



Bristol  
Grammar  
School



Life  
changing

Life

Director of Marketing, Admissions  
and Communications  
Candidate Information

Bristol Grammar School: a company limited by guarantee, company number: 5142007  
Registered Office: University Road, Bristol, BS8 1SR. Registered Charity Number: 1104425

## WHY WORK AT BRISTOL GRAMMAR SCHOOL?

ENTHUSIASTIC, ENERGETIC  
AND FRIENDLY COLLEAGUES

**PROFESSIONAL  
DEVELOPMENT  
OPPORTUNITIES**

THROUGH INTERNAL AND  
EXTERNAL INSET TRAINING

MOTIVATED AND  
**INSPIRING  
P U P I L S**

**EXCELLENT  
WORKING  
ENVIRONMENT**

**EXCELLENT  
FACILITIES**

STAFF INDUCTION  
PROGRAMME  
& BUDDY SYSTEM

**CYCLE TO  
WORK  
SCHEME**

ACCESS TO A PENSION SCHEME  
(TPS FOR TEACHING STAFF) AND  
LIFE INSURANCE, AND OPTION TO  
PURCHASE MEDICAL INSURANCE

LUNCH PROVIDED DURING TERM TIME

FREE USE OF LIBRARY AND SPORTS FACILITIES

INFORMATION AND CONSULTATION OF  
EMPLOYEES (ICE) COMMITTEE FOR STAFF  
CONSULTATION AND COMMUNICATION

**CONCESSIONARY SCHOOL FEES**

DEDICATED SUPPORT FUNCTIONS  
INCLUDING FINANCE, ADMISSIONS  
& MARKETING, IT, HR AND FACILITIES

**FAMILY  
FRIENDLY  
POLICIES**

INITIATIVES  
TO SUPPORT  
STAFF AND  
PROMOTE STAFF  
WELLBEING

**REGULAR STAFF SPORTS AND SOCIAL EVENTS**

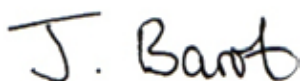
# Welcome

Thank you so much for your interest in the role of Director of Marketing, Admissions & Communications at Bristol Grammar School – I am delighted that you are thinking of joining our wonderful community in this new, exciting and centrally important role. We welcome applications from anyone with the relevant skills and abilities, and particularly from those who may not previously have thought of applying to a school such as ours.

In these pages, you will find information about the school, and why we think living and working in Bristol, and at BGS in particular, is so rewarding. You will also find specifics of the role and the application procedure. Please visit our website at [www.bristolgrammarschool.co.uk](http://www.bristolgrammarschool.co.uk) and follow us on social media using @BGSBristol, to find out more and to keep up to date with all that is happening at BGS.

I hope that this candidate brief provides all the information you need, but please be in touch if there is anything else you would like to know. We understand that making a move to a new place of work – accompanied as it often is by a move of home – is a major decision, and we want you to feel you have all the information you need as you consider this.

Thank you once again for your interest, and should you choose to apply, I look forward to perhaps meeting you.



Mr J M Barot  
Headmaster



## The BGS Mission, Aims and Values

### Mission

To provide an exceptional and rounded education to those who might benefit from it, regardless of their background and financial means.

### Aims

- To nurture, challenge and celebrate each individual
- To develop an excitement for learning which goes beyond school
- To promote physical and mental wellbeing, and the development of good character
- To make a BGS education available to all those who might benefit from it
- To be a diverse and representative community, and one which serves Bristol and beyond
- To ensure that the school continues to flourish for generations to come

### Values

- **Kindness:** being kind to others and oneself, and showing compassion, support, respect, selflessness and humility
- **Integrity:** being honest with others and oneself, and doing what is right, even when it is not easy
- **Rigour:** striving to fulfil our immense potential, and facing difficulty with courage and resourcefulness

# Life-changing learning, friendships, and adventure

Welcome to Bristol Grammar School, a school where girls and boys aged 4 to 18 find a world of opportunity, the chance to discover their potential, and the encouragement and confidence they need to succeed.

BGS received its Royal Charter in 1532 and has played a central role in the educational life of Bristol ever since.

We value our warm, vibrant and positive learning community, a place where pupils become accountable for themselves, responsible for others and empowered to have a voice and a role in the many activities and endeavours that make our School such a unique and exciting place.

