and raising standards</li> <li>Can identify the priorities which will effect changes in order to bring about improvement</li> </ul>	<ul style="list-style-type: none"> <li>Has set and managed targets for others</li> <li>Has experience in managing change within a school</li> <li>Has worked with a governing body and other agencies to bring about change</li> <li>Experience of working with children who present challenging behaviour</li> </ul>
Modelling Excellence in Teaching	<ul style="list-style-type: none"> <li>Can both propound and analyse excellent teaching</li> <li>Can recognise where performance is poor and has the confidence and proven ability to insist on and to encourage higher standards</li> </ul>	<ul style="list-style-type: none"> <li>Has had successful outcomes from OFSTED inspections</li> <li>Has used performance management to enable other members of staff and brought about improvement across all abilities</li> </ul>
Learning Focus	<ul style="list-style-type: none"> <li>Can demonstrate a passion for learning in pupils and other members of the school community</li> <li>Can demonstrate the importance of equal access in achieving excellence for all</li> </ul>	<ul style="list-style-type: none"> <li>Successful and relevant experience of outstanding teaching</li> <li>Experience of Curriculum development to enable all children of all abilities to be able to access the curriculum.</li> </ul>
Partnership and collaboration	<ul style="list-style-type: none"> <li>Can demonstrate that they are able to work with other agencies to bring about change</li> </ul>	<ul style="list-style-type: none"> <li>Has evidence of effective team working</li> <li>Has successful experience of working with children of all abilities and has evidence of working effectively with other agencies to bring about change</li> </ul>

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# Person Specification

KEY AREAS OF HEADSHIP	EDUCATIONAL EXCELLENCE (cont)	PROFESSIONAL QUALITIES
Organisation and community understanding	<ul style="list-style-type: none"> <li>Can demonstrate that they understand the power of relationships within the organisation and the wider community</li> </ul>	<ul style="list-style-type: none"> <li>Has successful experience of working with governing bodies and the Local Authority and other agencies in an effective way to bring about improvement</li> <li>Knows who the key players are in these organisations</li> </ul>
KEY AREAS OF HEADSHIP	STRATEGIC LEADERSHIP	PROFESSIONAL QUALITIES
Self-awareness and self-management	<ul style="list-style-type: none"> <li>Explains clearly their personal strengths and areas for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Has experience of performance management procedures</li> <li>Is able to seek out appropriate personal development courses</li> </ul>
Personal drive and accountability	<ul style="list-style-type: none"> <li>Can explain the need for continuous improvement in the organisation and is prepared to set and achieve the highest standards</li> <li>Understands the needs to regularly account for their performance to governors and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Has experience of managing and implementing a school improvement plan</li> <li>Regularly presents accurate and detailed reports to governors' meetings</li> </ul>
Conceptual thinking	<ul style="list-style-type: none"> <li>Can show a wider understanding of educational issues based on their experience</li> <li>Can use innovative ways to solve complex issues and explain their solutions simply to others</li> </ul>	<ul style="list-style-type: none"> <li>Has attended management and other school-related courses</li> <li>Keeps up to date with the latest educational thinking</li> </ul>

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# Person Specification

KEY AREAS OF HEADSHIP	STRATEGIC LEADERSHIP (cont)	PROFESSIONAL QUALITIES
Future focus	<ul style="list-style-type: none"><li>• Is able to look ahead and recognise the opportunities for change</li><li>• Can put the arguments in favour of change with confidence and negotiate with others to bring change about</li></ul>	<ul style="list-style-type: none"><li>• Has worked with others to develop strategies to use the opportunities created by change</li></ul>
Impact and influence	<ul style="list-style-type: none"><li>• Can demonstrate that they understand other points of views and can persuade others to their perspective by articulating a compelling vision</li></ul>	<ul style="list-style-type: none"><li>• Has detailed a clarity of vision and communicated this well in their letter of application</li></ul>



