



**Haberdashers' Aske's Schools, Elstree**  
**Appointment of Director of Finance & Resources**  
**Autumn 2019**



# INTRODUCTION



Saxton Bampfylde

It is an exciting time to consider a role at the Haberdashers' Aske's Schools in Elstree. Haberdashers' Aske's Girls' School and Haberdashers' Aske's School for Boys are two of the top independent schools in the country. The schools are part of the Aske Charity which is part of the Haberdashers' Company, one of the Twelve Great Livery Companies. Both schools continue to perform very strongly, but also it is a time of some change. With a relatively new Chairman and two new Headteachers in post, you will be joining a senior team at a time when there is a chance to contribute to shaping the future direction of the two schools. The Schools contribute £60m in income to the charity. This is a new role which will play a key part in delivering an ambitious and evolutionary change programme across the finance and resources function.

Under the leadership of the Board of Governors, a key strategic development has been made recently which sees the support functions of both schools being brought together under the leadership of a newly created post of Chief Operating Officer. Although the two schools continue to operate as individual organisations, there is a recognition that by bringing the non-educational functions together in this way, greater cohesion can be achieved which will ultimately benefit both schools. The change is in its infancy, and the Director of Finance and Resources (DFR) will play a key role in ensuring the transition is successful and that the benefits of such a decision are maximised.

Reporting to the Chief Operating Officer, The DFR will lead and manage the Finance, HR and Operational IT teams and will be expected to be responsible day to day for the effective running of these functions. In addition, the DFR will support the COO at a more strategic level, particularly offering support on financial elements of implementing the strategy for the schools and reporting progress to the Board of Governors on a number of initiatives. This role provides someone an opportunity to work at scale within a school setting, either using prior school experience to advantage, or as an entry level role to the sector. It is expected that the right candidate will be ambitious to see their career develop in the future and the role is felt to be an excellent stepping stone to a larger bursarial role after a successful tenure in post.

Critical to success in this post, beyond the expertise to deliver the functional leadership, is the person's ability to operate across two organisations in a school environment. The person will also have a strong skillset in managing change in a sensitive, efficient and diplomatic manner and demonstrate an ability to manage change across systems and processes, as well as in relation to culture change. The person will have a commercial mindset and a strong focus on effective financial management, appropriate to working in a charity setting, but will also understand that schools operate in a different manner where the benefit for the pupils needs to be front and centre in any decisions that are made.



# THE ROLE



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The Director of Finance and Resources reports to the Chief Operating Officer (COO), Mr David Thompson. David was previously the Bursar of the Girls' School and as such brings with him a wealth of institutional knowledge and expertise.

We are seeking an experienced and qualified Director of Finance and Resources who will be a strategic business partner to our two Headteachers, the COO and their leadership teams, to deliver financial sustainability and to direct the financial and human resources of the schools to optimum effect for our students, staff and governors. We are looking for an individual who is proactive and persuasive to support senior leaders with financial and people management to continue to drive the high performance of the schools. A major responsibility will be the development and implementation of a consistent and coherent reporting suite for Senior Management and the Governing Body.

Finance has traditionally been located separately within the Haberdashers' Boys' School and the Haberdashers' School for Girls', two of the UK's leading independent day schools. This is a new role for the Haberdashers' Aske's Schools Elstree as the Governing Body (the Aske Board) merge the support functions of both Schools into a central support/service operation. A key part of this role is to support the continued integration of these two groups into one highly regarded team.

## FINANCIAL MANAGEMENT

The Finance team consist of eight people, including a Head of Finance and a Management Accountant, both of whom are qualified accountants.

### Key areas of responsibility:

- To manage the timely and accurate preparation of consolidated management accounts and other appropriate financial management information.
- To manage the year end process, ensuring that year end timetable deadlines are met, and year end statutory accounts are free from material errors.
- To provide lead liaison with external Auditors and the Haberdashers' Company to ensure an efficient audit process.
- To oversee the production of the annual statutory financial statements and consolidated accounts ensuring that all charity, legal and financial obligations are met.
- To oversee fixed assets recording and reporting including approving treatment of expenditure such as capital and calculating depreciation.
- Overall responsibility for working capital management (cashflow forecasting, debtor management).
- Overall responsibility for managing the long-term investments of the schools.
- Understanding the key income and cost drivers of the schools to allow budgets, forecasts and sensitivity analysis to be undertaken to inform decision making by the Heads and the Governing Body.
- Reporting on key capital and infrastructure projects
- To support the Schools' charitable objectives by overseeing the Schools' extensive bursary programme to provide financial assistance to students whose parents would ordinarily not be able to afford to send their children to the school.
- To oversee the management of financial and non-financial risk.