## School Community

BGS is a large and thriving school, with around 1,350 pupils aged from 4 to 18. While each phase of the School has its own unique identity, each is very much part of the whole; sharing activities across all phases is a real strength. Our Breakfast Club is held in the Sixth Form Centre so pupils, from Reception to Sixth Form, start the day together; many teachers work across the phases; older pupils regularly work with younger pupils and are encouraged to act as leaders and role models for those in younger years.



There are over 300 staff members across the School, with approximately 160 teaching staff and 140 support staff. There is a strong sense of community within the staff body, with regular social and sporting events organised. Support staff are fully involved in the broad range of co-curricular activities and trips offered, and all members of staff are represented within the Information and Consultation of Employees (ICE) Committee.

## Pastoral Care

Warm pastoral care is key to our pupils' enjoyment of BGS, their holistic development, and their success. Knowing each child as an individual and promoting a culture in which children share their concerns, and staff members listen and support, lies at the heart of our practice. In addition, meaningful partnership with parents and guardians ensures a triangulation of care around each child.

Pupils throughout the School are supported by the House system. There are four Houses in the Junior School and six in the Senior School. Form Tutors provide continuity of care throughout a pupil's journey at BGS. The system of rolling Tutors in the Senior School ensures that each pupil is known as an individual, and that parents can build a strong relationship with their child's Tutor, over a number of years.

The Assistant Head (Wellbeing) works across the phases, supported by our Head of Wellbeing, who leads an active programme across all year-groups. Their work is also supported by our two school counsellors – one of whom provides art therapy – and two school nurses.

## Co-Curricular

Games and co-curricular activities are an integral part of our education at BGS. In the Junior School, and continuing into Years 7 and 8, a whole afternoon each week is given over to our Activities programme, where pupils can take on a new challenge or find a favourite hobby.

From the Infants upwards, there is a wide range of clubs for pupils to get involved in, either at lunchtime or at the end of the school day. These clubs are supported by the wide-ranging expertise and interests of the BGS staff, both teaching and support.



The creative and performing arts are a valued part of school life. Major dramatic and musical events are put on regularly but the School also offers many smaller-scale and informal opportunities for pupils to perform – from music, dance and drama to public speaking.

The House system provides further valuable opportunities for an enormous range of sporting, social and cultural activities, as well as for individual pastoral support.



The School is a Duke of Edinburgh assessment centre, the largest in the South West, and is proud of the large number of pupils that complete either Bronze or Gold awards each year. During the school holidays, there are opportunities for a wide variety of trips, with these often being a highlight of a pupil's time at BGS.

BGS also has a thriving Games programme. Pupils from Year 3 upwards take part in fixtures. The School prides itself on encouraging involvement and achievement in sports at all levels of ability, and we are delighted so many of our pupils choose to be involved with sporting fixtures and competitions.



## Academic

At BGS our ambition is to be exceptional in every facet of our provision. To that end, every academic department focuses on providing an exceptional learning experience for every pupil, ably led by our outstanding, subject-specialist staff.

Children joining BGS in Reception follow the Early Years Foundation Stage (EYFS) curriculum and work towards the Early Learning Goals in each area of learning. Children learn through planned, purposeful play and a balance of adult-led and child-led activities.

As children move through the School (or join in Years 3 or 5) they cover all aspects of the National Curriculum, and much more. Lessons are taught by Form Tutors or subject specialists with a number of teachers working across all phases of the School. During Years 5 and 6, children have Food Technology, Textiles and Science lessons in the Senior School as part of their preparation for the next stage of their education.

Year 7 is a major entry point for the School, with 50% of the year group new to BGS, and all pupils follow a broad and challenging core curriculum. As pupils enter Year 8, they follow the same curriculum but may choose to study one of Russian or German in place of French or Spanish; they also follow courses in separate Sciences.

In Year 9, in addition to the core subjects of Maths, English, three Sciences and a Modern Foreign Language, pupils choose from a wide variety of 20 different subject options, which they may then choose to continue to GCSE. These subjects include Greek, Business Studies, Computing, Physical Education (Sports Studies), Dance, Food and Nutrition, and Theatre Studies. At the end of Year 11 pupils typically take between 9 and 11 GCSEs.



In the Sixth Form, pupils will choose from a broad range of almost 30 subjects, which they can take as part of a '3+' A level offering, or as part of the International Baccalaureate Diploma Programme (IB). Both routes offer an inspiring, broad and flexible choice of subjects and both are excellent preparation for learning beyond BGS.