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# Person Specification

KEY AREAS OF HEADSHIP	OPERATIONAL MANAGEMENT	PROFESSIONAL QUALITIES
Efficient and effective	<ul style="list-style-type: none"> <li>Understands how the school's human, financial and environmental resources can be used to achieve the school's goals and secure value for money</li> <li>Can explain clearly how modern developments in computing and presentation can help the school to achieve its goals</li> <li>Understand the need to take responsibility for the performance of the school</li> </ul>	<ul style="list-style-type: none"> <li>Has experience of managing or contributing to a school improvement plan</li> <li>Has experience of school management and financial software</li> </ul>
Analytical thinking	<ul style="list-style-type: none"> <li>Understands how data collection can, through systematic analysis, influence outcomes</li> <li>Can explain how complex issues can be analysed and linked with other sources of information to achieve desired outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Has had experience of 'RAISE online' or other data-led resources for improving pupil performance</li> </ul>
Relationship management	<ul style="list-style-type: none"> <li>Understands the critical importance of interpersonal skills and perception when managing others in order to achieve the school's goals</li> </ul>	<ul style="list-style-type: none"> <li>Has experience of successfully managing a team and can demonstrate how change was effected</li> </ul>

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# Person Specification

KEY AREAS OF HEADSHIP	OPERATIONAL MANAGEMENT	PROFESSIONAL QUALITIES
Holding others to account	<ul style="list-style-type: none"><li>• Can explain the importance of clearly communicated expectations</li><li>• Understands the importance of making interventions even they have to make unpopular decisions in order to achieve the agreed goals</li></ul>	<ul style="list-style-type: none"><li>• Experience of performance management and knowledge of current Government legislation in this area</li></ul>
Developing others	<ul style="list-style-type: none"><li>• Can demonstrate a genuine commitment to improving others in the organisation and the value of a learning environment for all</li></ul>	<ul style="list-style-type: none"><li>• Has experience of CPD management and can demonstrate their own professional development</li></ul>



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# Information For Candidates

Pay Range:	L14 – 21 (£55,254– £69,509)
Start Date:	January 2023
Closing Date:	Monday 12 <sup>th</sup> September 2022
Shortlisting Date:	Monday 19 <sup>th</sup> September 2022
Assessment/Interview Dates:	Monday 26 <sup>th</sup> September 2022
Visits to the school:	For visits, please contact Dr Sarah Kelly at <a href="mailto:sarahk@stroses.herts.sch.uk">sarahk@stroses.herts.sch.uk</a>
School website:	<a href="https://www.stroses.herts.sch.uk/">https://www.stroses.herts.sch.uk/</a>
Send your completed application form to:	<a href="mailto:leadership.recruitment@hertsforlearning.co.uk">leadership.recruitment@hertsforlearning.co.uk</a>

*St Rose's Catholic Infant School is committed to safeguarding and promoting the welfare of children and expects all staff and visitors to share this commitment. Appointment to this post is subject to an enhanced Disclosure and Barring Service check (DBS) as well as other pre-appointment checks outlined in Keeping Children Safe in Education (September 2021).*

*To help us meet our high standards and aspirations of a fully diverse and inclusive workplace, we strongly encourage suitably qualified applicants from all backgrounds to apply and to join our school.*



# Information For Candidates

## Application Form

Using the standard application form provided (CVs are not accepted) please complete all aspects of the form fully. Include your full work history with no unexplained gaps since leaving school education. Include all the training you have completed, particularly those in recent years which have helped to prepare you for headship.

## Person Specification and Personal Statement

When writing your personal statement it is really important you address each of the requirements in the person specification. Ensure you evidence additional aspects such as training and qualifications together with your background and experience within the personal statement.

## References

Please make sure your referees are aware of your application and that they are able to provide a swift turnaround. Preferred referees are your last two employers and you should provide their official organisation email address for us to contact. One referee is likely to be your current Headteacher or Chair of Governors



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21

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