

## RWST Richmond West Schools Trust

20 December 2016

Dear Candidate

Thank you for expressing an interest in the position of Chief Operating Officer for the Richmond West Schools Trust, we have included the Job Description and Person Specification for the position.

The Richmond West Schools Trust is a multi academy trust led by Waldegrave School and Teddington School and also includes Nelson Primary. This trust was established in order to provide new governance for Hampton High and Twickenham Academy.

The vision of the Trust is that all schools are good or outstanding by 2020.

The Trust brings together five local schools in order to ensure high standards of education and a focus on Teaching, Learning and Leadership for the local community shared by these schools. Led by the Executive Headteachers of Teddington School and Waldegrave School, the trust provides the systems and structures needed to ensure the success of all of the schools.

Each school in the Trust has its own distinct identity and ethos. They each have their own vision, values and mission statements. They are united in a common belief in the strength of community education and the desire to ensure the entire community has access to the same high standards of education in the individual settings of each school.

Waldegrave and Teddington Schools will formally join RWST in September 2017 and the Chief Operating Officer role will be critical in this transition and establishing how shared business functions across the MAT will operate.

If you do decide to apply please be aware that the **closing date for applications is 10am on 31 January 2017** when short listing will take place. Those candidates shortlisted for interview will be notified shortly after this time. It is very important that you include a telephone number for both day and evening so that we may contact you by telephone if necessary.

If you have any further queries about the school or the post, or would like to make a preliminary visit, please do not hesitate to contact Rowena O'Beirne, Director of Finance and Administration on 020 8943 0033 or email her at [RO'beirne@teddingtonschool.org](mailto:RO'beirne@teddingtonschool.org).

For those wishing to apply, please complete our application form (please note CVs will not be accepted) and submit it:

By email to: [recruitment@teddingtonschool.org](mailto:recruitment@teddingtonschool.org)  
By post to: Teddington School Recruitment  
Broom Road  
Teddington  
TW11 9PJ

Thank you for considering the RWST for the next phase of your career and I very much look forward to receiving an application from you.

Yours sincerely

A handwritten signature in black ink, consisting of a stylized 'J' followed by a horizontal line.

Jen Johnson  
Chair of the Board

<b>RWST Richmond West Schools Trust</b>
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## **JOB DESCRIPTION – CHIEF OPERATING OFFICER**

**Salary** - Competitive

**Responsible to:** Executive Headteachers

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### **Purpose of post**

To develop and deliver a vision for business services across the Richmond West Schools Trust to support the provision of high quality education and leadership for the local community shared by the schools within RWST. To design, plan and establish a suitable structure and remit for all support operations across the MAT. To drive a culture of continuous improvement in all operational areas, specifically providing strategic leadership and professional management of all business functions and services including Finance, ICT, Human Resources, Premises, Procurement, Marketing & Communications, Public Relations, Governance, Compliance, Health & Safety and Administration.

To be a critical member within the Trust Executive Leadership Team and work to support the Board and Committees as the Trust continues to expand and grow. To lead on the due diligence process when considering potential additional academies and make recommendations in collaboration with the Executive Headteachers to the Trust Board.

### **Responsibilities**

#### **Strategic Leadership Role**

As a member of the RWST Executive Leadership team, the post holder will:

- Provide advice and guidance to the Executive Headteachers/Trust Board on all aspects of RWST operations.
- Establish a robust, efficient and effective business support structure fit for purpose across the RWST that delivers value for money and economies of scale
- Line Manage the Directors of all RWST Business Services and ensure effective communication and collaboration within and between these services enhances the value RWST brings to its academies.
- Deputise for Executive Headteachers in all aspects of work that do not require an educational background
- To build and develop a culture of high performing teams, ensuring succession planning is in place at all levels.
- Ensure support structures within RWST reflect the best practice from business and from the emerging research into successful academy Trusts.

- Provide clear information, advice and recommendations to the Executive Headteachers, Academy SLTs, Trust Committees and Board regarding strategic development of business services, the use of RWST assets and the development of RWST's activities, to ensure the best possible learning environment for students.
- Advise the Executive Headteachers, Trust Committees, Board and SLTs on the implications of Central and Local Government policies, academy trends and developments across the education sector.
- Ensure that the impact of astute financial strategy and management directly impacts on educational outcomes for RWST students.
- Ensure RWST makes the best possible use of all resources through effective planning
- Prepare RWST's annual and medium term business plans, in consultation with the Executive Headteachers and academy SLTs, taking into account performance improvement objectives, funding projections, and other potential events and activities.
- Establish a high level of credibility and manage strong working relationships with internal and external parties, including RWST staff.
- Promote and market RWST to a variety of audiences to raise the profile with the local community and seek sponsorship and partnerships which help the Trust meet planned and future objectives.
- Promote and safeguard the welfare of students.
- Design and maintain a clear Risk Register and disaster recovery plan for all elements of the Trust.
- Provide annual Trust Core Staffing Plan and Central Charges Proposal for Executive Headteacher/Trust approval.

