



BRADFIELD COLLEGE

OPERATIONS AND PERFORMANCE LEAD

The opportunity

The Sports Centres at Bradfield College and St Andrew's School, Pangbourne are entering an exciting period of transformation following a comprehensive independent business review. A new leadership structure is being introduced alongside wider organisational, operational and cultural improvements designed to strengthen accountability, improve efficiency and enhance the customer experience. Significant opportunities also exist to expand membership, develop new commercial products and services, increase secondary spend and make greater use of digital systems and data to support decision-making.

The College

Founded in 1850 by Thomas Stevens, and set in a village amidst unspoilt Berkshire countryside, Bradfield College enjoys a well-established reputation for being one of the country's leading co-educational, independent schools through its provision of academic excellence and a well-rounded education.

The College is characterised by a relaxed unpretentiousness and has a strong family atmosphere. These are central to the enjoyment of school that we believe is the foundation of successful education. The people who work here are deeply committed to the progress and wellbeing of the children in their care. A talented and diverse team of specialists and all-rounders, the staff bring expertise and dedication to their role and have an easy rapport with the young.

Pupil numbers are approximately 815 (with a 60:40, boy/girl ratio) following completion of an expansion programme which began with the introduction of full coeducation at Bradfield in 2004 (girls were first admitted to the sixth form in 1989). Approximately 80% of the pupils are boarders; many spend Saturday nights at home following matches but there is a full weekend programme and approximately 10% of the boarders stay in. A majority of the pupils are relatively local, coming from within a 30-mile radius and approximately 7% of our pupils live overseas.

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Bradfield's curriculum facilitates interdisciplinary thinking and also promotes excellence through specialisation. Inspirational teaching and high expectations go hand in hand in creating a culture of learning and ambition. As well as an extensive (i)GCSE programme, the College offers both the IB Diploma Programme and A Levels in the Sixth Form. Results are strong with 67% awarded 9-7 at GCSE, 83% achieving A*-B grades at A Level and an IB Diploma average of 37 points (out of 45).

Bradfield's outstanding pastoral care is rooted in its house system, beginning in Faulkner's, a Year 9 house specially designed to help all girls and boys make a happy and successful transition to senior school before moving into one of 12 senior houses. As they make their way through the school, our pupils learn about themselves and about others and take increasing responsibility for their own lives, their choices and their wellbeing. Simultaneously, we help them to become more aware of the views, needs and rights of people of all ages.

Bradfield offers a remarkable range of co-curricular activity. Participation across this range is fundamental to a Bradfield education and means taking part in sport, music, drama, creative arts and the whole array of activities available. Our pupils throw themselves into co-curricular activity with enthusiasm and learn about themselves whilst honing skills and developing interests which will remain with them throughout adult life.

Bradfield seeks to develop attributes that will enable pupils to thrive personally and professionally and to offer an education for life. This means a great deal more than securing strong grades and making a convincing application to higher education. It also entails the ability to embrace change, openness to a globalised world and the readiness to adapt and innovate. Each of these is nurtured in our diverse community and through our rich curriculum. We encourage pupils to understand the world around them and their place within it. In the same way, Bradfield itself continually looks forwards and outwards, embracing new opportunities whilst remaining true to its values.





The Department

Bradfield Commercial Limited (BCL) is the commercial subsidiary of Bradfield College, responsible for maximising the value of the College's outstanding facilities and expertise through a diverse portfolio of business activities. These include sports centre operations, sports coaching and academies, residential lettings, events, conferencing and commercial partnerships. All profits generated are reinvested to support the charitable objectives of Bradfield College.

The Sports Centres form one of BCL's largest and most strategically important business units, generating annual revenues in excess of £1.4 million whilst supporting both the College and the wider local community. Operating across two sites, the Bradfield Sports Complex and St Andrew's Sports Centre, the department delivers a broad range of services including health and fitness memberships, swimming lessons, public swimming, fitness classes, personal training, sports hall hire, retail and café operations, alongside supporting the College's extensive sports programme.

The department serves thousands of members, visitors and pupils each week and operates from early morning until late evening, seven days a week. Delivering an exceptional customer experience whilst balancing the needs of a thriving commercial business with those of one of the country's leading independent schools is central to its success.



Job Purpose

The Operations and Performance Lead is responsible for managing the day-to-day operational delivery of both Sports Centres, ensuring effective workforce management, operational performance, service standards and compliance.

As the operational lead across both sites, the postholder will provide strategic and operational leadership for all frontline operations, ensuring facilities are safe, welcoming, efficient and consistently presented to the highest standards. The role has direct responsibility for operational staffing, workforce planning, duty management, health and safety compliance, customer experience, operational performance and continuous improvement.

Working closely with colleagues across Sport, Education and Commercial Operations, the Operations and Performance Lead will ensure the successful delivery of a diverse programme of sporting activities, competitions, events, community use and commercial bookings. The postholder will develop a high performing operational team, creating a culture of accountability, professionalism, collaboration and continuous improvement that supports participation, performance and excellence in sport.

