



Appointment of Chief Operating Officer, Bancroft's School

Candidate Information, January 2024

Reference: FBKTA

Saxton Bampfylde



01 WELCOME

We are delighted that you have expressed an interest in the role of Chief Operating Officer at Bancroft's School, a leading co-educational independent day school for around 1200 7–18-year-olds. We hope that this gives you an introduction to Bancroft's School which, alongside our website, will encourage you to submit an application.

Our current Bursar is retiring at the end of this academic year and the Governors, together with our newly appointed Head, wish to appoint a highly motivated and financially astute Chief Operating Officer to start in September 2024.

Bancroft's School has a proud heritage; the school was founded by Francis Bancroft in 1737, a philanthropist and member of the Drapers' Company. The Drapers' Company, which is located in the City of London, remains closely involved with our activities and generously supports the school. We are located in 7 acres on the edge of North-East London, bordered by Epping Forest, and we continue to invest in our facilities in order to meet the needs and expectations of a 21st Century school.

We are determined to maintain our notably strong academic foundation and we strive to achieve much more than excellent exam results. We are keen for our students to thrive in a warm, supportive environment and to immerse themselves in the broad range of co-curricular opportunities we offer, benefiting from our strong pastoral and academic teams who ensure that we provide the best possible support to both our students and their families.

Whilst ensuring the continuity of what we deliver, our immediate focus is to carefully navigate the political, economic and societal challenges that lie ahead as we move towards our 300th Anniversary. We have recently appointed a new Head who will lead us on this journey and we now seek an exceptional Chief Operating Officer with strong financial and operational credentials to support

us in this work, which will underpin the future sustainability and continued excellence of our School.

The Candidate Brief contains more information about Bancroft's and we would be delighted to hear from you should you wish to explore this exciting opportunity further.

Sir Andrew Ford

Chair of Governors



02 ABOUT US

Located on the border between North-East London and Essex and backing on to Epping Forest, Bancroft's is a co-educational independent day school for around 1200 pupils from 7 to 18.

Our pupils achieve outstanding academic outcomes. In 2023, 66% of our students achieved A*-A at A Level and 74% of all entries were awarded the top grades of 9 or 8 at GCSE.

And yet, we strive to achieve so much more than just results. 'Being Bancroft's' is the name which we give to our holistic approach to developing our pupils. This is a rounded educational framework running through the school which guides pupils to take full advantage of the huge range of different opportunities on offer at the school; whether immersed in academic research, being out on the sports fields, taking part in charitable activities, acting on the stage, playing music or attending some of our numerous clubs and societies, we want our pupils to challenge themselves and learn by taking part wholeheartedly in school life. All teachers are expected to contribute to the co-curricular life of the school beyond their subject specialism.

Bancroft's is a warm, forward-looking, modern school; a centre of excellence for the twenty-first century. We have a very diverse intake of pupils, valuing inclusivity of pupils and staff of different ethnicities, religions, sexualities, genders, learning needs and strengths. We value inclusion for all it can bring to each of us at Bancroft's as well as the school as a whole.

Professional development and training is a fundamental part of working at Bancroft's. Our staff are supported and encouraged to continually reflect on their practice; together we want to ensure that each member of staff feels that they are being developed and able to help provide the very best educational and transformative experience for all our pupils.



03 OUR VALUES

Our education is based on six core values which are central to everything we do: Curiosity, Kindness, Integrity, Courage, Balance and Excellence. We believe these values are essential to the wellbeing of every child.

- **Curiosity:** We want our pupils to take delight in the possibilities that the world has to offer and to develop an abiding curiosity about the world; to explore their imaginative and creative potential and to take pleasure in self-expression.
- **Kindness:** We want Bancroft's pupils to be kind, to have integrity and the courage to pursue and protect what is good; to make wise decisions, based on compassion and empathy.
- **Integrity:** We want our pupils to learn to understand themselves and others and develop a clear moral grounding for their lives.
- **Courage:** We want our pupils to show courage and a spirit of adventure in all aspects of their learning, to confront challenges and try to overcome them.
- **Balance:** We want our pupils to learn how to live balanced, healthy, productive and well-regulated lives and to learn to understand the different aspects that combine to create a secure framework for flourishing.
- **Excellence:** We want our pupils to aspire to be the best they might be and to make the most of their talents and abilities; we want our pupils to form realistic and ambitious ideals for the future.



04 ACADEMICS

Bancroft's is an academically selective and high-achieving school. However, our educational approach is built around so much more than exam success. We set ourselves the goal of ensuring that pupils are healthy, happy and thriving. And it is in the pursuit of this wider goal and the excellent teaching which we offer that we can attribute much of our examination success. We strive to give pupils the space to discover more about themselves, their potential and what sparks their curiosity. We want our pupils to have the room to grow, to be thoughtful and caring. As an institution, we are keen to preserve Bancroft's as an educationally safe space which provides a truly transformative education for each and every one of our pupils.

