Further Particulars: background information, job description, person specification, application process and recruitment timetable

Heidrick & Struggles advises The Purcell School on the basis of an exclusive consulting assignment.
THE PURCELL SCHOOL

The Purcell School is Britain’s oldest specialist music school and in 2012 celebrated its 50th Anniversary. In 2003 the School was awarded the UNESCO Mozart Gold Medal in recognition of its unique contribution to music, education and international culture. Students are funded largely by the Government's Music and Dance Scheme, along with the School's own scholarship funds. It has a consistent success in national and international competitions and has an extensive programme of outreach and community work. Its orchestras, ensembles and instrumentalists give concerts throughout London, the UK and abroad.

History
The School was founded in 1962 by Rosemary Rapaport and Irene Forster as the ‘Central Tutorial School for Young Musicians’, and opened in temporary premises at the Conway Hall, Red Lion Square, with four pupils. Renamed ‘The Purcell School’ in 1969, it occupied premises first in Hampstead and then in Harrow before moving to its current location in 1997.

Facilities
The School enjoys excellent facilities which have been improved considerably in recent years. In 2007 the new Music Centre was opened by Sir Simon Rattle and features state-of-the-art classrooms, a professional recording studio, superb practice rooms and a recital hall. A new £4.25m boarding house was opened in January 2010, and both other boarding houses have been completely refurbished. Other works are planned over the next five years to further enhance the estate and facilities.

Students
The School currently has 179 students aged from 9-18 years, of whom about 20% come from abroad. There are 40 day and 139 boarders. The sixth form currently comprises 78 students with approximately 20 joining the School each year specifically for the Sixth Form. The majority of students progress to music conservatoires although a small number each year elect to go to University to study both music and non-musical subjects.

Admissions
Young musicians are admitted at any age between 9 and 17. Entry to the School is on the basis of a music audition, short written test and interviews. Students come from a wide variety of educational backgrounds, including maintained and independent schools in the UK and overseas. A wide academic ability range is therefore a feature of the School, with a significant number of students for whom English is not their first language. Owing to the generous funding from the government Music and Dance Scheme, pupils are usually able to attend regardless of financial means.

Music
The Purcell School has an enviable reputation for the quality of its musical education and performance. Students enjoy individual tuition on one or two instruments, or in composition, from some of the very best teachers available. They take part in orchestral, choral and chamber concerts,
and have opportunities to perform regularly at venues including the Queen Elizabeth Hall, the Wigmore Hall, Purcell Room and St Albans Abbey. Purcell students frequently achieve success in musical competitions both in the UK and abroad, including in the BBC Young Musician of the Year.

Academic curriculum
The School’s academic curriculum allows pupils to fulfil their musical potential without limiting their choices. Although the exact shape of the curriculum will be different for different students, the broad intention is that there should be a progression over time: younger students need a larger amount of academic time, to ensure that the basic skills and knowledge are in place, and that they are able to achieve good grades at GCSE. As the students get older, they are expected to spend more time practising their instruments, taking part in chamber music and orchestral or choral groups, and the proportion of time spent on academic work therefore decreases. Depending on a pupil’s age and instrumental commitments, between 25% and 50% of curricular time is spent on musical activities.

Boarding
Approximately three-quarters of students are boarders, living in one of four houses: Avison (boys and girls aged 9-13), Graham Smallbone (girls aged 14-19), Sunley (girls aged 14-19) or Gardner (boys aged 14-19). Each house is supervised by at least two resident staff, with other staff involved in a non-residential capacity. House-parents have a key role in the pastoral life of the School. The house-parents live in the houses with their own families, and they and the other resident staff make it a priority to get to know the pupils as individuals. They are always available to advise and support their pupils, whether in a musical, academic or a personal context.

Pastoral Care
The Purcell School strives to prepare students for life in a modern society. Education extends far beyond the classroom, and young people grow in all aspects of their lives. All students have a Tutor who meets them regularly and monitors their progress. There is a dedicated School Nurse, who is available to see pupils each day and who will arrange any medical care with the school doctors, as well as a School Counsellor and Physiotherapist.