Principal Accountabilities

Operational Leadership

- Lead the day-to-day operation of both Sports Centres, ensuring facilities operate safely, efficiently and to industry-leading standards.
- Provide visible leadership and direction to Duty Managers and operational teams across both sites.
- Develop and implement operational plans that support Bradford Commercial's sporting, educational and commercial objectives.
- Foster a culture of accountability, professionalism, customer service and continuous improvement.
- Champion excellence in sports facility operations and customer experience.
- Take overall responsibility for the operational readiness and presentation of all sports facilities, including indoor and outdoor spaces where applicable.



- Ensure facilities are prepared to support curriculum sport, performance sport, recreational activity, community programmes and external events.
- Coordinate the successful delivery of sports fixtures, tournaments, competitions, holiday programmes and commercial activities.
- Ensure operational issues are resolved promptly and preventative measures are implemented.
- Promote a customer-focused culture that reflects the values and reputation of Bradfield Commercial.
- Monitor customer feedback and implement service improvements to enhance satisfaction and retention.
- Ensure facilities consistently meet high standards of cleanliness, presentation and accessibility.

Staffing and Workforce Planning

- Lead workforce planning across both sites to ensure appropriate staffing levels and operational resilience. Including PPM and any required contractor agreements.
- Develop and manage staffing rotas aligned to programme requirements and seasonal demand.
- Recruit, induct and retain high-quality operational staff.
- Build a motivated, engaged and high-performing operational team.
- Identify succession planning and workforce development opportunities.

Duty Management Leadership

- Lead, support and develop the Duty Manager team, ensuring consistent leadership across both facilities.
- Establish clear operational expectations, responsibilities and decision-making authority.
- Standardise operating procedures and service delivery across both sites.
- Coach and mentor Duty Managers and Leisure Assistants to develop future leaders within the organisation.
- Conduct regular operational briefings, one-to-one meetings and team development sessions.

Performance and People Management

- Set clear performance objectives aligned to departmental and organisational goals.
- Conduct regular supervision, performance reviews and development planning.
- Address performance issues promptly, fairly and constructively.
- Recognise and celebrate individual and team achievements.
- Promote an inclusive, collaborative and positive working environment.

Health, Safety and Compliance

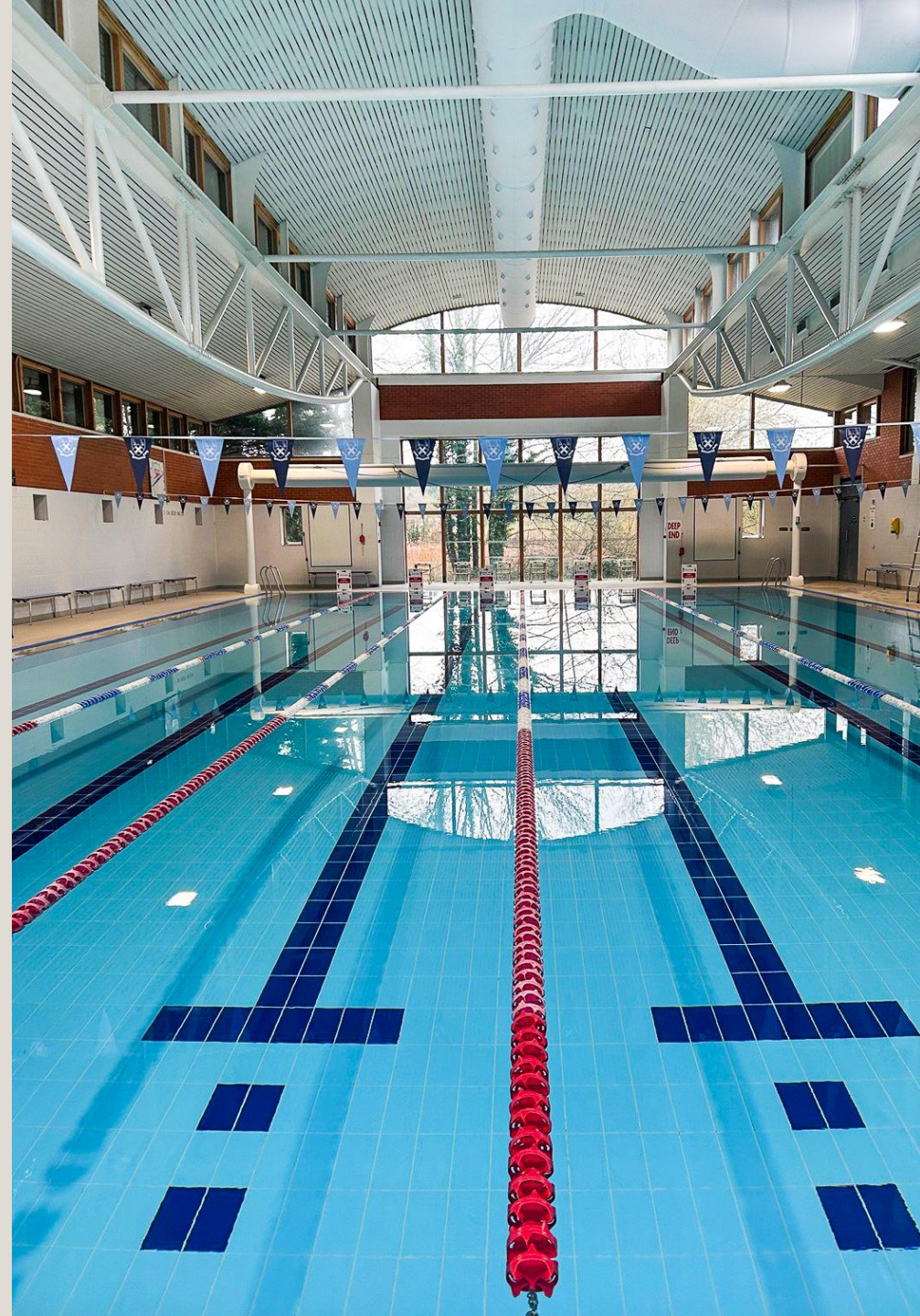
- Lead operational compliance across both Sports Centres, ensuring adherence to all health and safety legislation, safeguarding requirements, governing body guidance and industry best practice.
- Ensure all operational policies, normal operating procedures, emergency action plans and risk assessments remain current and effective.
- Maintain compliance with pool plant operations, lifeguarding standards and statutory inspections.
- Lead investigations into incidents, accidents and near misses, implementing lessons learned and continuous improvements.
- Promote a proactive safety culture across all operational teams.