Our teachers are all subject specialists eager to convey their love of their subject in every lesson they teach. As a staff body, we share the latest teaching and learning evidence-based research and leverage this to ensure our lessons are forward-thinking and effective. That said, we do not impose a one-style-fits-all approach to our teaching which can lead to a monochrome pupil experience; we value our teachers and the uniqueness of their craft. We continue to invest in our teaching as well as our teaching spaces to model innovation, curiosity and fun. We want every lesson to be stimulating, thought-provoking and vibrant.

While the national curriculum dictates a narrowing of subject choices at GCSE and A Levels, pupils at Bancroft's are offered a wide variety of subjects, and with guidance, the autonomy of choosing the subjects which most resonate with them and enable their aspirations. At A Level, we also offer and actively promote the Extended Project Qualification which allows our pupils to explore the interfaces between academic disciplines, pull together their interests across numerous cross-curricular specialisms, create an artefact or undertake a bespoke field of research with an academic mentor.



Seeking to develop true scholarship, we provide many opportunities and support for pupils to pursue their curiosity when it naturally extends beyond the curriculum. Enrichment lessons are an integral part of our curriculum throughout the school and we have a regular programme of guest speakers who come in to inspire our pupils. These include our Old-Bancroftian network which spans different generations, career and life stages, all of whom are generous with imparting wisdom and lived-experience to our pupils. We regularly see our pupils compete in Olympiads, regional, national and international competitions winning prizes and accolades representing the breadth of the subjects we offer - linguistic, essay-based, design, science and maths just to name a few.

With technology becoming an integral part to life, we are excited to be embarking on a phased programme which will eventually see all our pupils bring a device into school. This will allow our teachers to seamlessly dip in and out of the richness of web-based resources without the technology itself ever becoming the focal point, serving as another tool in our teachers' rich arsenal of pedagogic aids. It will also allow us to nurture in our pupils good tech habits, establish frameworks for responsible use and prepare them with vital skills for their future.

05 CO-CURRICULAR

At Bancroft's, our co-curricular programme is integral to who we are – both pedagogically and practically in terms of the operational running of the School. Our intake is of very bright, focused, ambitious pupils from families who are keen to secure an exceptional education for their children: we believe, therefore, that it is especially important for our pupils to enjoy a rich school experience, as well as to excel and to learn beyond the classroom.

We have designed our school day to enable plenty of activity, enrichment and exercise to take place while all the children are here: lunch is almost an hour and a half so that eating, chatting, playing and attending a club can all happen. There are over a hundred clubs currently on offer. All teachers and many support staff participate.

Our new Director of Sport is a passionate advocate of traditional team games and the benefits those bring as well as helping pupils to learn to make exercise a normal part of life. Our sports hall, field, tennis courts, gym and pool on site as well as our playing fields with a super new CrossFit centre a short drive away allow us to make these things happen. Rugby remains the major sport, but football is gaining ground, with girls now taking part in all traditionally boys' sports.

Quite literally on our doorstep is the beauty of ancient Epping Forest so outdoor education can take place easily, from CCF adventures to Bronze DofE for the whole of Year 9. We even have the right to use an 'outdoor classroom' inside the forest, accessed through a back gate, where lessons in Art, Geography and English have recently taken place. Further afield, the co-curriculum offers trips to places as different as Peru and Croydon.

Many of our pupils are gifted musicians and delighted to share their talents: we all thoroughly enjoyed We Will Rock You in November and performances



of Carnival of the Animals, with the professional-standard pupils' orchestra conducted by a Lower Sixth boy, was superb, but the magic came with the special performance to a local school for children with very significant learning needs. It was also valuable for Bancroftians to work with children with learning differences during our new and evolving school festival. Activities for our pupils, as well as community interaction, ranged from a home-made carousel of unexpected fun with teachers (a public speaking workshop, a gong bath, an escape room) to an inclusive sports day morning, concluding with a traditional track afternoon.

This encapsulates the spirit of the school well: we are an academic, traditional school on the one hand with a hugely diverse, skilled, and warm staff and pupil body on the other. Marrying these two together in the co-curriculum is a key part of the way that we can fulfil the school's mission to provide a transformative experience for every child.

06 PASTORAL CARE

When seeking a school for their child, parents' priorities may vary, but one is constant: all parents wish to see a happy child who is understood and well supported with a wealth of opportunities to help them grow and flourish personally, academically, and emotionally. This lies at the heart of all we do, underpinning our pastoral vision. Modern childhood and parenting are challenging and the landscape to be navigated increasingly complex, but we have a huge team around the child ensuring that we provide the support that children and families need.

