



Queen
Elizabeth's
School

FOUNDED IN 1573

Deputy Head *Operations* / Chief Operating Officer



Saxton Bampfylde



Welcome

Thank you for considering an application to become Deputy Head (Operations) at Queen Elizabeth's School, Barnet. We are seeking an exceptional candidate who relishes the opportunity of playing a central role in taking the school forward from its present strong position into an exciting future.

For almost 450 years, boys have benefited from a Queen Elizabeth's School education. We are a selective school with a meritocratic ethos, committed to developing pupils' intellectual abilities and unashamedly celebrating academic accomplishment. In 2019, we were again recognised in the Sunday Times' Parent Power survey as the country's foremost state school according to GCSE and A-level performance – a position we have held for five of the past seven years.

Proud as we are of our stellar examination results, there is much more to QE than that, as is made clear in our formal mission "to produce young men who are confident, able and responsible". We nurture habits of genuine scholarship that take boys

well beyond the classroom curriculum. We provide a plethora of exciting and worthwhile extra-curricular activities in areas as diverse as music, drama, sport, chess and robotics. And we inculcate a spirit of service, encouraging Elizabethans to give time to causes greater than themselves. QE is, as the Good Schools Guide puts it, "a remarkable school that offers...an exceptional and rounded education that even private schools struggle to compete with".

At Queen Elizabeth's, we aim to provide a state education like no other. If you can help us in this endeavour, I look forward to hearing from you.

Neil Enright
Headmaster



The School



Queen Elizabeth's School

Queen Elizabeth's is a highly successful and very well-run grammar school.

Our examination results at GCSE and A-level consistently place QE among the very best schools nationally. Almost all boys go on to university. In a typical year, 90% of Year 13 leavers win places at Russell Group universities, while a higher proportion of our pupils go on to Oxford or Cambridge than from any other state school in the country.

The school is heavily oversubscribed; large numbers attend our annual open evening and sit the entrance examination. In the year ending 31st August 2019, there were 1,245 boys on the roll, with a full complement at all ages from Year 7 through to Year 13.

QE offers a broad and diverse range of extra-curricular activities, and all boys are expected to participate in the wider life of the School beyond the classroom. Boys regularly win awards at the national and even international stages of competitions across a wide range of disciplines.

Since the late 1990s, our estate has been improved through the regular addition of high-quality new facilities. Following our successful bid for Government funding, construction work on the next major project in our estates strategy, a £3.5m-plus Music School to accommodate our booming Music department, is due to start later this year.

Underpinning all this success is a long record of prudent financial management. The School's principal income is from the Department for Education. We also benefit from substantial donations from a long-established associated charity, the Friends of Queen Elizabeth's, which we use both to fund new facilities and to pay for improvements. Our recently appointed auditors, Buzzacott LLP, give advice on financial matters and perform a range of checks on the school's financial systems.

Further information:
[Companies House records](#)



The future

This is an exciting time to join Queen Elizabeth's School! Our current four-year plan, which has proved very effective in developing the School, is coming to an end. The new development plan, to begin in September this year, will establish priorities for 2020–2024 – a period which will not only see the opening of our new Music School, but will also include the 450th anniversary of the School.

Leadership & Governance





The Governing Body

Queen Elizabeth's Governing Body was established by the Charter of 1573 which founded the School. The Governing Body is ultimately responsible for the performance of the School, setting its overall strategic direction and ensuring that the highest standards of education, safeguarding and financial probity are maintained.

Our experienced and talented Governors bring to bear their considerable professional experience

in business, finance, the law, the media, and the civil service, as well as a range of educational institutions, to provide constructive support and challenge to the Headmaster and the senior leadership team.

Further information is available from the [School website](#).

Senior Leadership Team



Neil Enright MA (Oxon), MBA, NPQH, FRSA was appointed the 40th **Headmaster** of Queen Elizabeth's School in September 2011. He attended The John Lyon School in Harrow and went on to St John's College, Oxford, to read Geography. In September 2002, two years after assuming his first teaching post, he came to QE, and has remained here since. His voluntary roles include governorships at schools in both the state and independent sectors.



