

DULWICH COLLEGE
FOUNDED 1619

Information for Candidates

Director of HR, Dulwich College

Saxton Bampfylde

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Welcome

Dear Potential Applicant

Thank you for your interest in working at Dulwich College. We are a school committed to providing a wealth of opportunities to pupils and colleagues within a nurturing, equitable and caring ethos.

The College is served by a dedicated and increasingly diverse staff body, comprising some 250 teachers and over 350 operational staff colleagues, who work with a pupil body of around 1,900 across the Senior and Junior Schools and in our co-educational nursery and infant school at DUCKS.

Dulwich College is committed to an ambitious educational vision and social mission: our educational vision is to provide an inspiring education based on the primacy of the classroom within a holistic education; our social mission is to provide access to our education for children of all backgrounds through our bursary provision and the partnership and outreach work carried out by pupils and staff. There are currently over 200 pupils at the College benefiting from means-tested bursary support and we have an ambition to increase this number in the years ahead.

Through the work of our Diversity and Inclusion Alliance, wider Pupil Voice initiatives and our forward-looking approach to sustainability, our ethos is one of equity, diversity and inclusion for our pupils and colleagues.

Do read the profiles of some of our staff in this candidate pack, where you'll also find details of some of the benefits of working at Dulwich College. We are committed to providing an excellent place to work where staff can develop their expertise and experience.

You can find out more about every aspect of a College education and our commitment to our wider community on our website www.dulwich.org.uk.

As ever
Dr Joe Spence
The Master

Summary

The College is seeking to appoint a Director of HR to develop the College's HR function and build on its work to recruit, develop and retain the highly talented, well-motivated and diverse staff body required to achieve its strategic objectives. This new role will bring a challenging breadth of responsibility and give the postholder a strategic role in one of Britain's leading and largest independent schools and the opportunity to make a significant contribution to its future development. They will be expected to provide strategic advice to senior management, lead significant strategic HR initiatives whilst also managing the effective delivery of routine tasks including payroll and recruitment, and providing general HR support to staff.





The College

Dulwich College is one of the world's leading boys schools. It is a day and boarding school with approximately 1,650 pupils aged 7-18 years and has a co-educational kindergarten and infants school of 230 (DUCKS). Predominantly a day school, the College also offers 140 boarding places for pupils aged 11-18. The College employs over 600 staff and enjoys a beautiful and historic site, covering 70 acres in south London.



The College is academically selective but socially inclusive. The wide socio-economic range and the diversity of cultural, ethnic and religious backgrounds of the pupils make the College a very special place. The College aims to admit boys in the top 15% of the national academic range. Achievement is high, with nearly all moving on to leading universities, at home or overseas. Pupils come from a wide range of backgrounds. Nearly 40% of pupils above the age of 11 receive financial support via scholarships or means-tested bursaries. It is the Governors' aim to move increasingly towards a "needs-blind" entrance policy financed by fundraising, investment income (including income distributions from the Dulwich Estate) and commercial income generated by our trading activities.

The College values an inclusive and diverse community for pupils and employees and believes that this improves life at the College for everyone, empowering all to flourish no matter their race, ethnicity, religion, gender, sexual orientation, disability or other protected characteristics.

Diversity and inclusion and a determination to ensure equality of every kind are key themes in the College's new strategic development plan, and the new Director of HR will be expected to work with other members of management to ensure continuing positive progress in these areas.

As a school, the College has a distinctive ethos which blends traditional elements of independent education with an appetite for innovation. It is very much a place of forward thinking and innovation,

strongly encouraging intellectual curiosity and the quest for adventurous thinking. Teaching beyond the classroom is fundamental to the school's ethos, with pupils being encouraged and supported to explore interests well beyond the curriculum and exams (referred to as 'Free Learning'). The College aims to develop pupils who will be genuine contributors across a broad spectrum of 21st century society.

As well as pursuing high academic standards, the College prides itself on providing a wide range of co-curricular activities, so that everyone can find an area in which they can excel, whether in music, drama, art, sport or in the huge variety of clubs and societies. The College has strong ties with James Allen's Girls' School (JAGS) and other local girls' and co-educational schools, including

collaboration in relation to academic and co-curricular projects.

A key part of the role will be to ensure that the College has a high performing, diverse and inclusive staff body to support this extensive and busy level of activity.

