



# BALLARD

BESPOKE EDUCATION

RSACADEMICS

# Head

## Candidate Information

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# Welcome

Thank you for your interest in this post, which is available in April, to start in April or September 2026. It is an exciting time to be joining Ballard, with our Governance and Leadership teams purposefully moving the School forward with confidence and energy.

Putting families first, Ballard pledged to absorb the VAT charge on school fees for the spring and summer terms in 2025, before phasing it in gradually over the coming years. With many inspiring plans in place, there has never been a better time to take up the helm of this wonderful school. Ballard is regularly recognised by prestigious award-giving bodies, including the Independent School of the Year Awards, winning their Co-educational School of the Year Award in 2024.

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We are looking for candidates who are academically focused whilst also being passionate about outstanding pastoral care and advocates of a broad co-curricular programme. Our next Head will be someone who is empathetic with a warm and engaging personality, and who appreciates the holistic and pupil-centred nature of successful schools such as Ballard. Experience of working in through schools would be an advantage.

If, having read this brochure, you believe you have the requisite skills and experience to become Ballard's next Head, we would be delighted to hear from you.

**Fiona Morgan & Anne Watson-Lee**  
**Co-Chairs of Governors**

  
**BALLARD**  
BESPOKE EDUCATION



## Introduction

Ballard is a thriving co-educational day school from Nursery to GCSE, set in an attractive 34-acre site on the border of Hampshire and Dorset. The School comprises: Nursery & Kindergarten (ages 2 to 4), Pre-Prep (Reception to Year 2), Lower Prep (Years 3 to 5), Upper Prep (Years 6 to 8) and Senior School (Years 9 to 11).

The School's award-winning status is rooted in its belief that abilities and intelligence are not fixed – all can flourish and excel when given the tools and environment to develop self-knowledge and resilience. Ballard provides a vast array of opportunities, including over 145 co-curricular activities weekly, but it is how the School encourages and inspires its pupils to seize them that sets it apart.

Co-education is at the heart of Ballard's inclusive philosophy. Pupils learn with and from each other, through collaboration and lively competition. In an atmosphere of inclusivity and kindness, every child is

stretched in their talents and encouraged to tackle what does not come easily. Boy, girl, expert, novice – no subject nor interest is beyond reach.

Ballard prides itself on its modern, forward-thinking curriculum, providing an aspirational, academic and holistic education. The dedicated staff inspire and guide young people, challenging and supporting them in equal measure. The School's drive to deliver a first-class education, with a close eye on the future, gives shape to the School's ambitious investment and development plans.

Pastoral care at Ballard is rooted in kindness and respect and is underpinned by Christian values. The Ballard family's well-being is central to the ethos of the School. An inclusive approach towards all aspects of school life which values individuality and fosters generosity of spirit; pupils naturally and willingly looking out for each other and the wider community.



Ballard educates the whole child – igniting passions, developing skills, identifying and unlocking every child's full potential.

The School places great emphasis on supporting and developing its staff so that the best possible educational provision is provided throughout the three pillars of the School: Academic, Pastoral and Co-Curricular.

After GCSEs, pupils head off in a multitude of directions, including Peter Symonds College in Winchester, local grammar schools and notable independent schools such as Canford, Bryanston, Millfield or Ryde School on the Isle of Wight. The School boasts doctors, engineers and academics among its alumni, alongside Olympic and Paralympic medallists and stars in opera and pop.

Ballard recently achieved the highest award from Eco Schools – the coveted Green Flag – and is currently 28% powered by solar, with projects in place to increase this to 41%. The School has pledged to be carbon-neutral by 2050.

*“A warm, friendly school in a glorious setting, where pupils enjoy their learning, throw themselves into a plethora of activities and have fun. The performing arts are outstanding, and children seem genuinely sad to leave for pastures new at 16.”*

**The Good Schools Guide**





## Mission Statement & Aims

Ballard's mission is to provide a supportive and caring environment for learning and excellent teaching designed to ensure all pupils achieve their academic best.

