SILCOATES



BURSAR AND CLERK TO GOVERNORS

Candidate Information Pack

JOIN THE *silcoates* FAMILY

WELCOME FROM THE HEAD

Thank you for your interest in this exciting and pivotal role. I'm looking forward to wishing you a warm personal welcome to Silcoates, a thriving 3-18 independent School for boys and girls based around a Georgian mansion and set in 52 acres of grounds amid the glorious West Yorkshire hills.

I was appointed as Head of Silcoates in September 2021. Tremendous work has been done over the last decade by our Bursar and his team and there are many exciting developments on the horizon. Working together with the support of an experienced and expert Board of Governors and over 100 talented, dedicated and friendly teaching and non-teaching staff, we will be shaping the future strategic direction of the School. I have been most impressed by the warm welcome extended to me by over 500 pupils and their parents. There is a deep sense of pride in Silcoates School, a sentiment clearly held dear by alumni, parents, staff, governors and pupils alike.

Our carefully judged blend of academic challenge, inclusive support and remarkable range of co-curricular activities on offer, ensures that Silcoatians are stretched but not stressed, providing each pupil with the opportunity to shine while benefiting from a well-rounded and balanced education.

I hope that this candidate pack will give you a useful insight into life at Silcoates, where all our staff aspire for our pupils to not only make sense of the world but also to improve it. I hope you will consider carefully the various points in the job specification but I appreciate that few, if any, of the candidates will tick all of the boxes simultaneously. Our overriding priority is to appoint a highly intelligent candidate who has a strong professional background and the capacity to get up to speed very quickly with those aspects of the role which are less familiar. I look forward to meeting you in due course when you will experience first-hand, the buzz and energy of Silcoates and to speak with me, my colleagues and especially our pupils. You will be sure of a warm reception.

C.M.Wainman

Chris Wainman

Head





MESSAGE FROM THE CHAIR OF GOVERNORS

I am privileged as Chair of the Trustees at Silcoates to have a strong, active, and committed Board of Governors who are immensely proud of the school we serve. Some of us are established Trustees with several years' service and even longer association with the school as former pupils, former parents, or another significant link. Others have joined our ranks more recently and bringing fresh eyes, new insight, gifts, and skills. All share a passion for Silcoates and its community.

Our offering of an education that combines academic rigour in balance with practical life and wellbeing skills in a fun, safe, caring, and challenging environment is proving ever more attractive in these times where mental health and wellbeing are as important to parents and prospective parents as the more traditional measures of successful educational outcome. One can never tire of the privilege of seeing children join age 3 or older, then watching them thrive and flourish into young adults ready to strike out into the world.

Together with the Head, the Bursar enjoys a supportive working relationship with the Board as a whole and its members individually. I believe the tri-partite relationship at Silcoates between Head, Bursar and Board of Governors is an exceptional one which has and continues to facilitate the birth of ideas, and the fulfilment of visionary ambition through co-operative, professional working, and dynamic leadership across all sectors of the school community.

The Board seeks a Bursar who will confidently and competently take responsibility for the daily non-teaching operation of the school, work closely with us and the Head in driving the strategic development of the school, enjoy the vibrancy that is day to day life at Silcoates, and demonstrate throughout financial acumen which supports us in ensuring the School meets all of its charitable, governance and regulatory obligations.

Michael Hunter

Chair of Governors (Elect)



ABOUT THE SCHOOL

Silcoates is a co-educational day school of more than 500 pupils aged between 3 and 18. As an 'all-through' school, its aim is to bring out the very best in every pupil through instilling in them a love of learning and a willingness to seize every opportunity they are given. The spiritual ethos of the School is broadly Christian but it is open to families of all faiths and none. The School's motto is *'Clarior ex Ignibus'* – 'A light forged in fire'.

Silcoates was founded as a boys' boarding school by Congregationalist clergy in 1820, taking its name from the original building, Silcoates Hall. After it was burned down by a large fire early in the 20th century, determined leadership ensured the School rose again on its current purpose-built site, and Silcoates went on to attract children not just from across northern England but internationally, adding new facilities. In 1976, it accepted girls into the Sixth Form and became fully co-educational in the early 1990s. From 1995, boarding ceased and Silcoates became a day-only school.

Silcoates' four sections (Pre-School, Junior School, Senior School and Sixth Form) are co-located on the School's spacious 52-acre site high above the surrounding countryside on the outskirts of the villages of Alverthorpe and Wrenthorpe, just north of Wakefield city centre in West Yorkshire. Its location is just five minutes by road from Junction 41 of the M1 motorway and ten minutes from Junction 30 of the M62 motorway, each providing excellent access from main centres across northern England and beyond. The catchment area for the School is about 20 miles in each direction and the School provides a daily bus service covering six routes.