“Pupils are exceptionally adept at developing learning styles that suit them individually”

ISI Report, Nov 2021



60+
clubs and societies
representing enthusiasm,
innovation and diversity

150
visiting speakers at the
College every year

200
pupils at Dulwich have
free or subsidised places



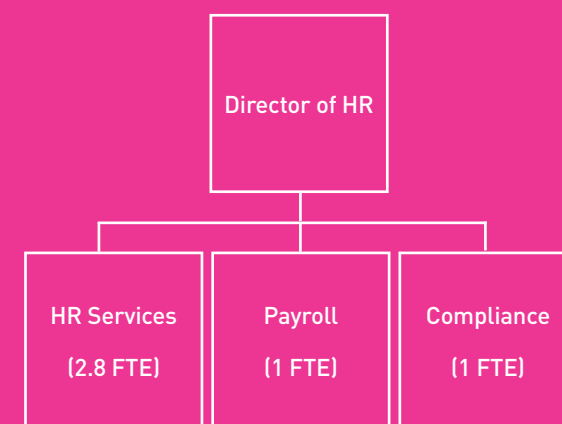
Governance and Management

The College has a governing body, which has several standing committees (including Finance, which has responsibility for HR). Policy as determined by the Governors is carried out by the Master, who is assisted by:

- The College Leadership Team (CLT) which comprises the Master and the Senior Deputy and three other Deputy Masters, the Chief Operating Officer, the Chief Financial Officer, the Director of Admissions, Libraries & Archives, the Director of Communications; and the Clerk to Governors.
- A wider Senior Management Team (SMT) that comprises the members of CLT, the five Heads of School and the Director of Development. The new Director of HR would be expected to be a member of SMT.

CLT and SMT each meet weekly during term-time.

HR Structure





Charitable Objects and History

The College's charitable object is the advancement of education. Surpluses are used to fund capital projects or build reserves for future expenditure in line with its charitable objects.

The College is descended from the "College of God's Gift" founded at Dulwich in 1619 by Edward Alleyn, the Elizabethan actor-manager. He set up the foundation and endowed it with the ancient manor of Dulwich, including considerable land. Its successor charity, the Dulwich Estate, distributes its surplus income to the charities within the foundation, which include Dulwich College, James Allen's Girls' School, Alleyn's School and a number of state schools. Other than in its role as landlord of certain leased properties, the Estate does not have any influence on the operations of the College.

Strategic Development Plan

The key themes of the College's Strategic Development Plan 2023-25 are:

- Balancing the Primacy of the Classroom (academic challenge and excellent teaching to the test) with Free Learning (engagement in learning beyond the curriculum, for its own sake and in preparation for life after Dulwich).
- A commitment to our foundational mission to facilitate social mobility through education. Social diversity is our great strength. We also have a responsibility to play an active role in our community – and have much to learn from our partners.

The achievement of the strategic goals is sustained by:

- Our professional processes in Operations, Admissions, Finance, HR, Development and Communications, scrutinised by committed Governors, which ensure we can deliver our ambitions in relation to good teaching and learning, charitable endeavour and social responsibility, sustainability, technological innovation and enterprise.

HR supports the College strategy by helping maintain high performing, diverse and inclusive teams; ensuring compliance with relevant employment laws and regulations; and managing and mitigating employment and people risks. It does this by aiming to:

- Deliver well-controlled and cost-efficient basics – including payroll, recruitment and maintaining the Single Central Register.
- Maintain robust controls to ensure compliance with relevant HR laws and regulations and ISI regulations
- Support decision making by providing insightful and timely management information and challenge. Acting as a business partner and “sounding board” for its internal stakeholders.
- Identify and understand key HR risks and ensure these are being managed by the Master and SMT within acceptable levels as set by Governors





Role Description

Whilst the responsibilities for the Director of HR will be wide ranging, they will be expected to focus on increasing the level of strategic HR advice to senior management, supporting and challenging people-related decisions; taking the lead on College-wide initiatives in areas such as staff reward and Equality, Diversity and Inclusion; whilst enhancing and updating existing HR processes and policies, by making the most of technology. Used to working with high quality, best practice systems and processes, the Director of HR will be able to drive any changes needed in an empathetic way, consistent with the culture and ethos of the College.

The Director of HR will:

College and HR Strategy

- Develop, lead and implement the College's HR strategy, which is aligned with the College's values and strategic vision and supports the College's strategic development plan. This would include helping the College to attract and grow talent and taking the lead in building the College's profile as a forward thinking and inclusive employer.
- Contribute to the development of the College's vision and strategic goals to enable the organisation to grow and develop.

Advise senior managers

- Provide professional advice to senior managers on organisational design and workforce development including the application of employment law, HR policy and best practice, in support of the delivery of the College's strategic development plan.
- Where required, review organisational structures in light of the needs of the College and work with senior managers to implement changes.
- Lead on the resolution of complex, sensitive and high impact HR matters.

