



# Harrow International Schools Limited

<b>JOB TITLE</b>	<b>Member of the HISL Oversight Team of the AISL Harrow Schools - Senior and Prep HISL Specialist</b>
<b>REPORTS TO</b>	<b>Chief Education Officer</b>
<b>WORKING HOURS</b>	<b>This role is expected to require c. 25 days of work including travel time in 2024/25. Days and remuneration will be subject to review.</b>
<b>ISSUE/REVISION DATE</b>	<b>March 2024</b>

## BACKGROUND

In 1572, John Lyon set up a charity to develop a school in Harrow-on-the-Hill. Today, as part of John Lyon's Foundation, that charity owns and operates two independent schools:

- Harrow School – now a full-boarding senior school for boys,
- John Lyon School - a co-educational, day, through school that was opened in the late 19th century to preserve John Lyon's original aim of educating local pupils, as Harrow's pupils had started increasingly to come from further afield.

The charity is committed to public benefit and has a number of charitable aims, including widening access to its two schools by increasing bursary funding. As legislation prevents the charity from engaging in commercial activities itself, however, it generates income for its charitable purposes through its three trading subsidiaries.

One of these trading subsidiaries is Harrow International Schools Limited or HISL - the entity that licenses the Name and Badge of Harrow School to other, independently and privately owned schools around the world, in return for a fee. Reporting to its Board and the Harrow and John Lyon Governors, HISL also has oversight of the performance of these Harrow-branded schools and their compliance with their licence agreements.

Critically, HISL supports the Harrow-branded schools in their drive to excellence, including by managing their relationship with Harrow School in the UK.

Last year, HISL generated an income for the charity of over £5m – in purely bursary terms, at today's fees, this is equivalent to five full years of schooling for around 20 Harrovians.

### The Harrow Family of Schools

The Harrow Family of Schools, therefore, currently includes Harrow School, John Lyon School and 13 other Harrow-branded schools in 11 cities across Thailand, China, Hong Kong, Japan and India. In total, the Harrow Family of Schools educates over 9,000 pupils – over 7,500 of which are outside the UK – and employs over 2,800 members of staff.

All schools in the Harrow Family produce young people who can think independently and who have a strong moral compass, underpinned by the Harrow Values of Honour, Courage, Humility and Fellowship. We expect many of their students to become the world's future leaders – and it is our belief that their experiences of a Harrow education will make them better ones.

### HISL's Partners

Neither Harrow School, nor John Lyon School, nor HISL puts any money into setting up the Harrow-branded schools outside the UK. Instead, the educational, administrative, financial, and other operational responsibilities of the Harrow-branded schools rest with their individual owners and operators – these are HISL partners. HISL's founding partner is a Hong-Kong-based company called Asia International School Limited – better known as AISL.

AISL opened the first Harrow International School, Harrow International School Bangkok, in 1998 and has since accrued more than 25 years' experience of operating Harrow-branded schools internationally.

Today, AISL owns and operates 12 Harrow-branded schools:

- Seven AISL Harrow International Schools,
- Five AISL Harrow LiDe Schools,
- the AISL Harrow Little Lions - early years centres which are integrated into the school types above – and
- Harrow Hong Kong Children School Shenzhen Qianhai.

These are known collectively as the AISL Harrow Schools.

Amity Education Group – or simply, Amity - is HISL's newest partner. Headquartered in Delhi, Amity is India's leading international education group, and the owner and operator of Harrow International School Bengaluru. HISL has granted Amity licenses to open four more Amity Harrow International Schools in the future – three more in India and one in Long Island, New York.

### **Types of Harrow-branded schools**

HISL's partners own and operate four different types of Harrow-branded school.

