

Saxton Bampfylde



DULWICH COLLEGE
FOUNDED 1619

Appointment of Chief Financial Officer
September 2020

The Master's Welcome

It is a great pleasure to be working with Saxton Bampfylde as we look to find Dulwich College's first Chief Financial Officer. We have been brilliantly served by Mr Nigel Prout as Director of Finance over the last 15 years and he will be hard to replace. However, we are confident we have a strong, settled staff within the Finance office and in our senior management teams and that Dulwich College will prove an attractive place to work for the right candidate.

We are a school with a very clear educational vision and social mission. A Dulwich education is certainly holistic and there is a growing interest and respect for our concept of 'free learning': that while we teach well to the test, ensuring that our pupils do very well in terms of their public exam results, the essence of education lies beyond the formal taught and examined curriculum – in all pupils' cultural enterprises and sporting activities and charitable work. The social mission of the school is also drawing positive attention. We want to be *the* London school renowned for access to bright children of all backgrounds. There are already over 30% of pupils on some form of fee relief and an increasing number of these are on deep means-tested bursaries. Our aim is to push this figure on towards 50% and, indeed, for us to be 'needs blind' in terms of admissions as soon as possible.

I've written that there is a settled team at Dulwich, but whoever takes up this role will be an agent for change, notably in the further automation of financial systems, but also across the wider canvas of the College's work. The successful candidate is likely to play an important role in ushering in a new generation of senior leaders at Dulwich over the next five years.

As all this suggests, I believe the role of CFO at Dulwich College will suit someone who enjoys working collegiately, who wants to join an institution with a strong culture and defined ethos and who wants to bring something of themselves to that and to positively make a difference.

I can say to you as I say to all our new teachers: I believe you will find Dulwich College a good place at which to work and a good place at which to have worked.

I hope this letter and all you read in the Candidate Brief encourages you to take your interest in this role and in Dulwich College further.

Dr Joe Spence

Master, Dulwich College



Background

Founded in 1619 by Elizabethan actor-manager, Edward Alleyn, Dulwich College is an academically selective independent day and boarding school in south London with 1,600 boys aged 7-18 years. In addition, 250 boys and girls, aged 0-6 years, attend the College's Kindergarten and Infants' School. Dulwich College provides a secure yet challenging environment, which encourages participation, curiosity and enquiry.

Benefitting from historic buildings and green open spaces in an inspiring environment, it has a distinguished tradition of world-class teaching and genuine scholarship, supported through its programme of Free Learning in and beyond the classroom.

The College aims to ensure that all pupils fulfil their academic potential, but also enjoy all they do beyond their formal lessons, therefore creating an environment which promotes an independent work ethic and encourages all pupils to acquire a love of learning. Pupils participate in a wide range of sporting, cultural and adventurous activities through which they

can learn to work co-operatively and to take a lead.

Boys proceed from Dulwich to the most competitive of universities and thereafter into all the major professions, with a high number choosing to work in Medicine, Engineering and the Law, and an increasing number exploring entrepreneurial opportunities and careers in the creative arts and the media. The College has a long-standing reputation for producing some of the finest actors, musicians, sportsmen and writers in the country.

Bursaries and Scholarships

One of our core objectives is to enable families with academically minded boys from all backgrounds to consider applying to Dulwich College, irrespective of their financial means. We embrace a diverse community and we all benefit from this.

Our ambition is that we will be able to offer financial assistance for up to 50% of our pupils, whose parents are unable to meet the cost of the full fee. Bursaries are available at the point of entry. For 2019-20 we have awarded 195 means-tested Dulwich College bursaries to boys and their families.

Scholarship is core to our identity and attracting the brightest local boys, boys from farther afield in London and throughout the UK and excellent international students ensures we continue to realise Edward Alleyn's vision. Alleynians are intelligent and enthusiastic; they are also incontrovertibly individualistic and from many different backgrounds. It is this social mix that makes Dulwich College a special place – it is often remarked upon that College boys are down to earth, are able to fit in everywhere and can talk to anyone.