Management of key people-related processes

- Develop, support and manage a robust recruitment system to ensure the College attracts the right people with the right skills to deliver its strategic plans.
- Develop and manage an appropriate and effective appraisal system for operational staff and provide professional guidance for the teaching staff appraisal system.
- Develop, support and implement cost effective learning and development strategies and best practice across the College, ensuring appropriate training records are maintained.
- Ensure there are effective induction processes in place for new operational staff, assist in the induction of new teaching staff and ensure there are effective processes in place when staff leave the College.



Management and leadership of the HR Department

- Manage the College's HR Department so that it delivers an outstanding service, including:
 - The provision of advice and guidance to SMT and line managers regarding HR matters
 - The provision of guidance on employment matters to all staff.
 - Appropriate HR records are maintained to ensure compliance in all areas including data protection.
 - Accurate and timely provision of contracts, employment documentation and payroll data and the proper use of the HR and Payroll systems.
- Provide leadership and motivation to all staff in the HR department, ensuring that the necessary skill and competency levels are in place, developed or acquired and drive a culture within the department that is supportive, nurturing and delivers excellence in everything it does.
- Manage the HR Department in a cost-effective manner, be accountable for the HR department's budget and ensure sound day-to-day budgetary management.

Compliance

- Ensure the College complies with all HR-related legal and regulatory requirements. In particular, ensure the College complies with the requirements of Part 4 of the Schedule to the Education (Independent School Standards) Regulations and follows relevant guidance from the Department for Education and the Independent Schools Inspectorate (including in relation to Safer Recruitment) e.g. Keeping Children Safe in Education.
- Oversee and review the College's Single Central Register, ensuring compliance with ISI guidelines, keeping abreast of changes to ISI requirements and their impact on the Single Central Register.
- Keep up to date with legal and regulatory changes and brief members of SMT and the wider staff body, as required.

HR Policies

- Develop, review and update HR policies and procedures, ensuring compliance with current legislation and best practice and their consistent application across the College.
- Develop policies to help the College attract, develop and retain the highest quality staff.

Projects

- Manage and deliver projects as required by the College's development and growth (including those related to HR IT Systems), ensuring effective planning, communication and implementation throughout.



Payroll

- Oversee the College's payroll function, ensuring that payroll, benefits and taxes are calculated accurately and paid correctly and on time; and that payroll procedures are compliant and efficient.

Reporting

- Provide regular and ad hoc management information, applying insights to drive continuous improvement. This would include data on changes in establishment, budget implications, utilisation rates and statutory returns such as the Report on Gender Pay Gap.

Memberships etc

- To be a member of SMT
- To attend the termly meetings of the Governors Safeguarding Committee

Other

- Undertake other duties commensurate with the post, as may be reasonably requested

Line Manager

- The Chief Financial Officer



Person Specification

Qualifications/ Professional Bodies:

Essential

- Qualifications in Human Resources
- CIPD

Desirable

- Educated to degree-level or equivalent

Experience and Knowledge

Essential

- Demonstrable experience in developing and leading HR business partnering in support of their organisation's objectives, including ability to challenge, engage and influence decision making
- Skilled in developing improved HR systems and process, with experience of high quality, best practice systems and processes
- Demonstrable experience in the development, implementation and use of technology in HR
- Demonstrable experience in the development and use of HR management information to aid decision making
- Proven experience of HR processes, management and strategic delivery
- An up-to-date knowledge/understanding of HR good practice
- Understanding of Independent School sector
- Experience in enabling organisational development and change management

Desirable

- Working in an educational institution (e.g. a university, state or an independent school)
- Safeguarding experience (including leading complaint investigations)
- A working knowledge of flexible remuneration and current developments in reward and recognition
- Experience of developing and implementing diversity and inclusion policies



Skills and Abilities

Essential

- Thorough understanding of the key provisions of employment law and HR-related compliance
- Able to develop organisational HR capacity
- Excellent recruitment skills, including thorough (and appropriate) use of social media and networks, eg LinkedIn
- Able to balance the big picture, providing useful and strategic advice and input across the organisation, with attention to detail and willingness to “roll their sleeves up”
- Enthusiasm and initiative – along with the ability to be calm and efficient under pressure
- Ability to work independently, lead on activities where required and contribute as a team player
- Demonstrable commitment to continuous learning and people development

Desirable

- Demonstrated ability to improve employee morale and engagement

Personal Attributes

Essential

- A leader and a team player who enjoys collaborative working, has excellent influencing skills and is both diplomatic and appropriately assertive
- Adaptable and innovative and able to deliver and lead change
- Reflective, ready to listen to the views of others and receptive to feedback



Terms and Conditions

Working Year/Hours: Full time, all-year round

Place of Work: The leadership aspects of the role will generally require the Director of HR to work full-time on campus in Dulwich. However, during term-time occasional working from home will be possible (e.g. to write a significant report that requires extended attention without interruption) and during school holidays there may be flexibility for some working from home (depending on business needs).

