



Bolingbroke
Academy

Operations Manager

Candidate Brief

February 2012

Dear candidate,

Thank you for taking the time to find out more about Bolingbroke Academy and the possibility of working here. Included in this brief is information about the academy, ARK Schools (who sponsor the academy) and the role of Operations Manager.

In September 2012, we will welcome our first year 7 pupils to our new school in the former Bolingbroke Hospital. We will welcome another 120 year 7 pupils every year and the school will be fully subscribed in 2018, with 600 places for 11 – 16 year olds and a sixth form.

Bolingbroke Academy will have high aspirations for all its pupils. We will aim for the highest standards of educational achievement: we will respect and value every pupil and support each to reach their full potential.

This is a rare opportunity to lead operations within a brand new academy. As one of the first free schools to be set up in London, supported by ARK Schools and a committed network of local parents, this role is suited to a dedicated operations manager who is committed to ensuring the educational vision of the academy can be reached.

The successful candidate will provide overall operational management of HR, premises, catering, community usage, administration and IT and will manage staff leads within each area. They will work with ARK Schools and other academies within the network to develop high quality systems and services throughout the network. This is an exciting opportunity for an operations professional looking to take the next step in their career. The ideal candidate will be an excellent people manager with experience of managing a variety of operations functions.

I want Bolingbroke Academy to be an outstanding local school and a strong part of the local community. It was founded after a campaign for a non-selective local school by Battersea parents and residents and our home is a building that's been at the heart of its community for 132 years. Our heritage is that of a community committed to the achievement and opportunity of all its citizens – a commitment our school will share.

If you share our commitment to educational excellence, we want to hear from you.

For an informal, confidential conversation about the role please contact Holly on 0203 116 0894 or holly.harris@arkonline.org.

To apply, please complete the application form found here: <https://application.arkschools.net/?r=gdStScBg> by **9am on Monday 5th March.**

Yours sincerely,



Claire Edis
Principal

We have high aspirations for all our pupils. We will aim for the highest standards of educational achievement. We will respect and value every pupil and support each to reach their full potential. Our motto, **Fortiter ubique**, or “Ever courageous” is based on the motto of the Bolingbroke & St John’s League of Friends. It came from the family coat of arms of Canon John Erskine Clarke, who was vicar of St Mary’s Church, Battersea and a founder of the Bolingbroke Hospital. It embodies our belief that perseverance, self-discipline and determination will enable our students and staff to succeed at school and beyond.

We will realise our vision by adopting the following core principles:

- **Excellence:** exceptional expectations and achievement for all pupils.
- **Whatever it takes:** pupils, teachers and parents all committed to doing everything needed to ensure that each child succeeds.
- **Responsibility and respect:** excellent standards of behaviour and conduct in school and the local community at all times.
- **Personal development:** developing confidence and leadership skills through inspiring teaching and role models, and an extended and enriching curriculum.
- **Talented and committed staff:** trained and supported to create an academic centre of excellence.

We are building a skilled and committed team to create a centre of academic excellence. We are drawing on ARK Schools’ exceptional experience of developing outstanding new schools to establish a strong and positive culture and rigorous academic programme.

The Curriculum

Our aim is for 100% of pupils to achieve at least five GCSEs at A*–C including English and mathematics and for 90% of pupils to successfully complete the English Baccalaureate (six good GCSEs including English, maths, two science qualifications, one humanity and one modern foreign language). All ARK schools expect at least 80% of pupils to achieve at least five GCSEs including English and mathematics.

The Bolingbroke curriculum will have excellent English and mathematics teaching at its core, to provide the strongest possible educational platform for all subjects. We will set very high achievement targets for all pupils and organise the curriculum and teaching to make it possible for all pupils to reach their targets. Pupils entering the school with attainment below the level expected for their age will follow a curriculum designed to accelerate their progress so that they can participate fully.

The academy will offer a full curriculum at GCSE and A level and a selection of other courses to ensure a programme which challenges and meets the needs of all pupils. We expect almost all pupils to continue to study at least one humanities subject and a language up to the age of 16. Courses such as the International Baccalaureate and Pre-U will be considered once the likely demand for such programmes is known.

Subject Specialisms

Like all ARK academies, Bolingbroke Academy will specialise in mathematics. We also have a strong focus on music, which helps develop self-expression, self-discipline, performance and team work as well as building a strong sense of community through collective participation. Our aim is for every pupil to play an instrument confidently and to take part in regular performances.

