



St **Dunstan's**
— College —

Brief for the position of

CHIEF OPERATING OFFICER (COO)

St Dunstan's Educational
Foundation

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ABOUT ST DUNSTAN'S COLLEGE

History

St Dunstan's is one of the oldest schools in the country, with a history tracing back to 1408. Today, the Foundation educates over 1,100 students aged 3-18 within a co-educational setting that is grounded in the vibrancy of south London.

Until the early 16th century, the school, which was associated with the parish of St Dunstan's in the East, provided an education for girls and boys aged 7-11, in heart of the City of London. In the Victorian period, and amidst the opportunities of the Industrial Revolution, the church parishioners of St Dunstan's in the East were confident that they could re-establish the school to meet the highest educational standards of the day. By 1854, the current Catford site was decided upon as the ideal location. St Dunstan's College was the first school in the country to be designed with laboratories in it and the curriculum featured more than three times that normally allotted to the sciences and experimentation in order that pupils could 'find out' and 'do'.

When the call to arms came in 1914, 977 former and current St Dunstan's pupils and staff signed up to join. By the end of the war, 237 would never return home, amongst the highest percentage of casualties of any independent school in the United Kingdom. In September of 1939, at the outbreak of the Second World War, pupils were evacuated to Reigate, where they would spend most of the war, except for a second evacuation in 1944 to Wales.

The end of the Wars ushered in a time of relative prosperity and 1953 - 1972 saw the most rapid growth and development at the College since its foundation and the rapid pace of growth saw

the College roll peak in 1974, with 939 pupils. In 1994, the College expanded its roll further to include a Pre-Prep school for ages 4 and above. In that same year, St Dunstan's became a co-educational school, with the gradual integration of girls at all ages. The College took an increasingly modern and global approach to education, with an increased emphasis on trips abroad and new modern languages and computing being introduced to the curriculum. The College's arts programme expanded, with a new performance space created above the Great Hall, and the very first Arts Festival held in 1994. Nearly ten years after girls were first accepted to the school, the first Headmistress was appointed in 2005.

From its opening in 1888, St Dunstan's has set itself apart from other independent schools, both by its innovative technical curriculum and by the determination to be an accessible school, supporting families from a range of different backgrounds and incomes. In 2020, St Dunstan's was named Independent Co-educational School of the Year at the prestigious Independent Schools of the Year Awards and the most recent inspection from the Independent Schools Inspectorate (ISI) found the school to be 'excellent' in every category.

St Dunstan's Educational Foundation is an ambitious, forward-thinking community that champions individuality through a broad, liberal, and academically exciting education, whilst retaining its historic and valued traditions. The Foundation supports and inspires each student to find their own way, make their own mark, and discover who they are, in line with the founding motto – *Albam Exorna* – translating as 'adorn the white'.



“Diverse in every way – academically, socially, and intellectually. The St Dunstan's ethos could come across as a bit ‘woke’ on paper, but in real life we found the school to be inspiring, both liberating and liberal thanks to interesting leadership, committed teaching and a very engaged student body. A great school for unstuffy polymaths.”

The Good Schools Guide – 2021

The St Dunstan's Difference

St Dunstan's is proud of its heritage and for being known to think differently about education.

The St Dunstan's Difference today can be defined as follows:

- Trailblazing a forward-thinking independent education since 1888.
- Promoting high achievement without arrogance.
- Championing individuality, diversity and equality – albam exorna!.
- Developing values through a broad and liberal education.
- Supporting wellbeing as central to success.
- Growing ambitious and imaginative partnerships.
- Providing life-enriching opportunities to our local community.
- Infusing social conscience and ethical thinking.

The values that the school inculcates across the community are those of Courage, Creativity, Confidence, Compassion and Curiosity.

The Nursery

St Dunstan's' forward thinking, liberal and ambitious approach to education begins in the Nursery, where the bespoke curriculum is driven by children's interests. It is also where key learning behaviours and values are embedded, to build the foundations of successful learning through an approach of awe and wonder that continues through the College.