Religious affiliation
The school has no formal religious affiliation, and accepts pupils of all faiths or none. There is no school chapel and assemblies are secular in content. Boarders who wish can attend local churches as appropriate.

Staff
The School’s staff consists of 25 academic subject teachers, a small number of full-time music staff, nearly 60 part-time music teachers, and 40 support staff, including residential boarding staff. Owing to the small size of the School, academic teachers are often the sole practitioner in their subject, except in English and Mathematics. This allows teachers to teach the full range of ages and to get to know pupils extremely well over a long period of time. Almost all teachers have their own
classrooms. Class sizes rarely exceed 15 at Key Stages 2 and 3, 20 at GCSE or 14 at A Level (and are often smaller).

THE MUSIC DEPARTMENT

The Music Department at The Purcell School is one of the leading departments in the country. It provides musical education to every pupil in the School, ensuring that each can develop their skills and interests to the highest possible level.

The department offers individual tuition in all orchestral instruments, piano, harpsichord, singing, guitar, jazz and composition. A rich musical programme includes chamber music, orchestras, piano classes, choirs and bands, and is supported by aural and theory training. Frequent performing opportunities range from daily lunchtime concerts at the School and in the surrounding area to formal recitals around the UK and in the capital's leading venues. Students can audition for the chance to play concertos with the School's orchestras, to give solo and chamber music recitals at the Wigmore Hall, Purcell Room and other prestigious venues.

The School is fortunate to have a large number of expert instrumental tutors, many of whom are internationally known teachers or artists. Their work is enhanced by visits from the world's leading musicians delivering master-classes, recitals, courses and collaborative projects.

There are seven Heads of Music, each leading one of the following departments: Keyboard, Strings, Wind Brass and Percussion, Jazz, Composition, Music Technology and Academic Music. Together they are responsible for the artistic supervision and educational direction of the school's musical provision, under the overall leadership of the Head.

BOARDING AT PURCELL

Boarding is central to life at The Purcell School. Students are musically gifted, academically able and come from different cultural backgrounds, making a very lively and cosmopolitan environment. Each boarding house has its own characteristics, although common policies and approaches apply to all houses.

Gardner House is the Senior Boys' boarding house. It is run by Mrs Mary Pitkin, who is also Director of Pupil Welfare and has overall charge of boarding at Purcell. There are around 50 boys from year 9 to 13, a resident Matron and one Resident Graduate Assistant (male).

Graham Smallbone House is one of two Senior Girls' boarding houses, and is housed in the same building as Gardner House (above), with which it shares a Common Room for pupils. The Housemistress is Mrs Rachel Branch, and she is assisted by one Resident Graduate Assistant (female). There are around 30 girls, from year 9 to year 13.
Sunley House is the other Senior Girls' boarding houses and currently has 44 pupils between year 9 and year 13. It forms part of the main school building, and was completely refurbished in 2012. It has accommodation for two Resident Graduate Assistants (female) in addition to the Housemistress, Miss Sally Pearson.

Avison House is the junior boarding house, with up to 25 pupils (boys and girls) aged under 13 years. It is run by the Housemistress Mrs Jennifer Henderson, assisted by Mr Peter Banks. The Resident Graduate Assistants in Sunley House are required to provide some overnight cover for Avison House.

Catering is provided for all four houses centrally in the school Dining Hall. There is also a separate recently refurbished Medical Centre with care provided by a School Nurse supported by a Physiotherapist and School Counsellor.

THE HEAD

The Head is the School’s chief executive. Accountable to the Board, the Head is responsible for all aspects of The Purcell School’s day-to-day running within the strategic and financial policy framework established in conjunction with the Board. The Head will have significant opportunity to bring forward ideas and plans to ensure The Purcell School meets its aim to be the first choice specialist music school in the UK.

The Purcell School is not a typical independent boarding school. The Board will look to the next Head to gain a thorough understanding of what has made and continues to make The Purcell School successful and distinctive whilst developing a strategy for the next ten years. The Head must have a deep appreciation of the age range and gender make-up of students, the large scale of the sixth form in relation to the rest of the School and the need to balance musical and academic priorities and aspirations. Furthermore, the School receives the majority of its income via the government’s Music & Dance Schools scheme and relies heavily on the generosity of donors that fund scholarships. Fundraising and marketing are essential components of the role of Head.