ARK Schools runs a network of eleven academies in London, Portsmouth and Birmingham. ARK Schools was created in 2004 to work with the Department for Education and local authorities to create new schools offering exceptional opportunities to children in inner cities through the academies programme.

Our aim is to help close the achievement gap between children from disadvantaged and more affluent backgrounds. Our academies focus on raising attainment so that every pupil has a real choice of going on to higher education when they complete school. Our schools are non-selective, community schools for local children. They are non-denominational other than where they replace a school that previously had a religious affiliation. ARK's academies are generally situated in deprived urban areas – just under half of pupils at ARK secondary schools are on free school meals, compared to around 15% nationally.

The ARK Schools Network

ACADEMY	BOROUGH	OPENED	AGE	OFSTED	
				Predecessor school	Section 5 inspection
Burlington Danes	Hammersmith	2006	11-18	Special measures	Good
King Solomon	Westminster	2007	3-18	New school N/A	Outstanding
Walworth	Southwark	2007	11-18	Satisfactory	Good (with outstanding capacity to improve)
Globe	Southwark	2008	3-18	Special measures	Good (with outstanding capacity to improve)
Evelyn Grace	Lambeth	2008	11-18	New school N/A	Satisfactory
Ark	Brent	2008	3-18	New school N/A	Outstanding
Charter	Portsmouth	2009	11-18	Notice to improve	Good (monitoring visit)
St Alban's	Birmingham	2009	11-18	Good	Outstanding
ARK Atwood Primary	Westminster	2011	3 – 11	New school N/A	Pending
ARK Conway Primary	Hammersmith	2011	3 – 11	New school N/A	Pending
ARK Oval Primary	Croydon	2011	3 – 11	Special Measures	Pending

New schools: ARK is working with a number of governing bodies on proposals to open new primary academies in and outside London. We expect to open four secondary schools in 2012: Isaac Newton Academy in Redbridge and Bolingbroke Academy in Wandsworth, London, are new schools and Kings Norton High School in Birmingham and Elliott School in Wandsworth, both intend to convert to being ARK sponsored academies.

Our vision is to create a group of outstanding schools that radically improve our pupils' life chances. We want every pupil at an ARK academy to do well enough by the age of 18 to go to university or pursue the career of their choice. To achieve this we prioritise six key principles across our schools:

1. HIGH EXPECTATIONS

We set exceptionally high expectations for all our pupils which we reinforce constantly as they go through school. We believe every child can realise their potential with the right teaching and support.

2. EXEMPLARY BEHAVIOUR

Our schools are characterised by a respectful and orderly environment, where teachers can focus on teaching and pupils on learning.

All our schools aim for uninterrupted teaching and learning to make exceptional achievement possible. We don't accept excuses and we don't make any either.

3. EXCELLENT TEACHING

Nothing is more important than excellent teaching, underpinned by high quality professional development. We make intelligent and appropriate use of data to improve teaching and the curriculum and to ensure that no child is left behind. We draw on evidence and experience of the best ways to achieve excellent outcomes for all children.

4. MORE TIME FOR LEARNING

Our longer school day provides more time to embed core subjects and to extend the curriculum through enrichment. Our curriculum is planned to provide pathways from any level at entry to high achievement at exit.

5. DEPTH BEFORE BREADTH

A strong command of English and mathematics is a vital foundation for the whole curriculum. We prioritise depth before breadth, so that all pupils secure firm foundations in these core subjects as early as possible.

6. SMALL SCHOOLS

ARK academies are organised as small schools so that every pupil knows and is known well by every teacher within their small school. Positive relationships between pupils reinforce a culture of excellent behaviour and commitment to learning.



Secondary results

- ARK Schools has secured a fifth year of improved GCSE performances across its academies. ARK's five academies with GCSE results achieved an average rise of 11 percentage points over last year.
- Since each school opened as an ARK academy the average annual increase in pupils achieving five GCSEs at A*-C including English and mathematics is also 11 percentage points.
- ARK academies are now outperforming national attainment in the key subjects of English and mathematics. In mathematics, 73% of ARK pupils achieve A*-Cs compared with 59% of pupils nationally. In English 69% of all ARK pupils now achieve A*-C grades, compared with 65% nationally.
- Overall 61% of our pupils achieved five good GCSEs with English and maths, ahead of the national level of attainment (58%, 2011).