Academic Life

Education is lived, not just learned. Our philosophy is based on a commitment to teaching and genuine outward-looking scholarship. Our pupils are ambitious academically and we want each to find an intellectual passion. Examination results are important, but what is vital is that boys also develop their own intellectual interests and learn to think confidently for themselves. Boys are curious and need space during their lessons and beyond to explore the questions their subject studies suggest to them. It is often in learning for its own sake, and in leading others, that the most significant progress is made.

Co-curricular

While the classroom remains central to College life, we see co-curricular and supra-curricular activities as vital to a rounded education. The energy and variety in our co-curriculum programme are such that every boy is sure to find something to inspire him. In fact, if there is interest in an activity not currently available, we will do everything in our power to make it available. In this way many of the clubs and societies have been initiated by the boys themselves.

Sport, music and drama and community engagement play an integral part in all our boys' lives. We believe that sport, the arts and service have a direct impact on boys' wellbeing and the boys excel across a range of sporting, cultural and charitable activities. Dulwich also has a long-standing tradition of promoting Scouting, the Combined Cadet Force and the Duke of Edinburgh Award.

Dulwich International

Dulwich College has a close educational and business partnership with its international schools defined through an exclusive worldwide charter agreement with Dulwich College Management International. This has led to the establishment of 10 overseas schools and programmes, taking the Dulwich name, ethos and best practice out into the wider world. This family of schools, with eight International Schools and two International High Schools in Asia, represents a 'Dulwich Commonwealth of Schools' which follow our holistic approach to education, coupling academic rigour and scholarship with co-curricular and service activities.

Our longstanding partnership with DCMI underscores the College's commitment to internationalism and creates significant opportunities for staff and pupil development. It also makes a significant contribution to the College's access programme. The relationship between the College and DCMI is formally overseen by Dulwich College Enterprises Overseas Ltd., whose board includes the Master of the College, COO, and Deputy Master External. The CFO will sit on this board and there is scope for her or him to engage more widely in the work of Dulwich International.



Buildings and the Landscape

Dulwich College occupies a beautiful and historic site, covering 70 acres, with buildings – Victorian and contemporary – of significant architectural importance. However, there is a commitment to improve the built environment and the landscape of the College further.

In 2011, the Master and Governors commissioned an architectural Masterplan that has informed the development of the site in recent times.

In October 2016, The Laboratory (below), a new state-of-the-art facility that brings together the twin cultures of Science and Art, was opened – the greatest single capital investment the College has undertaken since the construction of the iconic Barry Buildings in 1870. The new building has delivered an outstanding teaching and learning facility, including a 240 seat auditorium and Informatics and innovation spaces, for the boys and the wider community. Over £6m of philanthropic funds were pledged in support of the project. The building secured a number of architectural awards, including a RIBA National Award for 2017.

In 2018, work to restore and modernise the iconic Barry Buildings was undertaken as part of 'The Landscape Plan'. The project has delivered a transformed central campus and returned the site to the boys, allowing them to benefit from more open and reflective green spaces.

The College proposes to spend £25 million on campus improvements over the next five years, aiming to create an environment that will foster and enhance the learning and development of boys both in and beyond the classroom for generations to come.



The role of Chief Financial Officer

The CFO will be an important voice at Dulwich College, supporting the Master on matters ranging from day-to-day financial management to long-term planning. In an increasingly challenging time for schools, the CFO will be called upon to innovate and adapt so that the College can better face the financial pressures of the future.

A key senior role, the CFO will work collaboratively with the College Leadership Team to develop and deliver the strategic plan for the College, as well as ushering in a new generation of senior leaders over the next five years. The CFO will work closely with the Chief Operating Officer, who has day to day responsibility for the operational running of the College. The CFO will also have oversight of the College's HR function.

The CFO will report to the Master but has direct access to the Chairman of the Finance Committee and other Governors and will have the opportunity to attend and present to the College's Property and Finance Sub-Committees.