Pupils are self-motivated, adventurous learners, who feel confident to question, to explore, to wonder and to drive their learning through curiosity.

Pupils leave Nursery with a wide range of interests and the confidence to try new things, embracing challenge to reach their potential and thrive academically and personally as they move to the next stage of their St Dunstan's journey.

Junior School

The co-educational Junior School is well integrated within the wider College community. Pupils in the Junior School benefit from both having a form teacher, who will deliver the majority of the curriculum to them, as well as the expertise of specialist teachers in a range of subjects outside of the core curriculum.

Enrichment opportunities, a small-class setting and first-class facilities by way of the new school opened in April 2021, mean that all pupils are supported to be appropriately challenged, inspired and encouraged to achieve their potential and reach their goals.

Academic ambition is cultivated by a balance of challenge, rigour, immersive learning experiences and independent exploration. The engaging, broad and balanced Junior School curriculum is unashamedly aspirational for each and every pupil, regardless of their starting point, and equips them with the necessary skills they will need to thrive as proactive global citizens within a rapidly changing world.





Senior School

St Dunstan's College has championed a forward-thinking approach to education for over a century, with the opening vision of our Catford school in 1888 being to provide a curriculum 'in advance of the present time'. This is still true to this day.

The modern Senior School curriculum and academic philosophy builds on the legacy of St Dunstan's four founding headmasters. From Year 7, students are encouraged to explore and progress in all subjects, skills sets, and co-curricular areas, not just in those they arrive more confident in. The core curriculum maintains breadth for the entire Lower School journey, with students learning the full-range of subjects throughout Years 7-9, before students choose GCSE options from Year 10.

The Additional Curriculum (named after the founding Head) covers three key strands of Relationships (including Sex Education), Skills for the Future (including Careers guidance) and Critical Thinking and Rhetoric (including Public Speaking and Debating). Lessons are taught by trained teachers to small class sizes, and students study a wide range of topics across the three strands each year.

Sixth Form

The Sixth Form Centre opened in April 2021 as part of the new £25million STEM Block development. The new state-of-the-art centre includes independent study spaces and a Sixth Form Cafe.

The St Dunstan's College Diploma is a flexible, choice driven, forward-thinking and ambitious programme of education that is designed to help Sixth Form students transition successfully

to an adulthood of personal well-being and prosperity. The Diploma acts as a framework through which A Levels are delivered and supported, but is augmented by a range of specific courses and opportunities that are designed to develop the acquisition of key life skills, as well as the fostering of character and identity, at a crucial point in a young adult's educational journey.

In 2021, 80% of students received A*-A at A Level and 99% at A*-B. Students are guided through their applications to prestigious institutions by a team of tutors specially chosen for their knowledge of the higher education entry process and attend a wide variety of Universities across the globe.

Pastoral Care

Pastoral care is fully integrated throughout the teaching and learning structure at St Dunstan's to ensure that the school effectively and positively meets the individual personal, social, emotional and academic needs of all students.

Pupils are fully invested in this approach to the College's pastoral offering and are encouraged to be bold, brave and true to who they are. They relish the diversity within the St Dunstan's community and take great pride in the fact that their shield is unlike the shield of anyone else within the College.

The Wellness Centre provides all pupils with the opportunity to speak to somebody they trust, as well as seeking medical or emotional support. Staffed by experienced and caring College Nurse, the College Chaplain and the school counsellor, pupils or families can refer a child to seek regular or short-term support for any additional pastoral and wellbeing needs.

Co-curricular & Sport

The broad offering of co-curricular activities forms a vital part of St Dunstan's education of students, which is a central part of each school day with activities taking place during a dedicated timetabled period. Students can choose from between 100-150 different activities each week. In the spirit of the College motto, St Dunstan's is consistent with its expectation that students will 'adorn the white' by being ambitious with their planning, having the courage to try new things and then committing wholeheartedly to their programme.

Students that commit to some of the higher profile co-curricular areas, such as Sport, Drama, Music and the CCF, also benefit from opportunities on Saturday mornings.