% pupils passing 5 GCSEs A* - C (including English and Maths)	Opened	2009	2010	2011	Percentage point increase 2010 - 2011	Average annual percentage point increase since opening as ARK academy
Burlington Danes	2006	50	67	75	8	9
Walworth	2007	45	59	70	11	11
Globe	2008	35	42	45	3	6
St Alban's	2009	31*	50	67	17	19
Charter	2009	21*	24	39	15	9
Average across ARK Schools					11	11

**Denotes result for predecessor school*

Primary results

- At King Solomon, Ark and Globe Academies key stage one pupils achieved results well above local and national averages in every subject in 2011. Despite starting from relatively low baselines, an average of 68% of pupils reached level 2a across their subjects, compared with 43% of pupils in primary schools nationally.
- In Globe Academy 93% of pupils achieved Level 4+ in English and maths - 10% above the national average.
- King Solomon Academy and Ark Academy are both rated as 'outstanding' by Ofsted.

Sixth form results

- More than two thirds of ARK's first Sixth Form cohort, at Burlington Danes Academy, secured places at their first choice university. Students are going to leading institutions including Warwick, Bristol and King's College London.

We are committed to recruiting, developing and supporting excellent staff within the network. Alongside our continued focus on professional development through the Summit, Hub Days and the Training Menu we also offer a variety of other benefits. These benefits have been chosen to help our employees develop professionally, plan their finances and look after their wellbeing.

MA bursary - ARK Schools offers teaching staff the opportunity to further their knowledge and understanding of education through a subsidised part-time MA at King's The MA bursary covers the majority of the circa £4,000 course fee, with teachers expected to contribute just £1,000.

ARK Rewards – ARK Schools has a discount scheme for all employees. Employees can access up to £1,000 in savings a year from over 3,000 major retailers, receive up to 40% discounts at a wide variety of gyms and sign up for a money back healthcare programme.

- **Discounts** – Save up to £1,000 a year through store discount cards, or cashback with online shopping.
- **GymFlex** – Save up to 40% at your local gym.
- **Healthcare** – This low cost plan gives you money back towards the cost of your optical bills, dental costs and consultations.

Interest Free Loans – ARK Schools offers employees up to £5,000 in interest free loans for season ticket or bicycle purchases.

Childcare Vouchers – All employees are eligible for tax free childcare vouchers as part of a salary sacrifice scheme.

International development opportunities – In spring 2011 the mathematics leads from across the network visited Singapore in order to examine and share best practice. There have also been on several other trips this year – the staff from King Solomon Academy visited the best charter schools in New York and the primary leaders from across the network also visited various charter schools in New Orleans.

Suggest a Candidate Scheme – ARK Schools rewards employees for nominating candidates who are successful in being offered (and accepting) a role in an ARK School.

Job Description: Operations Manager

Reporting to:	Principal
Responsible for:	All operations functions
Line management of:	Administration, premises/facilities, catering
Start date:	July 2012
Salary:	CIRCA £40,000 per annum + pension
Disclosure level:	Enhanced

The Role

To provide overall operational management of the HR, Premises, Catering and community usage aspects of Bolingbroke Academy

To manage the academy resources to ensure they are applied effectively and efficiently to achieve the educational aims of the academy

This job description should be read in conjunction with the Bolingbroke Academy Expectations paper found on pages 12 and 13 of this brief.

Key responsibilities

Overall

- To report to the Principal being responsible for administration, HR, premises and catering of the academy
- To line manage staff leads of the above areas
- To contribute to the achievement of the educational vision of the academy
- To work with ARK Schools and other academies in the ARK network to develop high quality systems and services throughout the network.

HR

- To ensure that the academy is compliant with all the ARK Schools HR policies and procedures
- To understand and accurately apply the ARK Schools pay and conditions document
- To deal with all matters relating to remuneration and pay roll, including; Her Majesty's Revenue and Customs queries, National Insurance, pensions, benefits in lieu of pay (travel loans etc)
- To monitor the recruitment procedure to ensure Safer Recruitment Guidance within the ARK Schools 'Appointment Policy' is adhered to and ensure there is a complete single central record
- To coordinate the recruitment of operational staff as and when required, liaising with ARK Central recruitment team, to ensure excellent practice is followed.
- To provide support to the principal where needed with regard to HR issues/case work such as disciplinary, capability etc
- To be an active participant in the academy's performance management processes, which will include an annual review and regular review of roles and responsibilities in the interest of the academy's needs
- To provide necessary information as and when required from the ARK Schools HR team