Emi Aghdiran MBA, our retiring **Deputy Head (Operations)**, previously worked within a major US investment bank's international management division. Having joined QE in 1998, she became Business Manager in 2000, Assistant Head in 2008 and Deputy Head in 2019. In addition to leading day-to-day operations, she has supported other functions, including QE's fundraising.



Anne Macdonald MA, **Deputy Head (Academic)** & Staff Governor, read Geography at Cambridge and then worked for The Basic Skills Agency and the Learning and Skills Development Agency. She is responsible for continuing professional development and has wide experience of delivering training beyond the organisation.



David Ryan BA, MEd, **Deputy Head (Pastoral)**, read English and American Literature at Warwick. After graduating, he took up his first teaching job at QE in 1997. He has remained here ever since, working in various positions of increasing seniority.



After graduating in Classics from St Andrews, **Crispin Bonham-Carter** MA, NPQSL, **Assistant Head (Pupil Involvement)** spent a decade as a well-known actor and theatre director. Before coming to QE to take up his current position in 2019, he taught for ten years at Alexandra Park School.



Michael Feven BSc, MA, **Assistant Head (Pupil Development)** took his first job as a teacher at QE in 2010, teaching Economics. After three years elsewhere, he returned in 2017. He has contributed to the development of QE Connect, our new online portal for alumni, and to a review of the Sixth Form volunteering programme.



Sarah Westcott BSc, MA, PhD, **Assistant Head (Pupil Progress)**, completed her first degree at Exeter University and a PhD at the National Institute for Medical Research, before taking a research fellowship with Cancer Research UK. Since joining the School in 2008, she has completed an MA in Educational Leadership and a Postgraduate Diploma in special educational needs leadership.

The Role



Deputy Head *Operations* / Chief Operating Officer

THE ROLE: INTRODUCTION

Queen Elizabeth's School, a dynamic organisation with a distinctive character, track record of excellence and an exciting future, seeks an outstanding candidate to take on the pivotal role of **Chief Operating Officer**, titled **Deputy Head (Operations)**. This is a rare opportunity for an individual who works positively with other professionals and would derive satisfaction from supporting young people in a secondary school which aims to provide a state education like no other. The vacancy arises upon the retirement of the current postholder who has served the School with distinction for more than 20 years.

We are looking for an experienced, socially-minded leader with exceptional skills of planning and organisation, who is decisive and a strong communicator. Vision, gravitas, warmth and humour are required, as is an appreciation that state funding and constrained budgets do not need to limit ambition. Our preferred candidate may end up being someone with experience of leading in another

educational establishment, but we welcome applications from across the private, public and third sectors.

The successful applicant will be one who can move easily between broad, strategic thinking and the day-to-day management of a large and diverse team and portfolio of responsibilities. The role requires a leadership and management approach which encourages the development and execution of new ideas, promotes transparency, ensures compliance, demands propriety and supports prudent change.

REPORTING TO:

The Headmaster and Governing Body

WORKING WITH:

Deputy Head (Academic)
and Deputy Head (Pastoral)

KEY REPORTS:

- Assistant Head (Pupil Involvement)
- Head of Catering Services
- Head of Facilities Management
- Head of Finance
- Head of IT Services
- Head of Project Support Services
- Head of School Administration

KEY RELATIONSHIPS TO MANAGE:

- Architects, surveyors and planning consultants
- Auditors
- Catering contractor
- Cleaning contractor
- Grounds Maintenance contractor
- Insurance brokers
- IT Services contractor
- The Friends of Queen Elizabeth's



Job Description





As one of the most senior executive roles in the School, the Deputy Head (Operations) provides day-to-day oversight and direction for all aspects of the School's daily administrative and business operations.