Scholarships & Bursaries

A full range of scholarships and means-tested bursaries are made available to students entering the senior school at 11+ and 16+. The

current strategic aim is to reduce non-means-tested remission to fees in order to facilitate a broader community reach and further enhance the diversity of the College, for which it is increasingly so well known.

Governance

The Governors have a statutory role to fulfil the charitable aims of the Foundation: "The provision and conduct in or near Lewisham of a day or day and boarding school for boys and girls". There are 17 Governors in total. Three are ex officio: The Alderman of the Ward of Tower in the City of London and two of the four church wardens of All Hallows by the Tower with St Dunstan in the East. A further two are nominated by the Parochial Church Council of All Hallows. The remaining 12 are known as co-opted Governors and are selected by their predecessors. Members of the Governing Body bring a wide range of skills and experience to their task.

Further information on St Dunstan's can be found at: www.stdunstans.org.uk



THE ROLE

Title: Chief Operating Officer (COO)
Appointed by: The Head, in consultation with the Governing Body
Reports to: The Head

Prime Function and Purpose

Key to the continued success of St Dunstan's Educational Foundation is the recruitment of a high-calibre COO who, together with the other members of the Foundation Executive Team (FET), will support the Head in the implementation of the Foundation's ambitious vision and strategy. The COO will develop and steer the infrastructure and operational strategy and ensure the effective management and delivery of support services for: Premises, including capital projects; Health and Safety (H&S); Administration (including GDPR); IT; and Catering.

Key Responsibilities

Leadership and Management

- To work with the Head and FET to ensure the successful execution of the Foundation's strategic plan and vision for the future.
- To provide effective leadership and operational strategy to ensure the successful management and delivery of the above support services.
- To have overall responsibility for the day-to-day operations of the above support functions, building strong, professional and diverse teams and a culture of continuous improvement, as well as facilitating operational and organisational development and growth.

- To embed a culture and ethos of service excellence in pursuit of the Foundation's vision and values.
- To develop and build trusted working relationships with colleagues across the Foundation and other key stakeholders.
- To develop, implement and monitor Foundation policies within the COO's remit.
- To ensure the College follows all statutory and regulatory requirements as required in schools; in particular adherence to Independent Schools Inspectorate (ISI) Regulations, for the areas within the COO's remit.
- To provide appropriate and timely reports to the Board of Governors and FET to support effective leadership and governance.
- To communicate a compelling vision for success to the whole community; and create an environment that encourages creative thinking and empowers others to achieve a high-level of performance.





Estates Management and Strategic Capital Development

- To ensure effective and successful project management, seeking external support where required, particularly in relation to any capital expenditure projects, defining, and monitoring agreed KPI's on a regular basis.
- Working closely with the CFO to ensure:
 - The overall property development plan is aligned to financial planning and the Foundation's strategic aims and its sustainability agenda.
 - There is a comprehensive, forward-looking and budgeted plan for the maintenance, improvement and refurbishment of all of the Foundation's buildings and facilities.
- To ensure effective contract management and that the awarding of all operational contracts to external suppliers is handled appropriately and provides value for money.
- To provide effective line management for the Head of Operations (Facilities) and Head of Maintenance and H&S.
- To provide oversight of all aspects of the site including maintenance, security, H&S, grounds and facilities, ensuring all required contracts and inspections are in place to evidence compliance.
- To develop and agree KPI's with operational Heads of Operations (Facilities) and Maintenance and H&S, including regular reporting and ensuring the cost efficiency of the Premises Department.
- To ensure that appropriate premises security solutions are in place.
- As Landlord, manage all aspects of renting out the Foundation's residential properties.
- Working with the Sustainability Committee and College Parliament, develop the Foundation's Environmental Policy and action Plan, ensuring rapid progress with agreed sustainability targets.
- To work with the Head and other members of FET to evaluate opportunities for expansion, mergers and acquisitions, and to act as a key stakeholder in this strategic objective for the Foundation.