The Chief Financial Officer's responsibilities include the following:

Finance

- Maintain appropriate financial systems and controls, ensuring the College complies with all financial regulatory requirements, and that internal financial information is available to support the financial decision-making processes.
- Provide inspirational leadership to staff within the Finance Department; take responsibility for the growth and development of the team.
- Provide financial information to the governing body and its committees, including termly management accounts and regular cashflow forecasts.
- Attend meetings of the governing body and its committees to give advice on financial matters.
- Identify and implement improvements to the College's finance systems and accounting practices.

Commercial

- Identify commercial opportunities; driving revenue increases across the organisation in keeping with our duty to keep children safe and in line with our heritage, values and risk appetite.
- Challenge and analyse the financial aspects of significant capital investments.

- Assess and contribute to the financial performance of the College's overseas activities.

HR

- Provide leadership and guidance to the HR team to ensure a consistent delivery of an excellent service across the College and to act as a sounding board for more complex HR issues.
- Ensure that the College complies with all regulatory requirements and has appropriate policies and practices in respect of all staffing matters, including recruitment, performance management, training, pay and conditions and employee relations.

Other responsibilities

- Make an incisive and impactful contribution on a wide range of matters extending beyond finance and HR as part of the College Leadership Team.
- Liaise with the College's auditors over the annual audit and other financial issues.
- Monitor and manage the College's bank balances and liaise with the College's bankers.
- Monitor the College's investments, liaise with investment managers and provide information on investments to the governing body and its committees.



The Person

Dulwich College is seeking an exceptional finance professional with a genuine passion for and commitment to the College. He or she will be a visible and active part of the College community, providing inspirational leadership to the support staff, contribution to the Master's vision, deft handling of sensitive matters, and responsibility for the advancement of the College.

Essential experience, skills and qualities

- Educated to degree level and a qualified accountant (ACA or equivalent). Ideally, they will have further qualifications in finance or strategy.
- Experience at Board or Senior Management level, together with the stature and gravitas associated with that.
- Strong commercial and financial acumen, with experience of developing business opportunities and the proven ability to make a substantive contribution to the financial success of an organisation.
- An ability to see the big picture and to contribute to the College's strategy on the one hand as well as the ability to focus in on the detail on the other.

- Sufficient flexibility of thought to work with a wide variety of business functions.
- Strong and concise communications skills in various forms and good interpersonal skills.
- Low-ego and a co-operative team player with the ability to maintain and develop productive and long-term working relationships across the full breadth of the Dulwich community.
- A belief in the importance of social justice and a passion for diversity.
- A deep sense of personal integrity.
- Robust and innovative, with high standards, and a sense of humour.
- An interest in (but not necessarily working experience of) the educational sector and an appetite for life in a school with thriving intellectual, cultural and sporting ambition.
- A dedication to safeguarding and promoting the welfare of children and young people; a satisfactory Enhanced Disclosure from the DBS.

Desirable

- Investment expertise to support the management of the endowment would be welcome.
- Experience of leading non-finance teams, such as HR, operations or procurement.





Dulwich College and Dulwich College International Senior Team

Terms of appointment

The new CFO will ideally take up position by early January, to allow some time for a handover with the incumbent.

Dulwich College offers an excellent salary, as well as generous benefits, including:

- At least 25 days holiday.
- Defined contribution pension plan.
- Subject to meeting the entry criteria of Dulwich College, children of the post holder may be educated as day pupils at the current staff fee remission rates.
- Free membership of College Sports Club for staff and their children up to 18.
- Free lunches and use of Foundation Coach Service for staff.
- Free entry to the Dulwich Picture Gallery (except certain exhibitions).

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Dulwich College on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code FALACA.

Click on the 'apply' button and follow the instructions to upload a CV, and cover letter addressed to the Master (no longer than two A4 pages), outlining why you would like to join Dulwich College as CFO.

The closing date for applications is **by Monday 21st September 2020.**

Initial interviews with Saxton Bampfylde will take place in the weeks commencing 5th and 12th October 2020. Interviews with Dulwich College are scheduled to take place during weeks commencing 26th October and 2nd November 2020.

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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