Learning in the Sixth Form is enriched through a huge range of wider activities and events, including a programme of weekly lectures by visiting speakers, national essay competitions, Olympiads in Maths, Science and Linguistics, Model United Nations, and myriad opportunities to serve others within the BGS community and beyond. Students are encouraged to take on a research project, such as the Extended Project Qualification or the IB Extended Essay, which provides a helpful transition between school and university learning.

Those students who choose to go on to university after BGS proceed to a wide range of faculties at leading UK institutions, including Oxford and Cambridge, with increasing interest in, and take up of, places at universities in the United States and Europe.

Appropriate support and careers advice is offered by Form Tutors, subject teachers and the well-resourced Careers Department, from Year 8 onwards. The aim is to ensure that every pupil makes considered choices at each point in their school lives, including consideration of the growing opportunities to follow paths other than university.



All teachers are issued with a laptop and an iPad to appropriately enhance their pupils' learning experiences, and pupils from Years 3–Upper Sixth are issued with an iPad. Learning is supported by impressive IT facilities and infrastructure; never has this been more apparent than in the sector-leading remote learning that has taken place during the pandemic.

## Results

At BGS it is the character, skills and habits of mind our pupils develop that are most important to us, and it is in these areas that we judge our successes. We hope, of course, that as a by-product of the excellent education we provide, our pupils perform well in public examinations – by which we don't mean simply a string of top grades, but rather that each pupil performs to the best standard they thought they could – and perhaps better.

The results received in 2020 by BGS pupils at GCSE, A level, and by our inaugural IB Diploma cohort, were once again very strong, though with the grading process having been so radically different in 2020, headline figures are not appropriate here. That said, BGS results continue to be among the strongest in Bristol and the South West. This goes well beyond the top-grade statistics, to the many individual success stories behind the headlines, and it is the endeavours and achievements of our pupils who ally hard work to their natural talent, and who in recent times have overcome the difficulties posed by the pandemic to achieve so well, that we are proudest of.

Results are available to view on our website at <https://www.bristolgrammarschool.co.uk/about/results-and-reports>



## Scholarships and Bursaries

The School offers financial assistance towards the fees and other costs of able pupils seeking to join BGS, whose families have limited means. The Governors share a deep and long-lasting commitment to increasing this provision even further over the years to come – and the successful candidate will have a crucial part to play in this journey. At present, around 10% of pupils in

the Senior School receive significant financial assistance to attend BGS.

There is also a range of scholarships offered for Senior School entry, covering both academic ability and specific talents in Sport or the Creative and Performing Arts. The School enjoys a local and national reputation for its academic achievements and the demand for places is strongly competitive.

## Recent Developments

In recent years an extensive development plan has included the opening of an Infant School, refurbishment of the Sixth Form Centre, refurbished Science laboratories, and new Food and Nutrition facilities.

The 1532 Performing Arts Centre was opened in September 2016 providing greatly enhanced facilities for Drama, Music and Dance. As part of this development, the facilities for History and Philosophy & Religion were also updated.



In 2017 a new 3G sports pitch was opened at the School's sports grounds in nearby Failand, part of the ongoing programme of improvements and enhancement to this impressive facility.



## Why come to Bristol?

### ‘In Bristol you can enjoy urban living at its civilised best’

*The Sunday Times, Best Places to Live in the Southwest: March 2021*

Bristol is a wonderful place to live. In fact it regularly appears in *The Sunday Times*'s 'Best Places to Live' lists, often claiming the top spot in the region or even the UK. It has also previously been named the best place to study, one of the top-five most inspiring cities, and even one of the top-ten cities in the world. It is a small city that feels like a big city, with the added benefit of fantastic countryside and beaches on its doorstep. And – if you should want to head elsewhere – Bristol is well connected by rail, road and air to London, Birmingham, the rest of the country and abroad.

Bristol may lack the picture postcard prettiness of neighbour Bath but this is part of its charm. Beyond the dual carriageways and 1960s and '70s concrete architecture, there are still plenty of fine buildings and open spaces to discover. The buildings of Bristol Grammar School itself represent a trip through architectural history, from the original Victorian Great Hall to the newly-built 1532 Performing Arts Centre.

With a wide range of venues, there is an extraordinary variety of culture available: plays at the Bristol Old Vic or the Hippodrome, exhibitions at the Arnolfini, eclectic cinema viewing at the

Watershed and the Everyman and concerts in St George's. Bristol is of course the home of Banksy, Wallace and Gromit, and bands such as Massive Attack, Portishead and Roni Size.