The School underwent a regulatory compliance inspection in October 2019 and was found to be compliant in every category. The most recent Education Quality Inspection, in 2016, found that the quality of the pupils' academic and other achievements is good and the quality of the pupils' personal development is excellent. The Pre-School was also inspected by the National Day Nurseries Association in September 2019 and was given the Platinum Award due to the excellence of its provision. Copies of ISI reports can be found on the School's website – see here.

Ethos

Silcoates is a warm and welcoming community where children make friendships at the School that last a lifetime. There is not one 'type' of Silcoatian and the School endeavours whenever possible to focus on an individual's needs, whether they be academic, co-curricular or social, to ensure that that everyone feels encouraged, safe and happy. The School aims to provide an all-round education in which every pupil has the opportunity to develop the skills, qualities and aptitudes they will require to live a full, productive and happy life.

Silcoates' culture is open and honest, where staff feel valued and developed and families are supported and included. More broadly, the School seeks to play a full part in the sporting and cultural life of Wakefield and the wider region.



Academic

Silcoates teachers enjoy inspiring pupils with a broad range of academic abilities and needs, celebrating their many talents and nurturing their true potential. The curriculum becomes increasingly flexible as pupils move up the School. Learning in the classroom is complemented by a comprehensive range of enrichment and co-curricular opportunities.

Silcoates students perform outstandingly well at 'A'Level. Many go on to highly selective universities like Cambridge, Durham, Liverpool, Birmingham, Manchester, St Andrews, Warwick and York. In 2022, 43% of all A Level grades were A*-A and 70% were A*-B.

Facilities

Over the past 20 years the School has added new high quality, well-equipped facilities and upgraded others. Despite the challenges of the Covid-19 pandemic, the School has recently delivered a number of improvements, including adding new KS2 Classrooms and ancillary facilities for the Junior School, new faculty rooms for the Senior School and a modern fitness suite. Today, the School has: extensive indoor sports halls and swimming pool; excellent grass playing fields on-site as well an astroturf and a multi-use-games-area (MUGA); design, technology and ICT suites; a food technology centre; a main hall for school events; Music School; Drama Studio; science labs; Library and learning resource hub; Chapel; and Sixth Form Centre. There is also a Forest School for the younger years.

The Bursar has a key role to play in, amongst other things, ensuring the high-quality presentation, maintenance and enhancement of existing facilities in support of the Governors' immediate priority, which is to support the Head in increasing the School roll.

In the longer term, in addition to the rolling refurbishment of departments, there are aspirations to build a new junior school, a new swimming pool, fitness suite and aerobics studio, and new and refurbished science laboratories, and improved access round the site. This Summer the School is working closely with Envoplan to deliver a brand new Admissions, Careers, Alumni and Marketing Suite, alongside a newly refurbished Sixth Form Centre.

Governance

Silcoates School was incorporated in 2014, as a Charitable Incorporated Organisation, charity registration number 1158796. The Board of Governors, also the School's trustees, is responsible for the overall guidance and strategic direction of the School, the Board takes a proactive interest in the School and comprises committed and knowledgeable individuals from a wide variety of backgrounds. There are currently ten members of the Board.

As well as termly full Board meetings, a number of sub-committees meet at least once per term to focus on specific areas of the School's operation. The standing committees are Finance and General Purposes, Education and Health and Safety. Other committees and working groups are convened as needed. The Bursar is also the Clerk to the Governors and services the full Board and its sub-committees.

The Governors delegate the day-to-day running of the School to the Head and Bursar.

Finances

Silcoates' finances are extremely well-managed by the small finance team, led by the Bursar, and supervised by the F&GP Committee. In 2021-22, the School performed strongly, producing a surplus of £170k and an EBITDA in excess of £650k on turnover of c. £6m. The current year has seen further growth in pupil numbers, with turnover targeted to rise beyond £6m, and a strong EBITDA number – positioning the School well for 2023-24. The Board of Governors has commissioned the first part of a strategic development plan which will see the delivery of key projects for the Autumn Term, 2023.

In addition to fee income, the School benefits from income from commercial enterprises, the Bursar being responsible for letting the facilities on evenings and weekends and during the school holidays.

Scholarships and Bursaries

Some fees remission is offered in the form of Academic, Music, and Art scholarships.

The School is committed to broadening access to the School and a number of means-tested bursaries are also granted each year for able pupils whose parents/guardians would not otherwise be able to afford the fees. The aim is to admit children who would most benefit from a Silcoates education – from its ethos and activities – as well as to fulfil the School's charitable purpose. However, Silcoates does not have any endowments to finance Bursaries or scholarships and the funding of these is derived from annual fee income.