Risk Management and Compliance

- To ensure that St Dunstan's Educational Foundation has effective risk management strategies which enable it to respond effectively to situations, always ensuring the safeguarding and health and safety of pupils and staff and the reputation of the Foundation.
- To ensure that the Foundation meets all statutory and compliance requirements relevant to the COO's areas of accountability.
- To work with FET in developing and maintaining the Foundation's risk register and serious incident log, presenting to Governors as required.
- Notify FET of any serious incidents that need reporting to external bodies, such as the Charity Commission or insurers.
- To act as the Foundation's designated Competent Person for H&S and chair the Health and Safety Committee (staff).
- Carrying out risk assessments where appropriate and monitoring all departments to ensure that they are preparing risk assessments and running their departments safely and in accordance with safeguarding and H&S requirements.
- To lead on any relevant H&S and/or investigations reporting and liaising with relevant authorities (HSE etc.) as appropriate.
- Commission appropriate H&S assurance reviews and oversee the completion of all remedial works identified.
- To be responsible for the creation and regular review of the critical incident and business continuity plans.

Administration

- Provide line management and strong effective leadership and support for the Head of Operations (Administration).
- To be responsible for building and implementing a strategy for administration across the Foundation which meets its needs and ensures the efficient and effective use of resources.
- To be responsible for all elements of GDPR compliance, including whole College training, data security and maintaining an accurate data breach log, managing all data subject access requests, cyber security, arranging external audits and ensuring policies, procedures and privacy notices are up to date and appropriate for Foundation activities.

IT

- Provide line management and strong effective leadership and support for the Director of IT Services.
- To ensure the Foundation's Digital Strategy continues to evolve to support the Foundation's needs and aims across all its functions.
- Provide support to the Director of IT Services to ensure successful development, operation and maintenance of an effective and robust IT infrastructure for the Foundation and the Foundation's IT assets.
- In collaboration with the Director of IT Services, ensure that appropriate cyber security and acceptable use measures are in place to protect the Foundation's data.

Catering

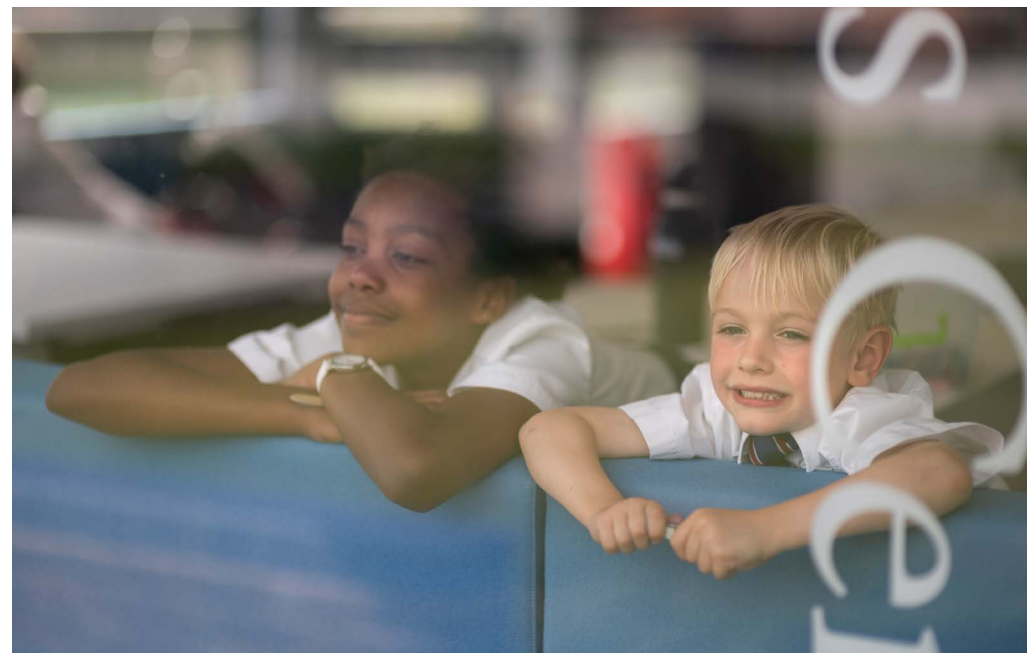
- To provide oversight of the College's catering provider to ensure the delivery of an excellent catering provision for pupils, staff, and visitors, both during the school day and out of hours events.
- Agree and regularly monitor performance through setting ambitious KPIs with external contractors and onsite management staff.
- Liaise with College Parliament and Catering Management to ensure that menus meet the demands of the pupils, whilst ensuring nutritional and sustainability targets met.