The entrepreneurial spirit is alive and well here, cultivating a host of independent shops – the Gloucester Road claims to be the UK's longest drag of independent outlets – restaurants, cafés and bars. In November 2019, Bristol was named 'Best Food or Beverage Destination of the Year' at the Food Trekking Awards and there are restaurants to suit all tastes and budgets, from Michelin-starred to street food. Try the shipping containers of Wapping Wharf, or visit the pop-up Breaking Bread on the Downs.

Bristol is also a fantastic city for families. There are plenty of parks and green spaces to explore: the famous Downs, the Blaise Estate, Snuff Mills, Ashton Court, Leigh Woods, the list goes on. You can enjoy attractions such as the SS Great Britain, Brunel's Suspension Bridge, the Concorde Museum, the M-Shed and We the Curious, take a ferry across the historic harbour, enjoy the world famous Balloon Fiesta, the Harbour Festival or spend the day at the zoo. There is also at least one excellent school here too!





# Director of Marketing, Admissions & Communications

**Post:** Director of Marketing, Admissions & Communications

**Line Manager:** Headmaster

**Start Date:** September 2021 or as soon as possible after that

## Introduction

This is a new and exciting, senior role for an exceptional individual. The Director of Marketing, Admissions and Communications (DoMAC) will play a vital part in the school fulfilling its Mission.

That Mission, our present-day take on our founding Mission of 1532, is:

*To provide an exceptional and rounded education to those who might benefit from it, regardless of their background and financial means.*

Reporting directly to the Headmaster, the DoMAC will be highly influential in shaping and delivering the strategic direction of the school. They will be an inspiring and motivational leader, with a track record in strategic marketing, communications and brand management.

The new DoMAC will have a strong personal resonance with the school's Mission, Aims and Values, and with independent education more broadly. A natural communicator, they will be articulate, persuasive and an authentic ambassador, with the desire to tell the story of the most inclusive, exciting and progressive independent school in the region.

## The Role

Whilst the role will be shaped by the strengths of the successful candidate and the needs of the school, the DoMAC will take the lead in developing innovative marketing, communication and pupil recruitment strategies, all the while ensuring that the school's public face reflects its character and ambitions.

The purpose of the role is to:

- Lead the development of a long-term strategy for the marketing of the school
- Develop strategies and plans to support key income streams: Admissions, Development and Commercialisation (BGS Enterprises)
- Ensure that the BGS brand message is strong and consistent, both locally and nationally, and that it reflects the school's aims and ambitions, particularly in the areas of inclusion, diversity and service beyond the school gates
- Develop strategic relationships with key internal and external stakeholders
- Lead, support and develop the Marketing, Admissions and Communications team
- Be accountable for the MAC budget and effectiveness of the marketing activity

This is likely to be broken down further into the following, illustrative, areas:

## **Marketing Strategy**

- Lead the collaborative development and delivery of a marketing strategy and plan that supports the school's Mission, Aims and Values, and the KPIs set out in the school's strategic plan
- Work with the Headmaster and key others to define our positioning and the BGS proposition within the competitive context
- Ensure that the BGS brand message is strong, consistent and in line with our aims and ambitions
- Build BGS's local and national reputation
- Develop a media strategy, and deliver a media schedule, task cycle and channel plan to support it
- Develop BGS's feeder school strategy, including a desire for expanded reach, in line with the school's Mission
- Ensure that marketing reflects the school's strategies for inclusion, diversity and service beyond the school gates
- Oversee the monitoring of local competitor activity and appropriate responses

## **Leadership**

- Be an inspirational leader, engendering individual and group ownership of, and commitment to, the MAC strategy
- Motivate and lead the professional development of the MAC team
- Play a lead role in any crisis response situation; first response for an emergency/unusual event to include all media coverage; website, local, regional, national press coverage. Working with a PR consultancy as required

## **Implementation**

- Oversee the delivery of innovative and effective marketing campaigns
- Manage the delivery of marketing solutions to support the Development strategy and the Director of Development
- Manage the school website and social channels with consideration of content planning, reach, engagement and reporting (analytics)
- Take the lead role in managing all internal and external communications
- Direct and manage external agencies and suppliers and deliver best value against agreed KPIs
- Ensure value improvement is achieved and demonstrated across all areas of marketing
- Ensure compliance with all relevant legislation and best practice
- Review and develop the school's print and online prospectus and related material, in collaboration with the Admissions Team
- Lead as guardian of the Bristol Grammar School brand