Continuous Improvement

- Identify opportunities to improve operational efficiency, service quality and customer experience.
- Implement new systems, technologies and operational processes that enhance service delivery.
- Use operational data, customer feedback and performance indicators to inform decision-making.
- Benchmark against sector best practice and drive innovation in sports facility management.

Events and Commercial Operations

- Support the successful delivery of sporting events, competitions, commercial bookings and community activities.
- Work collaboratively with internal departments and external partners to deliver high-quality events.
- Ensure operational teams are prepared to support peak periods and major events.
- Contribute to maximising facility utilisation and commercial performance while maintaining exceptional service standards.





Person specification

Knowledge and Experience

- Significant operational management experience within the sports, leisure or recreation sector.
- Experience managing multi-site sports or leisure facilities.
- Proven experience leading operational teams within customer-facing environments.
- Experience in workforce planning, rota management and operational resource allocation.
- Demonstrable experience of delivering operational improvements and change processes.
- Strong understanding of sports facility operations, health and safety legislation and customer service excellence.
- Experience supporting sporting events, community programmes or commercial operations is desirable.

Qualifications

Essential

- Qualification in Sports Management, Leisure Management or a related discipline.
- IOSH Managing Safely (or equivalent Health & Safety qualification).
- National Pool Lifeguard Qualification (NPLQ).
- Pool Plant Operators Certificate.
- First Aid at Work Certificate.

Skills and Competencies

- Inspirational leadership and people management skills.
- Strong operational and commercial awareness.
- Excellent organisational and planning abilities.
- Ability to lead multiple priorities across two busy sports facilities.
- Excellent communication and stakeholder management skills.
- Strong decision-making and problem-solving capability.
- Commitment to delivering outstanding customer and participant experiences.
- Sound knowledge of health and safety legislation, safeguarding and sports industry best practice.
- Ability to analyse operational performance and implement improvements.
- Proficient in Microsoft Office and sports or leisure management systems.

This job description is not intended to be exhaustive and may be reviewed and amended to reflect the evolving needs of Bradfield Commercial. The postholder will be expected to undertake any other duties commensurate with the level of the role.



Process and how to apply

Please complete the application form in full online via the vacancies page on the Bradfield College website.

Shortlisted candidates will be invited on site for an interview and a tour.

The successful candidate will be offered a competitive salary reflecting the skills and the experience of the candidate. In addition to providing a great place to work, we offer a generous remuneration package which includes:

- Contributory workplace pension scheme and life cover
- Subsidised membership of the College Sports Centre and Golf Club
- Professional development and training.
- BHSF Health Cash plan & Employee Assistance programme
- Cycle to Work scheme and Electric Vehicle scheme
- Free parking and lunch provided when the College kitchens are open

The closing date for applications is 12.00 noon, Friday 25 September 2026.

Applications will be processed as they are received, and we may interview suitable candidates before the closing date. Bradfield College reserves the right to make an appointment at any time, so early applications are encouraged.

If you have any queries about the application process, please contact the HR department at recruitment@bradfieldcollege.org.uk

Safeguarding

Bradfield College is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment.

The post-holder is responsible for promoting and safeguarding the welfare of children and young people for whom he/she is responsible, or with whom he/she comes into contact, and ensuring compliance with our child protection policy statement.

All staff are required to refer to their individual responsibilities as defined in the Health & Safety Manual and ensure they are competent to implement them and agree to abide by them. Staff health, safety and welfare at work are protected by law. The College has a duty to protect staff and to keep them informed about health and safety. Staff have a responsibility to look after themselves and others. If there is a problem, employees are expected to discuss it with their line-manager or with the College's Health and Safety Manager.



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