# THE ROLE CONTINUED



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## HR

The team consists of two qualified HR Partners, who provide dedicated operational HR support for each school and for parts of the support functions. The team is currently supported by two administrators. The central HR team has been formed to provide consistent service across the schools with common operating processes.

### Key areas of responsibility:

In conjunction with the Headteachers your role will be:

To ensure that the team implements the Governors' vision for HR consistently in each school.

- To provide leadership to the team including compliance with regulations, including the management of the Single Central Register.
- To oversee the delivery of key strategic projects including the development on HR management information system.



## IT

The Director of Technology, Infrastructure & Operations is a highly experienced IT professional with a wealth of experience in education and the commercial sectors who has day to day responsibility for the development and delivery of the IT infrastructure to support the schools and the central support functions. The IT team currently consists of 16 people across the two sites and is in the process of being unified into one team.

### Key areas of responsibility:

- To provide high level leadership, guidance and project management and budgetary oversight.
- To coordinate with the Academic Deputy Heads in each school who have responsibility for defining the IT requirements and managing budgets from a teaching and learning perspective.
- The IT Director reports into the cross-school IT Steering, which is chaired by a governor; you will also be a member of that committee.
- In conjunction with the IT Director and the Academic Deputy Heads you will oversee the delivery of the agreed strategic vision for IT in the classroom and for central support functions across the two schools.



## STAFF MANAGEMENT

You will be responsible for managing and supervising the operations of the Schools' Finance, HR and IT teams to ensure the effectiveness of the service in consultation with the senior leadership within each school. As part of that role, you will:

- Combine two separate organisations into a centralised team providing real value added to governors and senior leadership teams.
- Ensure that an appropriate professional development programme is provided, and appropriate job specific training is provided for all members of the team.
- Ensure annual staff development reviews are undertaken.
- Develop and update job descriptions to consider new requirements and the changing teaching and learning environments within the Schools.

# THE ROLE CONTINUED



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## REPORTING LINES

The Finance and Resources Director's prime responsibility will be managing the schools' finance function, which is essential to the delivery of the curriculum to over 2,500 students aged between 4 and 18 in two adjoining schools which employ over 500 staff. The separate HR and IT functions will also report to the post holder. Reporting to the Chief Operating Officer you will be accountable to the Aske Board (Governing Body) through various sub-committees; Finance, HR and IT which are chaired by a Senior Governor. The key to success in this role will be active engagement and partnering with our Headteachers, their leadership teams and the Governing Body, to ensure that the Elstree Campus has first-class financial control together with the effective use and allocation of resources facilitated by best in-class reporting. The Director of Finance and Resources will also work alongside and with the Director of Operations, the latter having day to day responsibility the operational running of the schools.

## Reporting and Analysis

- Develop an appropriate data hub for the Elstree Schools that generates a consistent and coherent 'one version of the truth' that supports information sharing and decision, making process via the use of dashboards, traffic light reporting or other similar devices. This covers financial, HR, major projects and the schools' wider data needs to enable the delivery of a coherent and consistent data set and to ensure regulatory compliance.
- To support the Chairman of the Aske Board and Chairs of the various sub-committees and to provide them with papers and reporting in a consistent format to fulfil their duties as Trustees of the Schools.
- Deliver timely and accurate reporting, especially financial, and KPI's for the Heads and their management teams to support day to day operations.
- Provide the Schools and Governors with appropriate data and analysis and business insight especially with regards to costs and business case management.
- Proactively analyse the financial environment and trends to assist in the strategic decision-making processes.

## Policies and Procedures

- To lead on the development of financial accounting policies and procedures and contribute to the development of other policies and procedures as required.