Remuneration Package:

- **Salary:** Competitive and dependent on experience
- **Pension:** Membership of the Dulwich College Pension Plan, which is a defined contribution scheme. The College's contribution varies depending on how much the Employee contributes, up to a maximum employer contribution of 8%.
- **Fee remission:** A full-time employee at the College is entitled to: (a) two-thirds tuition fee remission in respect of their children in Years 3 to 13 at Dulwich College, Alleyn's School and JAGS; (b) 10% remission in respect of their children in the Kindergarten at DUCKS (the College's Kindergarten & Infants School); and (c) 20% fee remission in respect of their children in the Nursery at DUCKS. Under current tax law, fee remission for College staff in respect of children at the College (including DUCKS) is tax-free, whilst fee remission for College staff in respect of children at Alleyn's and JAGS is taxable. The College, Alleyn's and JAGS are all academically selective.
- **Sports Club:** Free membership of the Dulwich College Sports Club for staff, their partners and children up to the age of 18
- **Free lunches**
- **Travel:** Free use of the Foundation Schools Coach Service
- **Dulwich Picture Gallery:** Free entry to Dulwich Picture Gallery (except certain exhibitions)

Holiday Entitlement: 25 days per annum, increasing to 30 days per annum after five years of continuous service (plus bank holidays).

References: The appointment is subject to receipt of satisfactory references and compliance with safeguarding recruitment requirements.

Safeguarding Recruitment Requirements: The appointment is subject to police clearance as required by law for the protection of children and to compliance with proof of identity and addresses over the last five years in accordance with the stipulations laid down by the Disclosure and Barring Service and DfE's 'Keeping Children Safe in Education' (KCSIE).

Dulwich College is committed to safeguarding and promoting the welfare of children. This is the responsibility of the whole College community. We all remain vigilant about safeguarding at the College and we never think that child abuse could not happen here or to our pupils. An Enhanced DBS Disclosure is required for this role.

Employment Contract: Permanent

Start Date: ASAP



Katy Millis
Head of Sustainability

Coming from a background in retail management, I joined Dulwich College 22 years ago as the manager of our school shop, The Commissariat. After a number of years in this role I was promoted to Head of Procurement. Aspects of this role include buying FF&E for new builds, tendering for uniform and sports kit supply and looking after the College's utilities portfolio. My interest in Climate Change along with my role in the acquisition of the College's energy, water and consumables naturally lead to my current role managing the College Sustainability Action Plan. On a personal note, the College has been a great place to work with opportunities to assist with events such as Christmas Fairs and charity fundraising. I have also enjoyed making friends with both my immediate peers and within the wider College community.



Leslie Okyne
Transport Manager

My previous role as a Sales manager in a passenger transport firm meant that I had to manage a few accounts, including Dulwich College's (Foundation Schools' Coaches) account, as we supplied them with daily coaches. When I bumped into the Transport Manager role on the Indeed website, I did not hesitate to apply for the job, and was very chuffed when I was successful. Working in this capacity has taught me a lot in five years, and Dulwich College has allowed me to blossom into a more responsible individual. Working here has enabled me to acquire new leadership skills and has taught me how to adapt quickly to change.



Don MacIntosh
History Teacher

After several years as a corporate lawyer followed by teaching in other schools, the College offers the most enjoyable working environment I have encountered. The friendliness of colleagues across the school is striking. My department is a collegial hub of collaboration, advice, and humour. In my teaching practice I am given independence, while still receiving plenty of training and feedback to refine my pedagogy. Pupils are pleasant and hungry to learn. Something I have particularly appreciated is the way that co-curricular opportunities share an equal billing with academics. Some of my teaching allocation is given over to sport, rather than fitting it on top as an extra burden, which has given me space to develop my coaching skills as well as providing an ideal professional balance inside and outside the classroom.