STRATEGY & FINANCE

- Working collaboratively with the Headmaster and other members of the Senior Leadership Team to develop and deliver the strategic plan for the School.
- Ensure support functions run smoothly on a day-to-day basis.
- Working closely with the Head of Finance and Headmaster to ensure robust planning, control and management of all the financial affairs of the School.
- Overseeing all key financial matters and supporting the Headmaster and Finance Committee on the setting of annual budgets and planned capital expenditure.



GOVERNANCE & RISK

- Attending Governors' meetings, reporting on all operational matters and contributing appropriately.
- Acting as a Trustee of the Friends of Queen Elizabeth's, a charity which exists to raise funds for the benefit of the School.
- Undertaking the role of Company Secretary and Director of FQE Enterprises Ltd (the company which operates the Friends of Queen Elizabeth's School Shop, the School's outfitter).
- Ensuring the management of risk is effective and is monitored on a regular basis, chairing the Health and Safety committee and other compliance-related committees as necessary.
- Ensuring that the awarding of contracts to external suppliers is handled appropriately.
- Understanding the importance of the School's requirement to safeguard children, particularly with regard to the recruitment of staff and management of its Single Central Record.



LEADERSHIP

- Providing line management and strategic leadership to the finance, core administration, facilities, communications, IT and HR functions, ensuring they live up to the level of professionalism required at Queen Elizabeth's School.
- Encouraging business-like attitudes and best practice throughout all operations.
- Developing the existing teams responsible to the Deputy Head (Operations) and being a visible presence for the entire community.
- Ensuring that managers reporting to the Deputy Head (Operations) are given devolved responsibility for the management and delivery of their areas of responsibility and that they are supported in defining and achieving their performance targets appropriately.

- Ensuring that the School's arrangements for the administration of public examinations are compliant with the published JCQ regulations and awarding body requirements.
- Ensuring that the Head of School Administration, Examinations Officer and SENCo are appropriately trained and supported in fulfilling their duties so that the integrity of examinations and assessments is maintained.
- Analysing and reporting the outcomes of public examinations to students, staff and governors.
- Actively managing the contracts for outsourced activities such as catering, cleaning, grounds maintenance and student transport.
- Demonstrating involvement in the wider life of the School and being prepared to attend School events.
- Engaging with Parent Ambassadors and encouraging their volunteering and support of School operations through attendance at meetings of the Executive Committee of the Friends of Queen Elizabeth's.

ADMISSIONS

- Refining and improving the admissions infrastructure, systems and processes to ensure compliance with the Department for Education's Admissions Code and to improve efficiency.
- Leading, motivating, managing and developing colleagues working on Admissions & Communications.
- Analysing admissions data to identify



- trends and new developments.
- Overseeing and regularly re-evaluating the School's events related to pupil recruitment and admission, including the Open Evening, the entrance test, working-day tours and induction events.
- Representing the School as a brand ambassador, ensuring prospective parents and pupils are aware of, and understand its strengths and values.

ESTATES MANAGEMENT

- Translation of the estates strategy into development plans directing the activities of staff, consultants and contractors where appropriate for the execution of such plans and managing progress with regard to time, quality and cost (working closely with the Headmaster and the Head of Facilities Management).
- Reporting to Governors on all matters pertaining to the fabric of the estate, including budgetary requirements.

- Budgetary control of all aspects of building maintenance and development projects.
- Liaison with consultants and contractors.
- Devising policies and procedures for the School to comply with Health & Safety legislation and good practice. Co-ordinating and monitoring their implementation throughout the School, in some cases taking direct responsibility.
- Chairing the Health and Safety Committee and reporting back to the full Governing Body.

PROJECTS & DEVELOPMENT

- Working closely with the Headmaster and the Head of Project Support Services to support the School's fundraising operation, building links with the Friends of Queen Elizabeth's, alumni and other donors.
- Seeking out commercial opportunities to enhance the income of the School and maximising existing streams of revenue.