There are three guiding principles that help us deliver our pastoral care. Firstly, knowledge of the child and their needs is paramount, facilitated in the first instance through the tutor and the House system. Secondly, we embrace values-based education and teaching children about healthy relationships and being the best version of themselves. Our Learning for Life programme, formerly known as PSHE, is instrumental in this aspect and equips pupils in an age-appropriate manner with the knowledge and skills to make informed decisions throughout adolescence and into adulthood. Finally, open communication between school and home with the pupil's best interest at its centre is essential, fostering trust and ensuring an ongoing, positive relationship which enables us better to support the child.

When a child joins the school, they join one of the four Houses, which run from Year 7 (Thirds) through to Year 13 (Upper Sixth). Houses are split into Junior and Senior sections. For the first three years, a child will have a Junior Housemaster or Housemistress, and then a Senior Housemaster or Housemistress for the remaining four years. Being in the same House for their entire school career means a great continuity of care with House staff truly getting to know both the child and their family.

Naturally, we strive for a joyful experience for every child at Bancroft's, but we recognise that the vicissitudes of life are such that this is not always the case. We are proud of the support structures in place at Bancroft's. As well as the Housemaster or Housemistress, Tutor, Assistant or Deputy Head Pastoral, we also have three excellent school counsellors to whom pupils can self-refer and a School Nurse, as well as lots of pupil-led initiatives



which means that there is support for all pupils whenever they need it. At any point there is a network of people looking out for and looking after every child, allowing them to feel valued, safe, supported and confident. With that in place they are better able to flourish and make the most of their time at Bancroft's.

07 THE ROLE

The Governors seek to appoint a highly motivated, financially astute and enthusiastic Chief Operating Officer (COO) who has the skill set to shape and implement the School's financial and operational strategy. The successful candidate will work collaboratively with the Governors, the new Head and the SLT to help navigate the School through the potentially difficult political, economic and societal challenges that lie ahead for the independent school sector in order to ensure the school's long-term success.

Reporting to the Head, the COO, a member of the SLT, has responsibility for financial and operational matters that affect the School, including catering, grounds, maintenance, facilities and compliance.

The following members of the SLT will report to the COO: Finance Director, Operations Director, Director of HR (jointly with the Head) as well as the Catering Manager and the Compliance Manager. In addition the COO will work closely with the Director of IT, the Director of Admissions, Marketing and Communications and the Head of Fundraising and Development. The COO is also the Clerk to the Governors and therefore has regular dialogue with the Chair of Governors.

The responsibilities outlined below are not exhaustive but representative of the requirements of this significant and wide-ranging role.

Key responsibilities and duties

Strategy and Planning

- Contribute to the development of the School's Strategic and Operational Plan, with specific responsibility to develop financial and operational lines of activity to support it
- Reporting to the Head, implement the financial and operational elements of the Strategic and Operational Plan

Leadership and management

- Inspire confidence in all staff and lead by example, with a focus on support staff, provide coaching and support where necessary
- Facilitate and encourage strong working relationships across the School



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- Actively manage, monitor and report the financial affairs of the School, overseeing budget setting, financial reporting, management information and the preparation of the annual accounts for the Governing Body and Auditors, supported by the Finance Director
- Provide effective leadership and take overall responsibility for the day-to-day operations of the support functions, building strong professional teams and creating a culture of excellence and continuous improvement
- Oversee routine submissions to, and deliver high-quality reporting to, the Governors on matters related to finance, human resources, property management, pay and conditions (including pensions) and health and safety
- Embed a culture and ethos of service excellence in pursuit of the School's vision and values
- Maximise the commercial potential of Bancroft's assets to generate non-fee income, mindful of all safeguarding considerations
- Ensure that the School achieves optimal value for money through lean financial management
- Manage the performance of direct reports, ensuring that staff receive appropriate coaching and development to succeed in their roles
- Support the Finance Director, where required, in resolving parental financial issues
- Manage the School's relationships with external providers including, but not limited to, legal, banking, investment and auditors
- Oversee support staff appointments as appropriate

Facilities Management and Strategic Capital Development

- Ensure effective project management, particularly in relation to capital expenditure projects, defining and monitoring agreed KPIs on a regular basis
- Work closely with the Head and ensure the overall site development plan is aligned to financial planning and the School's sustainability aims.
- Provide oversight of all aspects of the site including maintenance, security, health and safety, grounds and facilities
- Ensure effective management of all contracts, including the external cleaning contract, and that the awarding of all operational contracts to external suppliers is handled appropriately and offers the School excellent value for money
- Provide oversight of the School's in-house catering to ensure the delivery of an excellent catering provision for pupils, staff, and visitors