- **Harrow International Schools** are co-educational day and boarding schools for students aged 18 months to 18 years providing a UK curriculum leading to IGCSE and A Levels. Today, there are eight Harrow International Schools in Appi, Bangkok, Beijing, Bengaluru, Haikou, Hong Kong, Shanghai and Shenzhen. AISL currently own and operate all the Harrow International Schools, with the exception of Harrow Bengaluru, which is owned and operated by Amity.
- **AISL Harrow LiDe Schools** are English/Chinese-bilingual day and boarding schools in China, for PRC national students aged 18 months to 18 years. They teach the English National Curriculum to age five, the Chinese National Compulsory Education curriculum in a mix of Chinese and English from age six to 14, and then the IGCSE and A-Level curriculum from age 15 to 18. This blended model was established to accommodate the aspirations of some Chinese parents for their children to receive an education with an international component, whilst also complying with regulations for the education of Chinese nationals in China. There are five AISL Harrow Li De Schools - in Chongqing, Haikou, Nanning and Zhuhai-Hengqin.
- **AISL Harrow Little Lions** are English/Chinese bilingual early years centres or kindergartens for students aged two to six years. They teach their own AISL Early Years curriculum.
- **Harrow Hong Kong Children School Shenzhen Qianhai** – owned and operated by AISL - is an English/Cantonese/Putonghua-trilingual day and boarding school for pupils aged two to 18 years who are the children of Hong Kong, Macao or Taiwan residents, expatriates or Chinese parents living overseas or working in the Qianhai Cooperation Zone. It offers a Hong Kong curriculum leading to the Hong Kong Diploma of Secondary Education Examination (HKDSE), with the option of the International Baccalaureate (IB) Diploma programme in the senior years.

### **HISL Oversight**

All Harrow-branded schools are required to reflect Harrow School's educational purpose, practice, strategy and philosophy – including the Harrow Values - in a way that is tailored to the needs of their local pupils. The Harrow brand is, therefore, essentially a kitemark of quality in the international schools' market.

HISL oversees this through its oversight teams, who conduct regular reviews of each school, against carefully articulated Harrow Standards.

The Harrow Standards perform a number of functions:

- They outline HISL's expectations of all Harrow-branded schools in their localised delivery of the core elements of a Harrow education;
- They provide a framework for evaluating and reporting on schools' performance;
- They help to differentiate Harrow-branded schools from their competitors;
- And, finally, they support the schools in external third-party inspection and accreditation.

Harrow Educational Oversight Visits – or HEOVs – take place for each school at least twice a year, both physically on-the-ground and online. They are conducted in close collaboration with the schools' owners and operators, in support of their own quality-assurance processes. Two HISL representatives also sit on the Governing Boards of each school.

### **School Performance**

The longer-established Harrow International Schools are academically high achieving, with IGCSE and A-Level outcomes for Harrow International School Hong Kong and Harrow International School Shanghai on a level with the top 30 highest performing schools in the UK. University destinations for students from mature Harrow International

Schools include Oxbridge and the Ivy League, including Harvard, Yale, and Cornell, with more than half of leavers accessing the world's top 100 universities.

Harrow Bangkok was judged Outstanding in all areas in March 2023 in its British Schools Overseas or BSO inspection, and Harrow Shanghai will be the next school to undergo a BSO inspection this year. Harrow Hong Kong was highly commended by the Council of International Schools last year too.

Younger Harrow-branded schools are at varying stages in their development, with students only in certain year groups as the schools fill either from the bottom up or, in the case of Harrow Bengaluru, from age 11. AISL Harrow Shenzhen Qianhai and AISL Harrow Haikou received their first set of GCSE outcomes in August 2023, achieving around 50% A\*-A grades, reflecting a full grade of value added across the cohort.

### **Collaboration and Support**

The relatively recent rapid expansion of the Harrow Family of Schools has led to changes in Harrow School's role and its relationship with the Harrow-branded schools.

In short, the relationship is getting stronger and more meaningful all the time, with increasing educational and professional benefits for all involved.

The collaboration and support that Harrow offers the Harrow-branded schools is facilitated and managed by HISL, and it is shaped by the findings of HISL's oversight teams, and the common themes that surface from their oversight visits.

These themes are worked into an annual collaboration and support calendar, which is co-created with our partners and includes activities such as:

- input into the staff CPD programmes of our partners and their schools - for example, this year, the focus is on excellence in boarding provision,
- student and staff exchanges (the first of which is planned for next academic year),
- in-person student gatherings on the Hill,
- pan-Family student projects, including at the moment a STEAM magazine and creative writing anthology,
- the provision of marketing and communications content, such as materials about Harrow's history, culture and tradition, as well as video and imagery,
- joint celebrations – most recently around the 450<sup>th</sup> anniversary of Harrow School's foundation,
- and support for our partners' teacher and senior-leader recruitment and induction.

To maximise impact, all activities on the collaboration and support calendar must either improve the quality of education among the Harrow Family of Schools and/or help to grow the student rolls of the Harrow-branded schools by demonstrating the authenticity of their relationship with Harrow.