- To oversee the smooth running of the academy reception, ensuring systems are in place so that a high standard of service can be maintained. When required, to provide cover on reception, dealing with any queries than arise
- To provide and manage an excellent administration service for staff, parents and students throughout the central administrative offices and reception
- To line manage the administrative team
- To establish administrative systems and procedures for all departments within the academy, and to train and support staff to ensure that these systems and procedures are properly implemented and effectively controlled
- Through Premises Manager, to be responsible for managing and coordinating the academy's Health and Safety Policy including regular reporting to the Governing Body and chairing the academy's safety committee
- To deal with all insurance correspondence and communications for the academy, overseeing visits and ensuring that necessary paperwork is completed to enable insurance cover to be effective
- Through Premises Manager, to have full responsibility for managing and coordinating the academy's transport arrangements, including the maintenance and use of academy-owned vehicles
- To be responsible for any issues that arise with regards to the Data protection and Freedom of Information Act

Facilities management and security

- To work with the Premises Manager to ensure the excellent look and feel of the academy. In particular, through Premises Manager, to be responsible for the maintenance and cleaning of the buildings, sports facilities and grounds
- When required, to assist in the hands-on aspect of facilities management, for example helping to set up for an academy event
- To be responsible for the development of new facilities within the academy and its grounds
- To ensure that the maintenance programmes function effectively and within the budget
- To ensure appropriate reporting, monitoring and control systems relating to the academy's internal building fabric and furniture, including the production and maintenance of an Asset Register
- To be responsible for the management of security, during the school day and during the community use of the academy including the closed circuit television cameras.

Catering

- To line manager the Catering Manager and oversee the provision of meals for pupils and staff in the academy in accordance with quality and cost criteria established by the Governors.

Financial

- To work closely with the Finance Advisor (based in another ARK School) to oversee day-to-day finances within the academy
- To input data and ensure computer-based financial and management accounting systems for the academy are kept up-to-date
- To oversee the processing of invoices
- To supervise other staff in the operation of the academy's financial systems
- To monitor service level agreements, contracts to monitor effectiveness of delivery and value for money



- To achieve for the academy the most competitive pricing for goods and services in compliance with current and relevant procurement legislation. Where possible, to work with other ARK Schools to achieve economies of scale
- To manage the hire of facilities for the academy within approved procedures and guidelines

Other

- To ensure, in relation to all the above responsibilities, that systems for monitoring and reporting are in operation
- To work in collaboration with colleagues at ARK Schools, and counterparts in other ARK Academies and with the Chair of the governing body's finance and resource committee
- Undertake a whole school responsibility which will be discussed at interview and agreed upon on acceptance of the position, and other various responsibilities as directed by the Principal

Education and Qualifications

- Educated to degree level or equivalent.
- Professional management qualification (desirable) and a record of Continuing Professional Development activities
- CIPD qualification or some suitable level of HR qualification would be ideal but is not essential
- Evidence of well-developed ICT skills

Knowledge and Experience

- Experience as a member of a management team
- Experience and/or knowledge of schools or education administration would be desirable
- A basic financial knowledge is desirable
- Experience of working with a range of internal and external
- Knowledge and experience of managing procurement, contracts for services, health and safety etc
- Extensive experience of managing and motivating staff
- Working knowledge of HR; specifically employment law and best practice

Skills and abilities

- Strong people management skills, with highly developed interpersonal and motivational skills
- Strong organisational, project management and planning skills
- Ability to influence and participate in the academy management processes
- Excellent written and oral communication skills
- Highly numerate and willingness to undertake financial training in the future
- Ability to prioritise and manage conflicting demands
- Ability to interpret complex legislation regulations and related documents
- Demonstrates an innovative and proactive approach to work
- Evidence of well-developed ICT skills
- Political nous.

Other

- The successful candidate will be subject to an Enhanced CRB Disclosure prior to taking up their appointment.