The Person





LEADERSHIP

- Commands the respect of students, staff, parents and Governors, with the appropriate gravitas to deputise for the Headmaster when required.
- Strives for the highest standards at all times.
- Remains calm, positive and measured whilst under pressure.
- Confident decision-maker.
- Ability to communicate enthusiasm and vision to the staff and pupils.
- Ability to lead and manage people to work towards a common goal.
- Ability to blend firmness, patience and empathy when dealing with difficult situations.

PERSONAL BEHAVIOURS

- Resilience and optimism; someone who is willing to go the extra mile in the busy life of an outstanding school.

- Ability to identify problems and bring positive solutions.
- Outstanding communication skills; someone who is dynamic, innovative and able to capture an audience.
- Flexibility; someone who is adaptable, with energy, stamina and enthusiasm.
- Empathy and excellent listening skills.
- Kindness and broad-mindedness.
- Effective interpersonal skills, with the ability to lead and to work as part of a team.

OPERATIONAL EXCELLENCE

- Exceptional levels of planning and organisation, with outstanding attention to detail.
- Significant initiative and drive, allied to the ability to work quickly and accurately.
- A proven track record of success.
- A well-qualified graduate.
- Articulate in all forms of communication.

- An accomplished public speaker; fluent and accurate written and spoken English.
- Excellent time management skills.
- Ability to market the School effectively.
- Excellent IT skills.
- Ability to quality-assure the work of others; a reliable and precise proof-reader.
- A person with an interest in, and aptitude for, the collection, analysis and communication of statistical data.

ETHOS AND SCHOOL VALUES

- An individual with a genuine commitment to the wellbeing of the staff and students in their care.
- Committed to becoming immersed in the School community.
- Committed to Queen Elizabeth's as a school with high academic standing providing a rounded education and outstanding pastoral care.

SAFEGUARDING AND PASTORAL

- Committed to safeguarding and promoting the welfare of Children and Young People.
- A satisfactory Enhanced Disclosure from the Disclosure and Barring Service.

DESIRABLE

- Professional qualification(s) in a relevant field, in addition to a degree level qualification. An understanding of the strategic challenges facing selective, state-maintained schools such as Queen Elizabeth's.
- Leadership and management of a multi-disciplinary team.
- Oversight of complex projects, ideally with a development /construction element.
- Experience of working within a regulatory environment.



Terms & Conditions

The seniority of the role requires the appointed person to commit to contractual terms which are common across the Senior Leadership Team at QE. These include an extended notice period and a requirement to be on-site during term-time (195 days per annum) from 8am until 5.30pm each day.

Beyond this, members of SLT are expected to undertake occasional evening work, including attendance

at events and meetings. The appointed person will also be expected to commit to some work out of term-time, including four days during the summer holidays on the day before publication of A-level and GCSE results and on the publication day itself. This requirement is flexible and will certainly amount to no more than the equivalent of 15 additional days over the course of the year. The holiday entitlement is very generous, at in excess of 50 days per annum.

Application & Appointment Process

Saxton Bampfylde Ltd is acting as an employment agency advisor to Queen Elizabeth's School, Barnet, on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code FAWZF. Click on the 'apply' button and follow the instructions to upload a CV and cover letter. The closing date for applications is noon on **Tuesday 14 April 2020**.

Potential candidates who have any questions, or who would like further information before submitting their application, may telephone **Saxton Bampfylde** on **+44 (0)20 7227 0800** during office hours, giving the reference FAWZF.

Owing to ongoing national uncertainty, we are not currently able to provide detailed guidance as to our appointment process. Candidates will be expected to attend at least two rounds of interview, at the School, and meet with a range of stakeholders. Candidates selected for interview will be given appropriate notice of interview dates as they are set, but the School accepts no responsibility for disruptions caused by unexpected changes to national policy.

Queen Elizabeth's School is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. Appointment to this post is subject to an enhanced DBS check, satisfactory references and a medical.



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Queen Elizabeth's School

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