THE ROLE

The Governors are seeking to appoint an outstanding individual to support them and the Head in developing and implementing their vision for Silcoates. Candidates will be able to demonstrate proven ability in senior leadership, including managing resources effectively, delivering results, thinking strategically, and inspiring and motivating others. They will possess strong financial acumen and be able to understand, interrogate and communicate financial information with confidence. Applicants should be able to demonstrate empathetic leadership and the ability to communicate effectively with all stakeholders is extremely important. Prior experience of the education sector is not a requirement, but candidates will be expected to be supportive of independent education in general and the Silcoates ethos in particular.

The Bursar is appointed by the Governing Body, in consultation with the Head. The Bursar is accountable to the Chair of Governors but reports on a day-to-day basis to the Head.

The responsibilities outlined below are not exhaustive but are indicative of the requirements of this significant and wide-ranging role.

Core Purpose

The Bursar is responsible for the effective leadership and management of all the support functions of the School, including the effective application and management of resources. This extends to responsibility for finance, operations, compliance (including health & safety), the estate (including the building fabric, technology, and environmental impact) and commercial activities. The aim is to ensure the smooth running of the School to support the Head and Governors in delivering the best possible outcomes for students. The Bursar also plays a key part in the strategic development of the School.

Leadership and Management

The Bursar is a key member of the Senior Leadership Team. Its other members are the Head, Deputy Head (Pastoral), Assistant Head (Teaching and Learning), Assistant Head (Curriculum) and the Head of the Junior School.

The Bursar has overall responsibility for a diverse team of about 60 support staff. It is a tight knit, efficient team, led by a small, proficient group of line managers. The Bursar has direct line management responsibilities for the Accounts Office Supervisor, Operations Manager, Maintenance Supervisor, Head Groundsman, HR Manager, Transport Supervisor, ICT Systems Manager and School Nurse.

The Bursar also works closely with the Marketing Manager, Admissions Registrar and the Exams Officer (who is also the School's Data Protection Officer) but does not have line management responsibility.

KEY RESPONSIBILITIES

Strategic Leadership and Management

- Ensure the smooth running of all the School's support operations
- As a key member of the SLT, contribute to developing and implementing the School's vision and strategy, with particular responsibility for business and operational performance
- Lead by example: be an inspiring leader of the support staff; bring out the best in them; and facilitate strong working relationships between the teaching and support staff

Governance

- As Clerk to the Governors, act as secretary to the full Board and its sub-committees
- Manage the Risk Register

Finance

- Deliver an operating surplus as agreed by the Governors
- Provide the Governors with regular, accurate and timely information about the School's finances, including monthly Management Accounts and supporting papers (including cash flow forecasts, budget and variance reports)
- Work with the School's auditors to complete the annual audit and draft the statutory accounts
- Oversee the work of the Accounts Office, ensuring the effective and timely processing of the payroll and pensions, billing, purchasing and the Asset Register
- Ensure that a robust system of internal controls is in place and operated effectively
- Analyse school fees and costs, including benchmarking
- Maintain the Asset Register
- Ensure fair but robust debtor management, including meeting with parents when necessary
- Oversee Bursary applications
- Advise on remuneration and reward strategies
- Advise the Governors on borrowing requirements and ensure compliance with any covenants
- Manage relationships with key external services including the bank, auditors and insurers
- Manage effective purchasing arrangements and review and negotiate tenders and contracts

Buildings and Services

- Be responsible for the programme of refurbishment and enhancement of existing facilities
- Be responsible for the planning and delivery of any future capital projects
- Direct the work of the Maintenance Supervisor and team to ensure that the facilities are always well-presented, serviceable, safe and compliant with regulations including Health & Safety, Fire and the Independent Schools Standards, liaising with expert external consultants as appropriate
- Direct the work of the Head Groundsman and team to ensure that the grounds are always well-presented and that outdoor sports facilities are fit-for-purpose
- Through the Operations Manager:
    - Oversee all aspects of site security including fire prevention
    - Direct the work of the Cleaning Supervisor and the cleaning team
- Manage the outsourced catering contract and ensure high quality provision of catering services
- Through the Transport Supervisor, manage the minibuses fleet, and the daily bus service
- Manage energy and utility contracts
- Advise on and lead efforts to minimise the environmental impact of the School

- With and through the ICT Services Manager (and Assistant Head (Teaching and Learning)), ensure provision of ICT infrastructure and services to support high quality teaching and learning and administration

Human Resources

- Lead the Human Resources function, advising the Governors and Head on policy, strategy and technical aspects of HR
- Direct the work of the HR Manager
- Manage the support staff in accordance with the School's policies
- Ensure compliance with all aspects of employment law
- Ensure compliance with the relevant sections of Keeping Children Safe in Education and the Independent Schools Standards Regulations, including ensuring the recording of staff appointment and vetting details in the Single Central Register
- Support the safeguarding culture of the School