### **HISL's Organisational Structure**

HISL has a board of directors (the HISL Board), which consists largely of current and former Foundation Governors, as well as the Head Master of Harrow School and senior members of the HISL Executive Team. Apart from certain key decisions reserved for all Governors (e.g. approval of the annual budgets, strategy, new franchise partners and new Harrow-branded schools), the HISL Board has wide-ranging objects and powers. The HISL Board reports to the Governors at the termly Governors' meetings.

Much of HISL's day-to-day operation is delegated to its Executive Team, which has clearly defined delegated authority. The standing committee comprises the Chairman, the Clerk and General Counsel, and three other HISL Board Directors (one of whom is the Chief Education Officer). From John Lyon's Foundation, the Chief Financial and Commercial Officer and the Director of Harrow Brands work within the Executive Team as required, along with other advisers.

The Executive Team is the first authority on matters such as:

- a) New school proposals from current and potential partners,
- b) Strategy, including risk assessment,
- c) Brand management and protection,
- d) Public relations and crises, and
- e) Legal business.

HISL's staffing also includes separate Oversight Teams for the AISL Harrow Schools and the Amity Harrow Schools, overseen by the Chief Education Officer. The HISL Administrator supports the Oversight Teams in managing the HEOV process and acts as gatekeeper between Harrow School and HISL's partners in delivering the collaboration and support programme.

## KEY RESPONSIBILITIES AND DUTIES

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This job description reflects the core activities of the role and is subject to change as the oversight team and the post holder develop. The organisation expects that the post holder will recognise this and will adopt a flexible approach to work. In addition, the post holder will be expected to undertake such other duties within the scope of the role as may be required by the line manager or other senior officers of the Company.

Reporting to the Chief Education Officer, this role includes:

1. Undertaking a combination of physical and remote oversight of designated AISL Harrow Schools as part of the annual programme of HISL Educational Oversight Visits (HEOVs).
  - a) The annual programme will be formulated by the Chief Education Officer and will include a blend of physical visits in some terms and remote oversight in others; given the time difference, the latter will necessitate virtual meetings early in the morning UK time.
  - b) For the designated schools, the task each term will focus on educational oversight of aspects of their Senior and Prep phases and some oversight of their operations (for example, health and safety, communications, HR, and admissions), against a framework of Harrow Standards, including pre-reading school self-assessments, termly reports and a range of 'dashboard' material from the schools; helping to define the areas of focus for each term's oversight; being part of the team conducting physical visits or remote communication with key members of staff.
  - c) Writing contributions to the termly HEOV reports about the designated schools with reports edited and moderated by the Chief Education Officer, elements of which may be included in the Chairman's termly report to the HISL Board of Directors.
2. Supporting the Chief Education Officer from time to time with managing HISL responses to ongoing developments in the designated schools.
3. Membership of the governing bodies of designated AISL Harrow Schools as one of two HISL Representatives as required by the Chief Education Officer.
4. Attending training and moderation activities, three or four 2-hour sessions a year as required by the Chief Education Officer.

As this role develops it is expected that the duties and responsibilities will require regular reviewing and updating.

The post holder's responsibility for promoting and safeguarding the welfare of children and young persons for whom s/he is responsible or with whom s/he comes into contact will be to adhere to and always ensure compliance with the School's Safeguarding and Child Protection policies and procedures. If while carrying out the duties of the post the post holder becomes aware of any actual or potential risks to the safety or welfare of children in the School s/he must report any concerns to his/her line manager or the School's Safeguarding Lead.

Appointment to this post is subject to the successful completion of a range of safeguarding checks including but not limited to an Enhanced DBS check, a S128 prohibition from management check and confirmation of your medical fitness. Copies of the School's Code of Practice and Policy on the Recruitment of Ex-Offenders is available from the HR Team. It is an offence to apply for the role if the applicant is barred from engaging in regulated activity relevant to children.

## PROVISION OF EQUIPMENT AND INSURANCE

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### Laptop

HISL will arrange for the Harrow School IT team to provide you with a dedicated laptop. You are expected to use the equipment provided for all your HISL work and associated communication in accordance with the Harrow School ICT User Acceptance Policy.

You must always maintain your laptop in good order and report any damage, loss or theft of the equipment immediately to the Harrow School IT team. You can do so by emailing [ITAssist@harrowschool.org.uk](mailto:ITAssist@harrowschool.org.uk) or by calling the IT helpdesk on 0208 872 8530 (07436166261 in the event of an emergency).

You must never share your password with anyone else or allow anyone else to use your HISL provided equipment.