Overarching objectives

The Head will establish personal, visible and accessible leadership based on sustaining the School’s strengths in music, academic work and social experience, striving always to maintain balance. Building on strong foundations and prioritising strategic imperatives, the successful candidate will inspire a forward momentum and ambition for the School, progressing on a number of matters including:

- Enabling every student to achieve her/his musical and academic potential.
- Giving students the best possible preparation for higher education and the world beyond, helping them along the path to successful musical careers, or other avenues should this be their choice.
- Providing a safe and encouraging environment in which students can thrive and develop their academic careers, whilst maintaining their passion for music, and facilitating their ability to devote the required time to daily practice.
- Preserving The Purcell School’s special and distinctive character and its ability to provide a disciplined but caring and kind environment for students.
- Ensuring that a Purcell School education remains excellent and greatly sought after, now and well into the future.
- Recruiting, retaining and developing staff and cultivating a high performing culture helping to achieve the School’s strategy to be the first choice specialist music school in the UK.
- Encouraging creativity, innovation and collaborative working.
- Working with governors and fundraising team to develop initiatives for both scholarship and capital fundraising, acting as the public face of the School.

Tasks and responsibilities
- Maintain and develop the School's outstanding musical and academic record, sustaining excellence and delivering a stimulating intellectual and creative environment.
- Develop, articulate and deliver a clear vision for the School’s future with requisite buy-in from the whole school community.
- Work closely with the Board to develop strategy, formulating and executing operational plans, objectives and policies, and ensuring alignment of strategic purpose and direction.
- Act as a role model to students and staff, setting high standards of personal conduct, dealing with discipline firmly yet fairly.
- Sustain and enhance the pastoral care of students, developing kindness and support amongst peers.
- Ensure the School maintains and develops robust systems and approaches to safeguarding and well-being.
- Develop strong personal relationships with students and parents by being visible and accessible.
- Ensure that communication within the School is open, transparent and collaborative.
- Ensure the School complies with ISI regulations and National Minimum Standards for Boarding.
- Ensure that the School promotes itself effectively, consistently and energetically.
- Champion the School in its dealings with other schools, conservatoires and organisations, ensuring it is embedded in the local community and connected nationally and internationally.
- Ensure financial sustainability, maintaining an appropriate balance between the efficient management of the School and its distinct purpose and culture.
- Manage admissions systems and procedures and ensure that the School meets its recruitment targets and entry standards.
- Support the busy life of the School by attending a wide range of events, including in the evenings and at weekends.
SELECTION CRITERIA

A confident and natural leader, you will identify with The Purcell School’s values and ethos, particularly supporting the students’ musical ambition, and the level of devotion required for their individual success. You will be an inspiring champion of music teaching. With vision and energy, you will promote the School externally connecting it with a wide range of stakeholders and engage actively in all aspects of its life, delivering the next phase of its development. You will be a strategic thinker able to craft and articulate a clear vision for the School and the leadership and management skills to deliver it.

We wish to attract the broadest and highest quality field of candidates possible, including serving heads, deputy heads, senior managers within schools (e.g. Director of Music; Head of Boarding; Director of Studies) and those currently in higher education and conservatoires. Candidates need not be musicians or music teachers, but will have a deep love for and appreciation of music.

Candidates will be expected to demonstrate that they meet a number of criteria encompassing experience, leadership competences and personal characteristics.

Experience, knowledge, skills and qualifications

- Proven track record of leadership and management gained in an appropriately complex organisation, encompassing significant internal and external representation.
- Experienced educator with a sound knowledge of teaching and curriculum development, and demonstrable commitment to promoting the benefits of a dual musical/academic education.
- Experience of developing operational plans, policies and objectives and successfully implementing them.
- Proven financial literacy and commercial awareness and an understanding of the levers that allow a school to be financially sustainable.
- Appreciation and understanding of classical music, and the environment for which the School is preparing its students.
- Appetite and facility for engaging with the musical world and those within it who are important to the School and its students.
- University degree (or equivalent) with a good record of continuing professional development.
- Record of successful fundraising, engaging with alumni, donors and foundations.