## Systems and Process

- To develop and manage financial and HR systems and processes in order to support efficient financial management and optimisation of resources.
- To lead on the development and implementation of consistent approach to business planning and approval.
- Leading the continued development and implementation of new or improved systems to enhance business effectiveness by reducing manual processes that in turn reduces time and resources required to produce information and reports to meet appropriate deadlines without compromising on quality or robustness.

## Commercial

- To produce annual statutory financial statements for all operating companies and consolidated accounts, ensuring that all legal and financial obligations are met.
- Identifying commercial opportunities; driving revenue increases across the organisation in keeping with our duty of keeping children safe and in line with our heritage and risk appetite.

## Risk

- Maintain the risk register, develop and manage an effective financial risk management culture in line with Haberdashers' risk appetite.
- Develop, implement, maintain robust controls and ensure all risks (financial and non-financial) are identified, reported and managed effectively with appropriate mitigation plans in place.

## HR and IT

- Provide leadership and guidance to the HR team to ensure a consistent delivery of strategy and service across the Schools and to act as a sounding board for more complex HR issues.
- Provide leadership and guidance to the Director of Technology Infrastructure & Operations and his team to ensure quality of delivery at the agreed cost.

# THE CANDIDATE



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It is highly likely that potential candidates will:

- Hold a degree and will be a qualified accountant (ACA). Ideally, they will have further qualifications in finance or strategy.
- Have at least five years' experience of managing a finance function in a medium sized academic or complex environment.
- Have some exposure to leading non-finance teams – such as HR, IT, Procurement or Operations, would be highly desirable.

## Personal attributes

- Demonstrate a genuine interest in education, as well as a real desire to work as part of a school community.
- Be comfortable working in a way that recognises that the priority for both schools is to deliver an outstanding education for their pupils and the role of the finance and resources function in supporting that ambition.

## Technical Experience

- Be able to produce management accounts, balance sheet reconciliations, statutory accounts and non-financial reporting management information.
- Have significant experience of multiple project delivery with significant budgetary and business case management.
- Have experience of working in a regulated environment.

## Team Experience

- Have experience of managing professional staff from different disciplines and a willingness to allow experts in their function to deliver, whilst offering appropriate support and challenge as needed.
- Be able to lead and manage a finance team to deliver the production management and statutory information.
- Have experience of leading and coaching non-finance staff to deliver objectives and projects.

## Personal Experience

- Have had experience operating at board or senior team level, with excellent influencing and coaching skills, together with a track record of building relationships with all levels of stakeholders.
- Demonstrate strong analytical, organisational and interpersonal skills that underpin influencing styles.
- Have ability to employ lateral and creative thinking to problem solving.
- Have ability to communicate effectively both orally and in writing with a varied range of stakeholders across the organisation.
- Have strong IT literacy especially Microsoft packages. Expert level Excel is highly desirable.

## Training

- All staff are required to attend the relevant INSET days throughout the academic year and appropriate job specific training. Preparedness to undertake such training and professional development as required in order to stay abreast of legislation and developments relevant to the post.



# TERMS OF APPOINTMENT



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## BENEFITS

- Competitive salary, reviewable annually, with the first review in 2020.
- 32 days annual leave, plus all statutory holidays. Dates of holidays are to be agreed in advance but should normally be taken outside of term time.
- Group Personal Pension Plan (employer's contribution 12% subject to a minimum employee contribution of 5%).
- Life insurance cover (x4).
- Health insurance cover.
- Staff discount for children attending either school 66%.
- Probationary year.

## PROCESS

Following the longlist meeting with the Selection Committee of Haberdashers' Aske's Elstree during the week commencing 5 August, selected candidates will be invited to have an initial conversation with Saxton Bampfylde during the weeks of 12, 19, 26 August, 2 September and 9 September.

The shortlist meeting with the Selection Committee will take place during the week of 16 September.

Selected candidates will be invited for the first round of panel interviews on the week of 23 September.

A final round of panel interviews will take place on the week commencing 7 October.

If you have an issue with any of the dates specified, please let us know in your application.



# HOW TO APPLY



Saxton Bampfylde

Saxton Bampfylde Ltd is acting as an employment agency advisor to Haberdashers' Aske's Schools, Elstree on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments), using code **CAFAWA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, of no more than two pages.

The closing date for applications is noon on Monday 5 August 2019.

#### 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.





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