## **Research**

- Commission appropriate market research to inform the marketing strategy
- Oversee joiner and non-joiner surveys and other methods of understanding recruitment decisions and trends
- Lead consideration of self-evaluation and school improvement through surveys and focus group events with existing and prospective parents, and other relevant audiences

## **Digital Media**

- Strategic oversight of school website and social media channels as key MAC opportunities
- Plan appropriate content planning & reporting (analytics, reach and engagement) against agreed KPIs

### **Financial planning and reporting**

- Lead all aspects of budgetary planning and spend for MAC
- Prepare termly budget updates for the Headmaster, Bursar and for the relevant subcommittees of the Governing Body (Finance & General Purpose (F&GP) and Marketing Admissions & Development (MAD))
- Be accountable for the marketing budget and return on investment
- Report regularly to the Headmaster and Governors on the progress and success of the MAC strategy and be accountable for performance against clearly defined KPIs
- Through the Admissions team, ensure accurate forecasting, statistical review, trend analysis and reporting on all recruitment data – from first enquiry with the school through to admission or otherwise
- Weekly strategic and operational review meeting with the Headmaster

### **Admissions**

- Strategic oversight of Admissions, including line management of the Admissions and Marketing Manager
- Identify tactical opportunities to ensure that the school remains at optimum capacity each year, in all year groups

### **Events**

- Oversee the direction and delivery of strategic and tactical marketing events to support recruitment and admissions (including supporting marketing assets; print & digital)
- Attend MAC events – such attendance is key to the role (note that a number of these events take place in the evenings and at weekends)

### **Key Stakeholder Relations**

- Core Leadership Team (CLT) and Senior Leadership Team (SLT)
- Director of Development and Old Bristolians
- Governors (especially the Marketing, Admission & Development Committee).
- Teaching and support staff of the school
- Current and prospective parents
- Local and national media
- Feeder schools (especially headteachers and pupils)

### **Candidate Specification and Personal Attributes**

The School is an equal opportunities employer and is committed to equality of opportunity for all staff. Applications are encouraged from all individuals, regardless of age, disability, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief and marriage/civil partnership status. We welcome applications from all sectors of society as we aspire to attract staff that match the social and cultural diversity of the Bristol community.

This candidate specification lists qualities, skills, experiences and attributes that the selection panel will be keen to explore with candidates. It is understood by the panel and – we hope – by prospective candidates, that no single person will fulfil every criterion. We encourage candidates who do not “tick every box”, therefore, to apply nonetheless and to be open during the selection process about those areas in which they would wish to develop their skills and experience further.

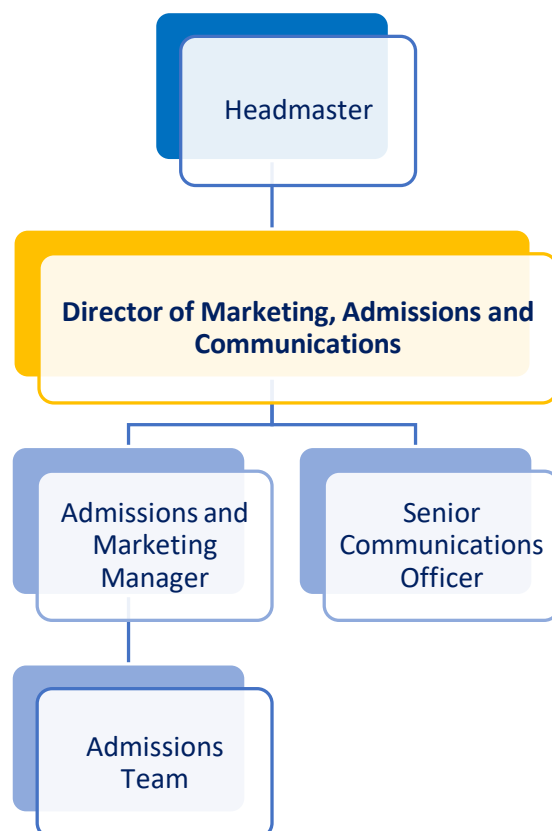
## Key

- L Assessed through application form, references, letter of application  
 I Assessed at interview