Partnerships and Community Engagement

- To work closely with the Head, Director of Enterprises, CFO and other members of the Wren Committee to support the Foundation's work with partnerships and the local community.
- To act as the point of contact with the Local Authority and their representatives on planning, transport and regeneration issues.
- To ensure compliance with Local Authority regulations.
- To be responsible for the creation and regular review of the College's travel plan, ensuring meaningful collaboration with stakeholders.

General

- Promoting and safeguarding the welfare of young children, reporting any concerns to the Designated Safeguard Lead.
- Undertaking any other, comparable, duties as the Head or Board of Governors requires.
- Maintaining a presence in professional networks and through these and other means ensuring a current overview of sector policies and developments.



THE PERSON

Experience and skills	Essential	Desirable
An experienced and successful business leader with integrity, high standards and a proven track record of successfully developing, managing, and facilitating change through outstanding leadership and effective management.	✓	
A strategic thinker with strong analytical and project management skills, able to influence change and steer new ways of working.	✓	
A highly successful professional with a track record of delivering on agreed priorities, as well as leading outstanding support services and high performing teams.	✓	
Proven experience of successful operational strategy management in complex organisations, at an executive level.		✓
An individual with a high level of business acumen, including sound financial awareness, a proven record of strong budget management skills, and the ability to balance the delivery of programs against the realities of a budget.	✓	
A natural motivator and influencer, adaptable, diplomatic, and resilient, with exceptional interpersonal and communicative skills, as well as high levels of emotional intelligence.	✓	
A leader and team player with the ability to maintain and develop productive and long-term working relationships within a diverse community.	✓	
A leader operating with close attention to detail, high expectations and an ability to motivate others when working under pressure and at a pace.	✓	
Digitally literate with thorough knowledge of IT systems and digital technology within the educational setting.	✓	
Strong understanding of GDPR	✓	
Experience of managing all aspects of GDPR compliance.		✓
An understanding of environmental issues and a desire to make a positive change.		✓

Qualifications	Essential	Desirable
Educated to degree level or equivalent.		✓
Appropriate/relevant professional or managerial qualification, level 5 or above, in any of the disciplines required with excellent numeracy and literacy skills.	✓	
Relevant H&S qualification.	✓	
ILM facilities management, or CIPS purchasing and supply qualification.		✓

Professional attributes	Essential	Desirable
Driven, tenacious, energetic, empathetic, approachable and exemplifying high standards of conduct and personal behaviour.	✓	
Committed to the ethos and values of St Dunstan's Educational Foundation.	✓	

HOW TO APPLY

St Dunstan's College has engaged the services of Odgers Berndtson to assist with the recruitment of the next Chief Operating Officer.

The closing date for applications is **9am BST on Monday 6 June**.

Longlist interviews with the selection panel will take place during week commencing **13 June**. Shortlist panel interviews will take place on **21 and 22 June**.

In order to apply, please submit an application form, along with a comprehensive CV and a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include current salary details and the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at: www.odgers.com/85962

All applications will receive an automated response.

All candidates are also requested to complete an online Equal Opportunities Monitoring Form which will be found at the end of the application process. This will assist the school in monitoring selection decisions to assess whether equality of opportunity is being achieved.

For an initial discussion, please contact:

Freddie Dennis: +44 (0) 207 529 6366
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Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your expressed consent to process this information going forward. Please also remember not to mention information or details of individuals (e.g. referees) who have not previously agreed to their inclusion.

St Dunstan's College is committed to safeguarding and promoting the welfare of children, and applicants must be willing to undergo child protection screening appropriate to the post, including checks with past employers and the Disclosure and Barring Service.





St Dunstan's College

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