## **Human Resources**

- Establish and quality assure a highly skilled and effective core HR services solution and structure to support the objectives and aims of the Trust.
- Ensure the smooth and successful operation of the Personnel Committee, including ensuring that members are appropriately skilled.
- Lead on the management of the administration of personnel matters for staff, including: appointments, contracts of employment, conditions of service, insurances, legal and other advisors, discipline, grievance and capability matters, and making recommendations to the Executive Headteachers, Trust Committee Board and SLTs as appropriate.
- Develop, maintain and implement all Human Resource Management policies.
- Ensure compliance with all relevant employment law.
- Ensure staff records are accurately maintained and stored confidentially.
- Prepare annual costed staffing plans for approval by the Board.
- Liaise and consult with union and staff representatives as and when the need arises..
- Manage national negotiations with unions.
- Ensure rapid and effective communication of up-to-date policies to all staff, and that they are complied with.

## **Financial Management and Compliance**

- Ensuring high standards of probity in the management of public funds and compliance with the Funding Agreement, Academies Financial Handbook and internal control frameworks.
- Establish and quality assure a highly skilled and effective core financial management services solution and structure to support the objectives and aims of the Trust.
- Oversee and be responsible for the preparation and submission of all statutory financial statements and returns.
- Oversee the preparation of accurate and timely financial financial reports, estimates and financial/annual returns as required by funding bodies, government departments and Companies House.
- Prepare an annual balanced budget within a three year financial plan for approval by the Board.
- Oversee the preparation of monthly management accounts, forecasts and other financial and non- financial reports for RWST and its academies, presenting reports to the Board and explaining all significant variances to all relevant stakeholders, in accordance with agreed timetables.
- Ensure budget holders are informed, supported, guided and challenged.
- Plan and monitor the cash flow of RWST, ensure creditor and debtor policies and procedures are implemented and oversee the treasury management of cash balances, short-term investments and borrowings.
- Manage and advise the Executive Headteachers and Board on the strategy for the Trust's financial reserves.
- Ensure that the financial and management accounting systems for RWST are up-to-date and support all accounting and reporting needs.
- Maintain appropriate financial regulations and controls and work with budget holders to ensure compliance.
- Ensure that the payroll provider maintains an effective payroll system, including compliance with all legislation.
- Oversee the preparation of reports and returns as requested/required on payroll payments made including PAYE, expense payments, National Insurance, pensions and any other relevant payments.
- Liaise with auditors and implement audit requirements and recommendations throughout the Trust.
- Research and oversee the completion of funding bids to external bodies including Government departments to maximise the resources for RWST.
- Ensure that any funds received from successful bids are spent appropriately and within timescales.
- Maximise revenues from sales and purchases, sponsorship, fundraising, lettings and business activities, without compromising the educational activities and learning environment for students.
- Ensure effective liaison with brokers/insurance companies regarding claims.
- Ensure that tax obligations are discharged correctly and effectively.

- Maintain and ensure regular review of RWST's data protection, personnel, fire safety and health & safety policies, and ensure that all required procedures, including Equalities Act requirements are in place and observed.
- Report on financial and compliance matters to the Executive Headteachers and Board as required.

### **ICT Services**

- Establish and quality assure a highly skilled and effective core IT services solution and structure to support the objectives and aims of the Trust.
- Oversee the development and delivery of a rolling five year ICT strategy which aligns with the educational and development plans of RWST.
- Provide a strategic oversight of the opportunities and risks of new and emerging technologies for RWST to assess.
- Ensure systems to enable tracking of staff and pupil performance, and the progress of initiatives are established and maintained.

### **Marketing and Communications**

- To develop and manage a Marketing and Communication function across the Trust.
- Provide quality assurance and review of all marketing and communication related outputs and ensure that all statutory and regulatory requirements are met and correctly maintained at all times.
- Ensure the deployment of any funds or resources around the marketing of the Trust and school is of the highest standard and correctly aligned to the key messages of the Trust.
- Ensure that the internal communications infrastructure is fit for purpose and supports staff needs at all times.

### **Premises Management**

- Establish and quality assure a highly skilled and effective core premises management services solution and structure to support the objectives and aims of the Trust.
- Oversee the development and maintenance of the RWST Premises Management Plan and site master plans, ensuring that accurate data are maintained and that projects and priorities support the educational plans and requirements of the Trust.
- Ensure that premises management strategies facilitate a high quality, sustainable learning environment for students.
- Oversee the delivery of long term maintenance plans and effective reactive maintenance services.
- Ensure the security and health and safety of all school sites and all physical assets.
- Maintain high quality services for cleaning, catering and grounds maintenance.
- Oversee the management of building improvement projects.
- Ensure the value for money of all estates expenditure.
- Ensure effective tendering and management of contracts for work done by external contractors.

- Ensure compliance with all relevant legislation.

## **Procurement and Contract Management**

In conjunction with the Trust Finance Managers:

- Prepare and implement policies concerning the procurement and ordering of all RWST supplies and services to ensure best value for money.
- Monitor the operation of policies concerning procurement and ordering and prepare such reports as may be required.
- Monitor and quality assure the operation of contracts entered into for the supply of services to RWST.
- Ensure all contracting and procurement activities are fully compliant with all public sector legislation and regulatory requirements.