- Develop and agree KPI's with the Senior Support Team, including regular reporting and ensuring the cost efficiency of each department

Risk Management and Compliance

- Ensure that Bancroft's has effective risk management strategies which enable it to respond effectively to situations, always ensuring the safeguarding and the health and safety of pupils and staff and the reputation of the School
- Ensure that Bancroft's meets all statutory and compliance requirements within a demanding regulatory environment, supported by the Compliance Manager
- Provide oversight of the School's management and compliance of its health and safety policies, supported by the Compliance Manager
- Ensure that the School has appropriate insurance cover for all key insurable risks
- Maintain the whole School's risk register
- Oversee GDPR compliance, supported by the Director of IT
- Responsible for the critical incident plan

Clerk to the Governors

- Alongside attending the main Board meetings of which there are four per year, in addition, the COO is required to attend the meetings for the five subcommittees (EDI, Education, Estates, Finance, Prep School) which follow a similar meeting pattern
- Provide secretarial and administrative services for the Governing Body, supported by a PA
- Maintain all Governors documents including terms of reference, signed minutes etc
- Keep Governors abreast of relevant changes in company and charity law as well as developments and best practice within the education and charity sectors
- Administer the Charity on a day-to-day basis, in accordance with the requirements of the Charity Commission
- Ensure that the Governors complete all required training and maintaining records of their CPD
- Liaise with the HR Department to ensure the completion of recruitment and safeguarding checks, supported by the Director of HR

09 PERSON SPECIFICATION

The following key attributes are required for the role:

Qualifications

- Strong academic credentials: educated to degree level or equivalent
- Evidence of a commitment to continuing professional development

Experience

- A proven track record of successful business or organisational leadership with evidence of successfully developing, managing, and facilitating change through outstanding leadership and effective management
- A high level of proven business acumen
- Strong financial awareness and the ability to balance the delivery of programmes against the realities of a budget.
- Experience of engaging and building relationships with key internal and external stakeholders
- Demonstrable experience of successfully developing, implementing and monitoring strategic plans
- Ideally have experience of, and knowledge about, health and safety

Skills and Attributes

- Strategic thinker with strong analytical skills
- A strong understanding of the current and future economic, political and societal challenges facing the independent school sector, with an innovative approach to dealing with these challenges successfully
- Strong project management skills, with an ability to see plans and concepts through to delivery
- Highly efficient time management and organisational skills
- Excellent decision making and problem-solving skills



- Strong IT skills
- Emotional intelligence, a sense of humour and empathy
- Highly developed interpersonal and communication skills (both written and verbal), with an ability to relate to people from all backgrounds and at all organisational levels
- Ability to influence change and steer new ways of working
- Ability to work both independently and as a key team member with a purposeful and collegiate leadership style
- Strong delegation skills, together with the awareness and understanding of what can and cannot be delegated
- Personal resilience and the ability to help others develop it
- High levels of tact and diplomacy combined with absolute integrity
- A passion for working in education and educational issues

10 APPOINTMENT TERMS

The expected start date is **1 September 2024**. This may be negotiable depending on the successful candidate's notice period.

The package will be competitive, based upon experience.

Bancroft's recognises the benefits of having a diverse School community, with individuals who value one another, and the different contributions everyone can make. Pupils will be taught to value and respect others. The School is committed to being an equal opportunities education provider and is committed to equality of opportunity for all members of the School community.

Dates for the process

Longlisting will take place in the week commencing Monday 19 February 2024. Long-listed candidates will be invited to meet Saxton Bampfylde via Teams during the weeks commencing Monday 26 February and Monday 4 March 2024.

Longlisted candidates will be invited to Bancroft's School on either Thursday 14 March or Friday 15 March for a full assessment day, including a panel interview.

The final shortlist of candidates will be invited to an interview, which will include a presentation, on Thursday 21 March 2024 at Drapers' Hall, Throgmorton Ave, London EC2N 2 DQ.

Psychometric assessments may also be a part of the process for the shortlisted candidates.



11 HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to Bancroft's School on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code FBKTA. Click on the 'apply' button and follow the instructions to upload a CV and cover letter.

Please note that shortlisted candidates will also be required to complete the Bancroft's School application form.

The closing date for applications is noon on **Monday 19 February 2024**.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Safeguarding

Bancroft's is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. Successful candidates are required to undergo child protection screening appropriate to the role, including checks with past employers and the Disclosure and Barring Service.

Bancroft's may carry out online searches on shortlisted applicants and applicants will be required to provide details of their online profile,



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