Its aims are:

- To identify and build on strengths to help each individual pupil reach their potential within a secure, caring community and to equip young people to be well-behaved, resilient, rounded and resourceful members of society and prepared for their future working lives.
  - To aim for academic excellence, so that each individual pupil may achieve his or her personal best.
  - To recognise the worth, dignity and contribution of each member of the Ballard family and to foster self-discipline, self-esteem, mutual respect and co-operation within an atmosphere of friendship and trust, promoting an appreciation of the needs and gifts of others.
- To offer scope for spiritual, moral and personal development within a disciplined and mutually supportive environment which affirms Christian values.
  - To expect high standards of achievement by developing in pupils the ability to manage change, to think and research independently and communicate confidently and effectively.
  - To celebrate achievements, gifts and diversity, irrespective of individual differences.
  - To respond to the wider needs of society through community projects, charitable fundraising and outreach and by increasing awareness of local, national and world issues.



# History

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The main house at Ballard and all of its grounds were built in 1905 by an American family called Ubsdell. The Ubsdells moved to the house on the grounds at the bottom of the drive in 1914, and Great Ballard School moved into the main house, remaining in situ until the start of the Second World War when they had to relocate elsewhere as the army was billeted at Ballard. After the war, Edinburgh House School took up residence as the building was free when the army vacated.

Since then, many changes have taken place. In the 1960s, Edinburgh House School merged with Marchwood Park School and Gorsecliffe School. In 1995, the girls of neighbouring Fernhill Manor School, which was then 75 years old, also merged, and the combined School was renamed 'Ballard School'.

The new School has gone from strength to strength and is now a well-established and highly successful through school on the edge of the New Forest National Park, serving West Hampshire and East Dorset.





## The Opportunity

This is a great opportunity for an outstanding current or aspiring Head to lead a very successful and ambitious school. The Governors are looking for a well-qualified and well-rounded leader who has demonstrable emotional intelligence; is honest, open and compassionate; has a keen eye for fresh opportunities; and is able to be resilient in the face of often unpredictable challenges.

The new Head will inherit a School that is well resourced and in a strong position overall. Pupil numbers are strong, though there is scope to expand the Nursery provision and for growth in the Lower Prep. Ballard has a loyal and active alumni and prides itself on strong community relations.

The new Head will play a pivotal role in shaping Ballard School's strategic direction in close collaboration with the Governors. They will be expected to sustain and build upon recent academic improvements, recognising that Ballard's continued success

is underpinned by consistently strong GCSE outcomes. In 2025, 50% of all GCSE grades awarded were 9-7, more than twice the national average and two pupils achieved a full set of grade 9s. Overall, Year 11 achieved a 92.2% pass rate (grades 9-4) across all subjects. This academic excellence is complemented by outstanding pastoral care and a culture of achievement that is reflected in the numerous awards and recognitions received by both the School and its pupils. Ballard was named Co-educational School of the Year in October 2024 and has been a finalist in national awards for Sport (2023), Performing Arts (2022), and Student Well-being (2021). In 2025, they retained their School Games Mark Gold status, were finalists for the ISA Award for Fine Arts and Design, and the MTI Award for Musical Theatre Provision. The EcoAmbassadors also achieved the Eco-Schools Green Flag status with Distinction.





## Location & Facilities

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The School is located in the market town of New Milton, equidistant from Lymington and Christchurch and on the edge of the New Forest National Park.

Today's Ballard is a mix of old and new buildings. Classrooms are extremely well-equipped, and there are interactive whiteboards in every classroom around the School. Ballard's Senior School (Years 9 to 11) has its own mini campus within the School grounds, and Year 11 pupils enjoy having their own common room in a wood cabin.

With 34 acres of grounds and sports pitches, Ballard makes the most of its location. There is a newly created woodland walk to complement Forest School, cross country paths through the woods and they even have their own beehives. Being close to both the New Forest and the beach at Barton-on-Sea, and with its own adventure playground, the pupils enjoy making extensive use of the wonderful outdoor facilities right on their doorstep.