Candidate Specification		
Degree educated with evidence of continued professional development	L	
Post degree marketing qualification, and sector experience – both desirable, not essential	L	I
Strategic thinking - proven track record in writing marketing strategy	L	I
Campaign delivery – experience of implementing and monitoring multi-channel activities	L	I
Experience of successfully leading a team to achieve ambitious targets, and the ability to form strong working relationships with key personnel, including the Head, to deliver on strategic aims	L	I
The ability to work effectively under pressure, managing complex and competing priorities with skill, perspective and humour		I
Articulate and persuasive communicator – oral and written skills – and authentic ambassador	L	I
Results-focused: a track record of delivering and reporting against agreed KPIs and objectives		I
Financial management and commercial judgement; experience of budget setting / allocation / management and reporting	L	I
Relationship building – experience of engaging with variety of stakeholders	L	I
CRM experience – database segmentation and management experience desirable	L	I
In depth understanding of current practices and principles of marketing, public relations, branding and brand strategy	L	I
Experience in managing social media for marketing and communications purposes	L	I

Personal Attributes		
Personal and deep resonance with the BGS mission, aims and values	L	I
An understanding of the motivations, attitudes and aspirations of parents, children and other stakeholders in the community interested in independent school education	L	I
Genuine interest in educational issues and empathy with the independent sector and the opportunities provided	L	I
Motivation and emotional intelligence		I
Warmth and natural ability to build rapport and inspire trust		I
Ability to communicate with children and young people		I
First-class administrative, communication (written and oral), organisational, time-management and person-management skills	L	I
High levels of initiative and motivation, with the ability to lead others effectively, to listen carefully, and to seek support and advice as necessary		I
Emotional intelligence to engage well with the whole BGS family (pupils, parents, staff, alumni), the local community, external contacts and more widely		I
A desire to keep learning in all aspects of professional life	L	I
Understanding that the role requires some evening and weekend commitments	L	I
A pleasure in the life of a thriving, busy school, and the ability to act as an approachable, sympathetic and principled role model	L	I
Prior professional experience in a school environment – desirable but not essential	L	I
Highly numerate with excellent IT skills, including understanding of social media, digital marketing and modern website design	L	I
Be able to communicate well with children and young people and in particular be prepared to demonstrate: <ul style="list-style-type: none"> <li>• Ability to form and maintain appropriate relationships and personal boundaries with children and young people</li> <li>• Professional attitudes to use of authority and maintaining discipline</li> <li>• Understanding of safeguarding and promoting the welfare of young people</li> </ul>	L	I

## Organisational Structure



## Terms and Conditions

### Working Hours

As with all other senior roles, it is expected that the successful candidate will work, in a self-guided and self-motivated way, the hours required to fulfil the role effectively. That said, this is a full time, 52-weeks-per-year role.

### Salary

The salary will be dependent upon the skills and experience of the successful candidate, but this is an important and senior post, with remuneration set accordingly.

### Probation

As with all roles at BGS, there is a one-year probationary period, after which the post is confirmed as permanent.

### Pension

The School automatically enrolls teaching staff into the Teachers' Pension Scheme, and other staff into a "Defined Contribution" pension scheme, provided they meet certain eligibility criteria. Those choosing not to be a member of either scheme may opt out.

### Lunch

School lunch is provided during term time.

<b>Fee Remission</b>	At present the School's policy is to allow all eligible members of staff to educate their children at the school at concessionary rates, subject to their children meeting the entry requirements and subject to the availability of places.
<b>Sports Facilities</b>	Free use of school sports facilities.
<b>Library</b>	Free use of the school Library.
<b>Car Parking</b>	BGS encourages its staff to use public transport, cycling and walking where possible, in order to protect the immediate environment. BGS is part of the Cycle to Work Scheme. Car parking space is limited in the centre of Bristol and at BGS. If a parking space is required, this should be discussed at interview.

## How to apply

To apply please visit our website's [Employment Opportunities section](#). On the role's specific page there is an 'Apply now' button which will take you into the online application process.

The closing date for applications is Sunday 09 May.

Longlist interviews will take place in the week commencing 17 May and shortlist interviews will take place in the week commencing 24 May.

If you would like an informal discussion with the Headmaster prior to applying, please contact the Head's PA, Cath Davies, on: [cdavies@bgs.bristol.sch.uk](mailto:cdavies@bgs.bristol.sch.uk)

***Bristol Grammar School is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. In accordance with our Child Protection Policy we are unable to process applications without a fully completed application form. The post is exempt from the Rehabilitation of Offenders Act 1974. All convictions, cautions and bind-overs, including those regarded as 'spent' must be declared when applying. The applicant may post such a declaration in an envelope marked 'Private & confidential for the Headmaster' which will only be opened should the candidate be shortlisted. The successful applicant must obtain List 99 clearance and DBS (Disclosure and Barring Service) clearance at enhanced level.***