## **Administration Services**

- Establish and quality assure a highly skilled and effective core administration services solution and structure to support the objectives and aims of the Trust.
- Ensure the development and maintenance of appropriate administration systems to effectively support the operations of RWST and each school.
- Develop a disaster recovery strategy for each school and RWST, with detailed operational plans.
- Ensure systems are maintained in order to provide statistical and information returns for outside agencies.
- Ensure that the support office functions in each school provide appropriate and efficient services.
- Provide leadership, motivation, support and performance management for all direct reports.
- Ensure that direct reports are appropriately trained and developed, developing the management skills of middle leaders to ensure consistency of performance management.
- Ensure that high standards of professional behaviour and performance are achieved, using systems of external accreditation and evaluation wherever possible.
- Contribute actively to the development of quality improvement programmes across the Trust.

## **Other duties and responsibilities:**

- Undertaking such other duties as reasonably correspond to the general character of the post and commensurate with being a member of the Trust Executive Leadership Team.
- Contribute to and exemplify the values of the Trust. The post-holder will be expected to comply with any reasonable request from the Executive Headteachers and Board to undertake work of a similar level that is not specified in this job description. Whilst every effort had been made to explain the main duties and responsibilities of the post, each individual task undertaken may not be identified.

## RWST Richmond West Schools Trust

### PERSON SPECIFICATION – CHIEF OPERATING OFFICER

**Note:** Candidates should ensure that they meet the essential criteria for qualifications and experience and provide supporting evidence.

**\*I - Interview T – Test/Presentation A - Application Form E - Evidence**

<b>Education and Professional Qualifications</b>	Essential	Desirable	<b>*Method of Assessment</b>
Professional qualification (MBA, ACA, CIMA, CIPFA, ACCA or equivalent)		✓	A / E
Evidence of continuous professional development	✓		A / I
Project Management Qualification or Certification		✓	E

<b>Experience and Skills</b>	Essential	Desirable	<b>Method of Assessment</b>
Experience of a Senior Leadership role	✓		A / I / E
Significant experience of leading the strategic financial planning for an organisation within a Senior Manager role		✓	A / I / E
Experience of strategic business or service planning and the development of business opportunities	✓		A / I / E
Experience of financial, budgetary and risk management	✓		A / I / T / E
Experience of procuring services and monitoring contracts to ensure that value for money and key performance indicator requirements are met		✓	A / I / T / E
Experience of staff leadership and management, and evidence of achieving performance improvement across diverse teams	✓		A / I / E
Experience of managing HR services/functions		✓	A / I / T / E
Successful track record of managing complex projects from inception to completion	✓		A / I / E



Excellent communication skills at all levels	✓		A
Experience of interpreting Government education policy and legislation		✓	A/I
Experience of treasury management		✓	A/I
Experience of asset and facilities management		✓	A/I
Track record of successful fund raising activities		✓	A/I/T

<b>Knowledge</b>	Essential	Desirable	Method of Assessment
Company and charity law, particularly governance, accounting and reporting requirements	✓		A / I / T
Financial management processes and systems in a complex people-orientated organisation	✓		A / I
Personnel procedures and relevant employment legislation	✓		A/I/ E
Awareness of current IT developments		✓	I
Health and safety legislation		✓	I
Financial requirements within publicly funded education and regulatory requirements		✓	I

<b>Personal Attributes</b>	Essential	Desirable	Method of Assessment
The ability to establish effective working relationships at all levels within an organisation and with outside organisations	✓		A / I
Resilience, the ability to handle high levels of pressure and be able to meet deadlines	✓		I
Ability to make and justify difficult decisions	✓		I
Energetic, highly motivated, with an enquiring mind and passion for excellence	✓		I
High integrity and openness combined with commitment to good governance	✓		I
A commitment to safeguarding and promoting the welfare of children and young people	✓		I
Committed to equality	✓		I

The postholder has an implicit duty to promote the welfare and safeguarding of all children and young people. RWST is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share in this commitment. All staff will be subject to an enhanced check with the Disclosure and Barring Service.

Please be mindful that this role can be subject to review by the Richmond West Schools Trust or the post holder at any appropriate time in consultation.

## **Please read these notes before completing the application form**

It will help us if you follow these instructions:

- We would prefer you to fill in your application using Word or a word compatible format and submit it by email. Please include everything you wish the panel to consider on the form rather than in any separate document or covering email.
- Please give the full name and title of both your referees, and ensure that the full address, telephone numbers and email addresses are included. Your referees will be contacted if you are shortlisted.
- Please submit your application form on/by the closing date to:-

[recruitment@teddingtonschool.org](mailto:recruitment@teddingtonschool.org)

- RWST is committed to safeguarding and promoting the welfare of students and expects all staff to share this commitment. All our staff are required to complete a DBS check (formally known as Criminal Records Bureau) and declare previous convictions.
- We are fully committed to equality of opportunity and aim for our staff to reflect the school community. It will help us to monitor the success of our recruitment strategies if you complete the ethnic monitoring information page of the application form. The information you provide will be treated as confidential and will not be made available to the short listing panel.