## Admissions

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The main entry points are Reception, Year 3 and Year 7, but children may join in other years too. The majority of Prep School pupils stay on for the Senior School.

The primary entry requirement is for prospective pupils to demonstrate an enthusiastic approach to school life, make the most of opportunities afforded to them, to be kind and accepting of others and to embrace the Ballard values.

A Scholarships Programme (with a discretionary discount on their school fees) is offered to 'exceptional' Year 7 and 9 pupils who have a talent and on-going passion for particular areas of school life. Some means-tested bursaries are available to help parents who are experiencing financial hardship. The School supports with a 100+% bursary a boy from Ukraine who was displaced due to the war.



## Academics

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Although Ballard School is not academically selective, it takes pride in its value-added scores, specifically the 2025 average value-added score of 0.9 of a grade at GCSE. The School believes that all young people should aspire, be challenged and thrive both inside and outside the classroom. The School works alongside pupils and parents to tailor the education offered to individual needs; stretching and challenging each pupil's area of aptitude or interest and providing consolidation and support in any area that may need a little more support. The academic and pastoral teams work closely to provide challenge and support in equal measure.

Ballard recognises the benefit of providing pupils with responsibilities and leadership opportunities from an early age. Whether it is a Sports Elite pupil helping in a PE lesson or a Year 5 pupil helping Reception children with their reading, the benefits are clear to all involved.







## Sport

Pupils enjoy a positive and inclusive award-winning sports provision with PE specialists teaching all pupils from Nursery upwards in outstanding facilities, including an Olympic-sized Astroturf pitch. The comprehensive and tailored sport provision is based on a Sport for All (SFA) ethos which prioritises participation. Former Ballard pupils have competed at the highest level for Great Britain at the Paris Olympics this year.

SFA embraces a huge range of ability, skill and potential amongst pupils.

Ballard pupils benefit from an outside swimming pool, used throughout the summer term, a gym situated in the cricket pavilion, tennis and netball courts and playing fields for grass sports.

New initiatives aim to increase opportunities, participation and enjoyment for all. For example, the new sports scholarship programme is attracting more pupils and provides a holistic approach, with specialist teams helping each pupil to be the best they can be.



## **The Arts – ‘Inspiration, Imagination, Innovation’**

Ballard School has a team of specialist staff teaching from Pre-Prep up to GCSE. Ballard offers a strong Arts curriculum, an exciting range of co-curricular opportunities, an excellent track record in GCSE results and state-of-the-art specialist facilities. All pupils have the chance to experience the benefits of an enriching Arts education, either on stage, in the studio, as a member of the orchestra, sound and lighting team, theatre production team or within the visual arts. At all stages of the School, pupils have the opportunity to participate in regular musical, dance and dramatic productions, concerts and other performance events in the impressive Performing Arts Centre, while the most able pupils are stretched and challenged through a range

of enrichment opportunities. Popular external events include a carol service at Christchurch Priory, a classical concert at Beaulieu Abbey and European music tours.

The School's strength in this area has been recognised in numerous awards, including Artsmark Gold, ISM Gold Award for GCSE Music results, Education Business Award for School Music and ISA Award for Performing Arts. Ballard also boasts strong links within the wider Arts community with regular workshops and trips across all disciplines.

Individual lessons in Music and Speech & Drama further support pupils (around 40 per cent of them), and results in these fields are excellent. Pupils gain accreditation in ABRSM, Trinity, Rockschool, LAMDA and New Era individual exams.