Leadership competences

- Leadership – strong team leader as well as team player with well-developed influencing skills, able to secure engagement at all levels and comfortable delegating and empowering.
- Proven educational leader and thinker – respected by academic colleagues with a record of improving teaching / learning, introducing curriculum innovation and embedding new modes of delivery, particularly the use of technology.
- Vision and creativity – able to craft a compelling vision, conveying it with consistency and passion and think in new ways about problems, inspiring innovative solutions. Enthusiasm for new ventures and tenacity in delivering plans from conception to realisation.
- External awareness – an informed and critical awareness of the prevailing and evolving trends in education and ideally music education and training.
- Internal awareness – organisationally sensitive, with a genuine interest in people at all levels and a sophisticated understanding of the distinctive nature of The Purcell School, as a residential specialist music school.
- Relationship building – able to establish and sustain strong relationships with parents, students, teaching and non-teaching staff, the Board, alumni, donors, funders, other academic institutions/partners and the media.
- People development – bringing the best out in others, coaching to improve performance, create opportunities and providing support for career advancement, and developing a collaborative, supportive and high performing culture.
- Stewardship – record of utilising and allocating resources wisely, developing strategic and operational plans, establishing sustainable budgets and holding people to account.

Personal characteristics
- Intellectual capacity and stamina to deal with a broad span of duties, gain the respect of a wide range of people and the flexibility to balance internal and external demands.
- Integrity, personal presence and the ability to project and inspire confidence.
- Deep understanding of talented creative people, specifically young musicians and their motivations, hopes and aspirations.
- High level of emotional intelligence with excellent judgement, especially under pressure.
- Adaptable yet also clear minded, accepting of differing points of view with commitment to fostering a community in which all parts feel motivated to participate.
- Understanding of, and sympathetic with, the demands and ethos of a specialist music school which is also an independent co-educational day and boarding school.
- Instinctive understanding of what constitutes ‘excellence’ and what it takes to achieve and sustain it, with a determination constantly to seek improvement.

TERMS OF APPOINTMENT

The Board will take into account the particular circumstances of each individual candidate in agreeing a remuneration package. A house is provided on campus and the Head is required to live in the accommodation provided by the School during term time, free of rent, council tax and utility costs. The overall package will also include membership of the Teachers’ Pension Scheme. Appointment is subject to references, a satisfactory medical examination and DBS check.

RECRUITMENT PROCESS

Overview
The appointment of the Head is the responsibility of the Board. The Board has established a Selection Committee to oversee the initial stages of the recruitment process and has retained Heidrick & Struggles to support and advise the Board and the Selection Committee in undertaking
its duties, both in the identification of the most diverse and talented range of candidates possible and in the assessment of candidates.

How to apply
Applications consisting of a full curriculum vitae and a covering letter (containing the names and contact details of four referees) should be sent to purcellschool@heidrick.com or 40 Argyll Street, London W1F 7EB. In addition, short listed candidates will be required to submit a completed application form containing questions about their academic and employment history and their suitability for the role.

To arrange a conversation in confidence with Alex Acland or Sarah James-Bryan of Heidrick & Struggles, please call Jane Carter on 00 44 20 7075 4021 or email at purcellschool@heidrick.com.

Safeguarding
The Purcell School is committed to safeguarding and promoting the welfare of children and young people and expects all staff to share this commitment. All applicants should read the school’s Child Protection policy, which is available on the School’s website, and are required to declare any criminal convictions or cautions, or disciplinary proceedings related to young people. Enhanced disclosures from the Disclosure and Barring Service will be sought on all successful applicants.

Key dates
February – March 2015: informal discussions and interviews with Heidrick & Struggles in London at 40 Argyll Street.

25th and 26th March 2015: 1st Round Interviews with Selection Committee in London at 40 Argyll Street.

From Tuesday 14th – Friday 17th April: finalists (with spouses/partners) will be invited to visit the School and meet with senior members of staff on an informal fact-finding basis. References will also be taken.

Tuesday 21st and Wednesday 22nd April: Final Interviews to include an evening event on 21st and interviews with the Board on the 22nd.
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