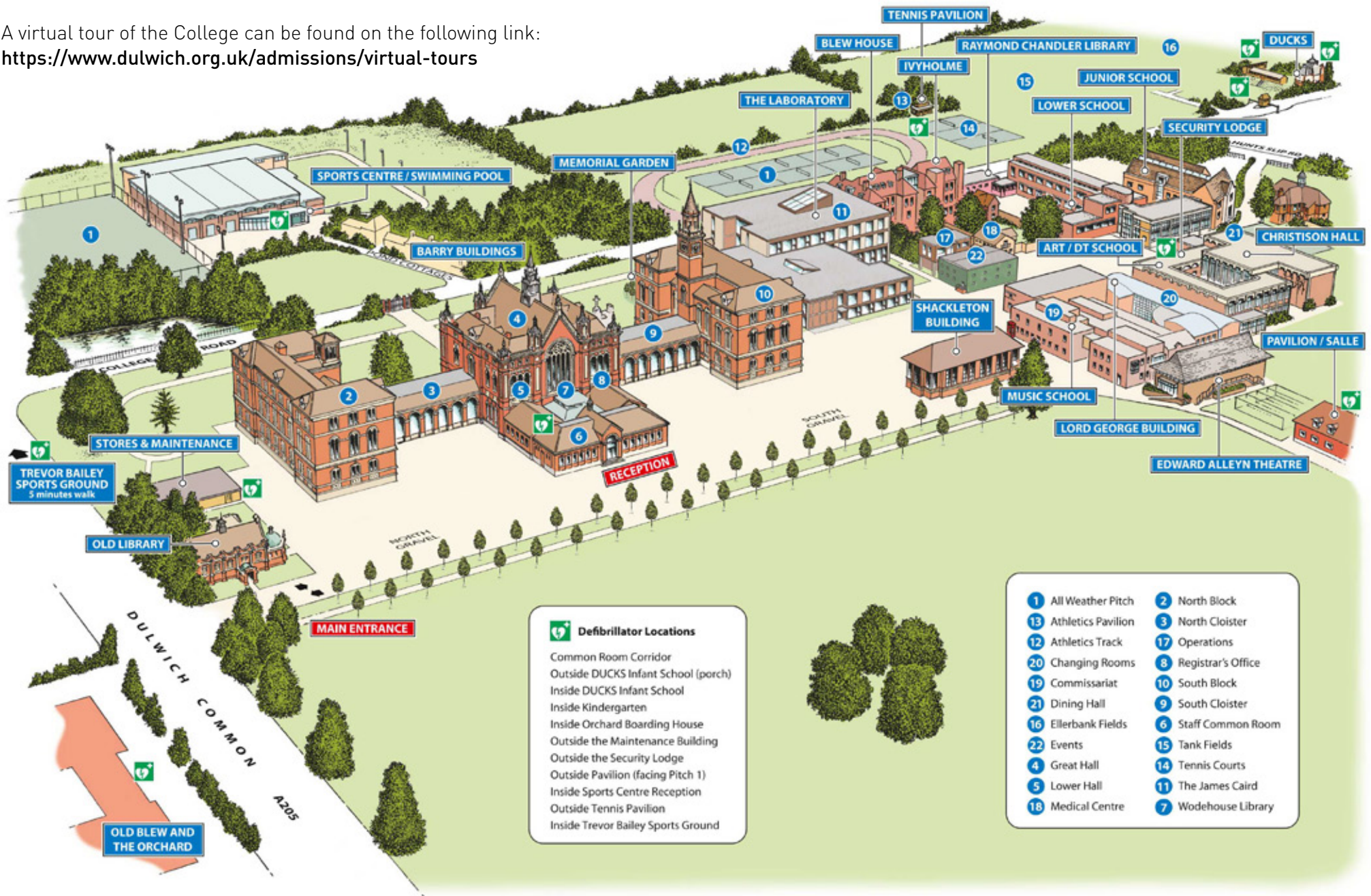


Hafsa Adan
Lead Nurse and Boarding House Nurse

Working for the NHS since completing my Nursing Degree I never would have thought that I would move to the private sector. However, this has proven to be the best career decision I have made. I can confidently state that I am able to work within an environment and culture that appreciates my hard work and knowledge. I am able to utilise my skills gained from working as a Junior Sister in the hospital and School nurse for the NHS. My managers are very supportive in providing resources to enable evidence-based practice and safe environment to work. This allows me to offer high quality care from minor injuries to emergency situations and health promotion to staff, students and parents. The positive culture, the warmth from my colleagues and positive attitude from students makes DC a pleasant place to work.

Campus Map

A virtual tour of the College can be found on the following link:
<https://www.dulwich.org.uk/admissions/virtual-tours>





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 **FBHVC1**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **Friday 11th August 2023**.

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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Independent School of the Year 2022
for Contribution to Social Mobility