## Activities & Trips

In line with its ethos of offering an all-round, broad and enriching curriculum, Ballard endeavours to provide a holistic and wide variety of activities to broaden pupils' horizons even further. Whether it is co-curricular clubs, workshops, lectures, trips, or holiday camps, there are opportunities for all. The diversity of clubs on offer is staggering given the School's size, but giving pupils every opportunity to try, to explore, to push themselves is at the core of what Ballard does. Over 145 extracurricular activities are on offer each week – everything from Eco Club and Backgammon to raising GCSE attainment sessions and scholars' clubs. Most take place between 4.15pm and 5.00pm, but some are at lunchtime and morning break. DofE is popular – Bronze in

Year 9 and Silver in Years 10 and 11. Many pupils opt for something out of their comfort zone, knowing they are in a safe and trusted environment. Pre-Prep and Lower Prep pupils have Forest School every fortnight.

Trips also feature strongly, with all year groups having trips throughout the year. There are ski trips, art trips, music trips and sports trips and the ever-popular Year 11 USA trip. There is a dedicated Trips Week in July where pupils are able to attend educational or team-building trips.

*"Pupils are reflective and have high levels of self-esteem and empathy. They are highly successful in displaying these characteristics through academic study as well as the wealth of sporting, performing arts and co-curricular opportunities in which they participate."*

**ISI Inspection Report**





## Pastoral Care

Effective and proactive pastoral care and pupil well-being provide the foundation stone upon which everything else in the School takes place, and it is embedded in the School's culture. This encompasses physical and mental health, emotional health, social health and spiritual health. The Ballard Family is a welcoming community where everyone is accepted, and the School is a positive place to be.

A recent staff restructuring has seen the appointment of a Deputy Head Pastoral, two mental health leaders, double the ELSA provision, ensuring all the team are DSL trained and added crucial administrative support. The School has dedicated, full-time, registered nursing support who work from a well-equipped medical room, and a counsellor visits once a week. If children want or need time out, there is a well-being zone where children can access pastoral support.





## Wider School Community

Ballard's pupils and parents are very supportive of (and active in) both the Ballard family community and the local community. Ballard pupils believe that fundraising can be fun, especially the annual Santa Dash around Lymington, which raises money for the local Oakhaven Hospice. Ballard also has links to a number of international charities, including 'Street Child' collecting and transporting unwanted education resources to Sierra Leone.

There are many ways in which Ballard becomes involved in the local community alongside all the charity work such as opening the doors each year on 'Heritage Open Morning', as well as running a series

of careers lectures. The School hosts an uplifting Christmas Community Concert in the splendid Performing Arts Centre, at which local care home residents and their carers enjoy a morning of festive music performed by pupils, and junior pupils visit a local care home to perform to the residents there. New co-curricular clubs include an Amnesty International Club, and an Intergenerational Engagement Programme, focusing on our community links.

Ballard is also a keen supporter of other local schools, hosting workshops and helping with transport and use of facilities.



# Governance & Leadership

The School is governed by a dedicated, ambitious and active board comprising thirteen members under the co-chairing of Mrs Fiona Morgan and Mrs Anne Watson-Lee.

The Head attends all full Board meetings and also a number of sub-committees, which are currently:

- Finance & General Purposes
- Education
- Bursary

The Leadership Team currently comprises:

- Head
- Bursar
- Deputy Head Pastoral
- Deputy Head Co-Curriculum & Operations
- Director of Teaching and Learning
- Director of Curriculum and Assessment





# Job Description

The Head will provide dynamic and visionary leadership across all sections of the School, ensuring the delivery of outstanding education, a nurturing school culture, and sustainable operational success. This role demands strategic foresight, educational expertise, and commercial acumen to lead the School confidently into its next chapter.

The Governors are seeking to appoint a highly visible, engaging and exceptional leader with energy and ambition who is resilient, self-reliant, solution-focused and adaptable. They must understand the current challenges facing the independent school sector, foster a passion for learning, and demonstrate an ability and genuine desire to develop pupils to their fullest potential.

## Strategic Leadership

- Provide exceptional, forward-facing leadership across the whole of the Ballard School community.
- Directly responsible to the Governors for the efficient, effective and successful running of the School.