Core Purpose

- To be totally aligned to the vision, core purpose, aims and ethos outlined within the school prospectus
- To demonstrate belief in the potential of all students to develop the behaviours and skills to gain the qualifications necessary for a place at a top university and success in life.
- To do all within their ability to contribute to the provision of the highest quality of education at the Academy.
- To work hard with a focus on their contribution to this provision.
- To uphold all school policies and follow all agreed procedures with consistency and care.
- To maintain zero tolerance of any form of student behaviour that runs counter to the Academy's stated aims and objectives: for example, disrespect, rudeness, bullying, dangerous/anti-social/loud behaviour, failure to bring basic equipment or complete independent learning tasks, possession of banned items, lateness.

Behaviour

- To behave courteously, respectfully and professionally at all times, maintaining appropriate boundaries with students and parents/carers.
- To provide excellent role modelling for students at all times.
- To take responsibility for developing students' emotional wellbeing as well as nurturing their academic potential: never behaving in a derogatory, intimidating, abusive or sarcastic manner towards any member of the school community.
- To maintain the highest standards of honesty and integrity at all times.
- Not to engage in any behaviour in or out of school which could bring the Academy into disrepute. This has implications for use on social networking sites, engagement in additional employment and recreational behaviour.
- Not to reveal any confidential information to which they have access to anyone except colleagues who need to be in possession of the details.
- To ensure that Bolingbroke Academy is a non-smoking, gum-free and litter-free zone, and that there is no eating or drinking in corridors or learning areas (water is permitted in learning areas)

Dress

- To dress professionally: jacket and tie for male staff, formal/business dress for female staff (suit or equivalent with a jacket), no jeans, flip flops, trainers (except when teaching PE), revealing clothes etc.
- Body piercing should be limited to an earring in each ear.
- Any tattoos should be hidden from view.

Commitment and involvement

- To be on site for 8.00am and attend staff briefing at 8.10am (unless contract states an alternative start time).
- To endeavour to maintain excellent attendance and punctuality
- To get to know the Academy's students and to take an interest in their lives beyond school through regular informal dialogue around school and when on duty, joining them for lunch in the school dining hall and accompanying them on school trips and visits.
- To attend key whole-school events in the annual school calendar, such as open evenings, parents evenings and awards ceremonies
- To attend school assembly each week.

- To deliver or contribute to at least two extra-curricular or enrichment session for students each week during term time.

Routines

- To be welcoming towards parents and carers, encouraging communication and partnership, returning calls/emails as soon as possible - ideally on the same day and certainly within 2 school days.
- To sign out if leaving the site during the school day.
- Not to take academy property off site without authorisation.
- To read staff notices at the start of every day and pass on student notices to students as required.

Personal Development

- To engage in all whole-staff CPD as well as personal CPD activities.
- To engage openly, reflectively and positively in the academy's Performance Management procedures.
- To operate an open-door policy, welcoming regular observation of and feedback on their practice.
- To admit when they make mistakes, to be open to constructive feedback and to reflect on how their personal practice could be improved.

Staff of Bolingbroke should recognise that failure to meet appropriate standards of behaviour and conduct may result in disciplinary action, including dismissal, in accordance with ARK Schools' policy.



ARK is committed to safeguarding and promoting the welfare of children and young people in its academies. In order to meet this responsibility, its academies follow a rigorous selection process to discourage and screen out unsuitable applicants. This process is outlined below, but can be provided in more detail if requested.

Disclosure

This post is classified as having substantial access to children, and appointment is subject to an enhanced police check of previous criminal convictions (CRB). Applicants are required, before appointment, to disclose any conviction, caution or binding over including 'spent convictions' under the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975. Non-disclosure may lead to termination of employment. However, disclosure of a criminal background will not necessarily debar individuals from employment – this will depend upon the nature of the offence(s) and when they occurred.

Short Listing

Only those candidates meeting the right criteria will be taken forward from application.

Interview

1. Long listed candidates will be subject to an in-depth screening interview at ARK. Candidates will be asked to address any discrepancies, anomalies or gaps in their application form.
2. Those shortlisted will take part in an in-depth interview process including a lesson observation at their own school that will take place within a week of their screening interview.

Reference checking

References from the previous and current employer will be taken up for shortlisted candidates, and where necessary employers may be contacted to gather further information.

Probation

All new staff will be subject to a probation period of six months (which may, in certain circumstances, be extended by up to 10 weeks). The probation period is a trial period, to enable the assessment of an employee's suitability for the job for which they have been employed. It provides the academy with the opportunity to monitor and review the performance of new staff in relation to various areas, but also in terms of their commitment to safe guarding and relationships with pupils.