Risk Management, Compliance and Health and Safety

Supported by line managers where appropriate:

- Ensure compliance with all applicable laws and regulations including health and safety (including fire), disability law and the relevant sections of the Independent Schools Standards
- Work with the School's Data Protection Officer, particularly in the maintenance of Data Protection Impact Assessments, and lead the School's response to Data Breaches and Subject Access Requests
- Drive the identification, assessment and management of business risk including oversight of the risk assessment process and Risk Register
- Lead critical incident and business continuity planning to ensure that the School is well prepared for any crisis
- Advise the Governors, Head and staff on Health and Safety and ensure compliance with the relevant regulations. Act as secretary to the Health and Safety Committee. Liaise with expert external consultants as necessary
- Manage the School's insurance arrangements, liaising with the insurers and advising the Governors.
- Take the lead on internal investigations, advise the Leadership Team and coordinate resources accordingly.

Fundraising

- Contribute to the development of any future fundraising strategy and support any related and related campaign, including the collection of Gift Aid

Commercial activities

- With the support of the Operations Manager, maximise income from the commercial letting of the premises.



PERSON SPECIFICATION

The School seeks to appoint a Bursar with strong leadership and management skills, vision, empathy, and the highest standards of personal integrity. He or she will have excellent people skills and be capable of building close working relationships with all members of the School community.

Candidates must empathise with, and be committed to co-educational independent education and will be interested in the development and education of young people.

Qualifications and Experience

- Degree level or equivalent
- Professional qualification in a relevant field
- Membership of a senior leadership team in a complex and sizeable organisation; this experience may have been gained in a commercial setting
- Leadership and management of a multi-disciplinary team
- Extensive experience of financial management and budgeting
- Project management

Skills and Knowledge

- Able to take direct operational responsibility for the diverse range of support functions, whilst also contributing effectively to the strategic development of the School
- Strong business mindset and commercial awareness
- Financial acumen and financial literacy with good analytical skills and the ability to present financial information clearly and concisely
- Excellent interpersonal skills with a track record of working successfully with a diverse range of stakeholders in a way that is authentic and productive
- Sound analytical skills and able to manage complex information effectively
- Good judgement and decision-making skills
- Able and keen to lead by example; able to motivate and engage others, to generate the respect of stakeholders

- Able to delegate effectively; able to empower and sustain effective teams and individuals
- Able to manage a range of tasks and priorities whilst working to tight deadlines; an organised mindset, with excellent time management skills
- Able to manage change, with well-developed project management skills
- Technically and IT literate, with practical knowledge of new technologies
- Understands property and facilities management
- Comfortable working in a regulated environment and committed to ensuring that the School is compliant
- A thorough understanding of the Bursar's responsibilities in relation to Safeguarding and Child Protection a clear commitment to delivering best practice in safeguarding

Personal Attributes

- Committed to high professional and personal standards, notably integrity, honesty and discretion
- Confident, and able to inspire confidence
- Proactive, energetic and enthusiastic, with a positive 'can do' attitude
- Committed team player with a collegiate and collaborative approach
- Able to create consensus, but willing to make decisions
- Not afraid to challenge and question constructively
- A strong work ethic
- Resilient, flexible
- Fair and calm, diplomatic, empathetic
- Values and promotes inclusion and has the skills to support an inclusive and diverse school community

TERMS OF EMPLOYMENT

A highly attractive remuneration package is offered, reflecting the seniority and significance of the position.

The eventual salary will be negotiable and will depend on experience. However, it is anticipated that it will be in the region of £80,000.

The main provisions are likely to include:

- Membership of the school's Aegon Defined Contribution Pension Scheme: Employer contribution 6%, Employee contribution – minimum 3%, unlimited cap
- Six weeks annual holiday, plus Bank Holidays
- Children of full-time members of staff are entitled to 50% fee remission, subject to satisfying the usual entry criteria
- School lunch is provided free of charge during term time
- There is free car parking on site

APPLICATION PROCESS

The School is being assisted in the recruitment of this key position by ISBA Recruitment from whom an application pack can be obtained by emailing: **recruiting@theisba.org.uk**

Alternatively if you have any queries, please contact Lucy Wyatt directly on **07817 038009**. The deadline for receipt of applications is 4th August 2023 at 5pm.

Screening interviews will be held for long-listed candidates which will be conducted by ISBA Recruitment and short-listed candidates first stage interviews will be held in school on 15th August with the final stage interviews on 29th August.

Silcoates School is an equal opportunities employer committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. The appointment is subject to satisfactory pre-employment checks in accordance with the relevant statutory guidance, including an enhanced DBS check, satisfactory references, proof of identity and qualifications and a satisfactory medical report.