- Work collaboratively with Governors and senior leaders, welcoming others' perspectives and engaging the wider school community to develop and deliver the School's strategic plan in line with the School's mission and aims.
- Foster a close relationship and work collegiately with the Chairs of Governors and Bursar to ensure effective evaluation of performance against the strategic objectives in the School Development Plan.
- Provide scope for spiritual, moral and personal development within a disciplined and mutually supportive environment which affirms Christian values.
- Demonstrate knowledge and leadership to ensure compliance with health and safety requirements and all regulatory and inspection frameworks, including ISI and safeguarding regulations (KCSIE).
- Represent the School externally, building strong relationships with all stakeholders, including parents, alumni, local maintained and independent schools and the wider school community.



## Educational Excellence

- Provide inspirational, visible and creative academic leadership to ensure the highest standards of teaching and learning across all age groups, from Early Years to GCSE.
- Promote a culture of academic ambition, innovation and continuous improvement so that our children develop a lifelong love of learning.
- Oversee curriculum development to ensure breadth, balance and relevance to pupils' needs and aspirations, ensuring there is excellent provision and relevant support for any pupils with specific needs.
- Oversee an academic tracking programme for each pupil from Reception to Year 11 and use that data and evidence to monitor progress and drive targeted interventions where necessary.
- Promote an education that extends beyond the purely academic, fostering a culture of high expectations, excellence and participation amongst staff and pupils in a varied co-curricular and activities programme.

## School Culture

- Promote a warm and inclusive school environment where every pupil feels known, valued, supported and aspires to be the best version of themselves.

- Encourage an environment of proactive pastoral care, where staff build strong relationships with pupils and parents as members of the Ballard family.
- Support the well-being of all pupils and staff and provide a positive, secure and happy environment for the Ballard community, where everyone can flourish.
- Work with the parents' association "Friends of Ballard School" to maintain a close involvement in their activities to support their endeavours on behalf of the School.

## Economic & Commercial Acuity

- Work closely with the Bursar and Governors to ensure financial sustainability and effective resource management.
- Through dedicated and dynamic ambassadorship of the School, lead and work with the relevant teams on strategic marketing, admissions and pupil recruitment to maintain and grow enrolment.
- Manage, with the Bursar, the School budget, ensuring financial stability and transparency and a robust policy and process for all fee remissions.
- Seek and pursue opportunities for income generation, partnerships and innovation.
- Ensure the School's infrastructure and facilities support its educational and strategic goals, leading capital initiatives as necessary.





## Personnel Management

- Inspire and lead a high-performing staff body through clear communication, support and accountability.
- Demonstrate a high level of emotional intelligence so that all relationships are managed successfully.
- Promote a culture of professional growth, collaboration and reflective practice.
- Recruit and appoint staff (with the exception of the Bursar and Deputy Heads, who are appointed by the Governors, in consultation with the Head).
- Oversee induction, appraisal and CPD of staff; to ensure they are well-equipped to perform at the highest level.
- Line manage the Deputy Head Pastoral, Deputy Head Co-Curricular and Operations, Director of Teaching and Learning, Director of Curriculum and Assessment and the SENDCO.
- Be able to discuss and collaborate with different members of the School community and able to make challenging decisions with integrity.



# Person Specification

## Professional Leadership and Management Skills

- An inspirational leader with the vision, presence, and communication skills to build upon and further enhance the outstanding academic, pastoral and co-curricular provision.
- A confident and engaging public speaker, telling Ballard's story by promoting to all audiences, through a range of media. Ability to market themselves and the School to all stakeholders.
- A strong aptitude for developing relationships within and outside the School community.
- Model through action the ethos and values of the School and be a visible leader whose presence evokes confidence and positivity.
- Demonstrate strong commercial acumen.

## Personal Skills

- First-class organisational, administrative and IT skills, with the ability to remain calm under pressure, work to tight deadlines and manage competing priorities.
- Excellent written and oral communication skills.
- Sound judgement, high levels of self-awareness, stamina, a strong sense of

personal and professional integrity and a sense of humour.