## **Mobile Phone**

You will be expected to provide and use your own mobile phone for work purposes and may claim back the cost for using your phone during your worked days each month. Should you incur roaming charges during your trips abroad, these will also be covered by HISL and may be reclaimed as expenses. In using your own device, you must ensure that it is password protected and locked when not in use to avoid any accidental loss of sensitive data and/or GDPR breach.

## **Insurance Arrangements**

HISL employees are currently covered by the Corporation insurance arrangements administered by Harrow School, when travelling for work abroad. You are required to comply with the rules and requirements of the Company's travel insurance, in particular if you need to initiate a claim. Details will be provided to you each year by Ralph Arundell, the Director of Operations based at Harrow School.

# **PERSON SPECIFICATION**

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Post holders/candidates will be expected to demonstrate the following:

## **QUALIFICATIONS, EDUCATION AND TRAINING**

### **ESSENTIAL**

- Degree level qualification or equivalent.
- A willingness to undertake training relevant to the role, as requested by the Company.

## **KNOWLEDGE AND EXPERIENCE**

### **ESSENTIAL**

- Deep knowledge and understanding of premium education in the UK.
- Experience of dealing with people from other nationalities and cultures.
- An understanding of UK Safeguarding and Child Protection sufficient to support the work involved in this role.

### **DESIRABLE**

- Leadership experience in education provision, at middle or senior levels, with responsibility for people and resource management.
- Experience and understanding of best practice boarding.
- Knowledge of international schools and an appreciation of how they can be expected to differ from the standard UK model.
- Experience as a schools' inspector and with responsibility for safeguarding in a school setting.

## **SKILLS, ABILITIES AND ATTRIBUTES**

### **ESSENTIAL**

- Able to use a range of IT and other media including but not limited to Microsoft Office 365, Microsoft Teams and/or a willingness to seek training where required.
- Strong relationship-building skills at board level and with middle and senior managers.
- Able to communicate effectively in writing, demonstrating clarity and influence when expressing opinions.
- Communicates with clarity and honesty, building effective partnerships and trust.
- Commands the authority and credibility to challenge effectively.
- Remains open-minded and impartial in discussions, whilst respecting others' diverse interests and opinions. Presents reasonable conclusions from a wide range of complex evidence.

## **OTHER REQUIREMENTS**

### **ESSENTIAL**

- Preparedness to acquire an in-depth knowledge of Harrow and build an understanding of how Harrow traditions, practices and values might be integrated effectively in an age-, gender- and culture-appropriate manner in international school settings.
- Sufficient diary flexibility to allow for intermittent long-haul, international travel to visit schools in East and South East Asia and early morning calls to provide remote oversight of them as required.
- An understanding of and a willingness to comply with the Data Protection Act and GDPR legislation.

- A willingness to abide by the Harrow Corporation policies and procedures, including but not limited to:
  - Health and Safety;
  - Safeguarding and Child Protection;
  - Code of Conduct;
  - Equal Opportunities and Dignity at Work;
  - Privacy Notice;
  - IT User Acceptance Policy;
  - Gifts and Hospitality;
  - Anti-bribery policy;
  - Expenses.
- A willingness to abide by the rules and regulations within any overseas setting you visit on behalf of HISL.
- A willingness to abide by the rules and requirements of the Company's travel insurance, in particular in the event that you need to initiate a claim.

## SCHOOL VALUES AND BEHAVIOURS

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All HISL staff are expected to conduct themselves in line with the values of Harrow School which are: **Courage, Honour, Humility and Fellowship**. While the School's values set out what matters most, the behaviours below are intended as a shared set of expectations to refer to, and standards to aspire to, in our dealings with others. They are the practical application of the School's values.

### COURAGE

- We remain optimistic and purposeful in a disrupted world.
- We take responsibility for our decisions, even the hard ones.
- We always challenge poor behaviour in ourselves and others.  
We are open to new ideas and seek fresh challenges.

### HONOUR

- We keep our promises.
- We act with integrity – doing the right thing, even when it is difficult or when no one is watching.
- We respect and value our traditions whilst setting them in the context of today.

### HUMILITY

- We work hard to serve others within the School and across our wider communities where possible putting their interests before our own.
- We give and seek honest and appropriate feedback, reflect on our failures and learn from them.
- We support each other through challenges and whatever the outcome, we celebrate those that took part.

### FELLOWSHIP

- We respect each other and value our differences, knowing that we are more effective and more resilient working together.
- We are kind and inclusive; we value the contribution that each of us makes.
- We role model the behaviours that we would like to see in others; we ask only of others what we would be prepared to do ourselves.