- Strong interpersonal skills, including the ability to relate well to people at all levels, to resolve conflicts in a sensitive manner, to encourage and motivate others.
- Strong analytical skills and problem-solving skills, combined with a proactive and positive approach to change management.
- Personal love of learning and academic passion and the desire and commitment to develop personally and professionally.
- Display an absolute commitment to promoting the welfare and safeguarding of children.

## Qualifications

- Degree educated with a postgraduate qualification or other relevant knowledge and experience in education or leadership.

## Experience

- Excellent track record as a Head or experienced Deputy Head within an independent setting, ideally having taught within an all-through school.
- Show evidence of highly successful change management skills in schools and the ability to take the School community with them.





## Terms & Conditions

The successful candidate will be offered a competitive salary and package commensurate with experience, to include:

- Pension: Ballard School Pension Scheme – no minimum employee contributions plus employer contributions of 16%.
- Private medical insurance for the Head.
- School fee remission: 50% remission on school fees.

*Ballard School is committed to safeguarding and promoting the welfare of children and young people. All staff and volunteers are expected to share this commitment. The recruitment process follows the Keeping Children Safe in Education guidance.*

Offers of employment may be subject to the following checks:

- Disclosure and Barring Service (DBS).
- Medical.
- Prohibition from teaching.
- Right to work.
- Satisfactory references.
- Suitability to work with children.

You must disclose any unspent convictions, cautions, reprimands or warnings under the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975.



# Application Process

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The search for a new Head for Ballard School is being led by RSAcademics, and the new post-holder will be selected by a panel chaired by Mrs Fiona Morgan, Co-Chair of Governors.

Interested candidates are invited to contact RSAcademics to arrange a confidential discussion with one of the consultants handling this appointment:

Isabel Patchett:

[isabelpatchett@rsacademics.com](mailto:isabelpatchett@rsacademics.com)

or Charlotte Faber, Senior Advisor:

[charlotte.faber@rsacademics.com](mailto:charlotte.faber@rsacademics.com)

**Closing date: 10.00am on Friday, 10<sup>th</sup> October 2025**

Applications should be made electronically to RSAcademics. To submit your application, please upload your documents according to the instructions on the RSAcademics website.

You should submit the following (both in PDF format):

- A completed application form (available alongside this candidate information on the RSAcademics website).
- A covering letter addressed to Mrs Fiona Morgan, Co-Chair of Governors. The letter should explain your reasons for applying.

If you have any questions about uploading your application documents, please contact Laura Cave, Project Manager (Leadership Appointments), at

[applications@rsacademics.com](mailto:applications@rsacademics.com)

Laura may also be reached by calling our Head Office on +44 (0) 204 6269 790.

## The process is as follows:

- All applications will be acknowledged by email. If you have not received acknowledgement that your application has been received within two working days of sending it, please contact RSAcademics by telephone.
- Preliminary interviews will take place with RSAcademics via Teams on 20<sup>th</sup> and 21<sup>st</sup> October.
- Longlist interviews with the Governors' panel will take place at the School on 12<sup>th</sup> and 13<sup>th</sup> November.
- Shortlist interviews with the Governing Body will take place at The school on 19<sup>th</sup> and 20<sup>th</sup> November.

**N.B. Safer recruitment checks will be made at all stages in the recruitment process.**



Founded in 2002 by Russell Speirs, RSAcademics has advised and supported over 700 schools and educational organisations in the UK and worldwide. Through our working partnerships with heads, leadership teams, boards, staff and parents, we specialise in supporting schools in five main areas: strategy, marketing and research; equality, diversity and inclusion; operational improvement; leadership and governance and philanthropy. We enable schools worldwide to thrive by finding and developing senior leaders, guiding decision makers, making connections and shaping debate. We are known for the calibre and spirit of our people. We exist entirely to serve schools because we believe that the world needs thriving schools. Please visit [www.rsacademics.com](http://www.rsacademics.com) for more information.

RSAcademics is committed to promoting diversity and inclusion in schools and to safeguarding and promoting the welfare of children and young people.



Because the world needs schools to [thrive](#)