



JOB DESCRIPTION FOR CHIEF OPERATIONS OFFICER / BUSINESS CHANGE MANAGER

Name:	Starting Date:
Salary Grade: Leadership equivalence to L24 – 29 (£69,330 – £76,466)	Status of Post: Leadership
Responsible to: Chief Executive Officer	Review Date: March 2018
Responsible for: Business operation of MAT	Hours: 40 hours per week, 52 weeks per year
Responsibilities: HR, H&S, Site Management, Finance, Sustainability / Change Management	

This job description may be amended at any time, following consultation between the Chief Executive Officer and member of staff and will be reviewed annually. Priorities for the year will be negotiated and highlighted.

Core purpose

As a member of the Creating Tomorrow Multi Academy Trust Senior Leadership Team, to provide professional leadership across the trust to develop and ensure the highest quality provision possible to enhance the education of all students. To manage the change process, supporting the schools in the trust in continued success and improvement.

While the range of responsibility changes as roles become more senior in the organisation, there are a number of core features that are consistent to all leadership roles across the trust.

Below are five core features.



The five core features senior leadership in the Creating Tomorrow Multi Academy Trust:

- i. Moral Purpose**
 - a. Pupils first – a belief that all pupils can achieve and an unwavering commitment to pursue successful outcomes for all
 - b. Championing the vulnerable
 - c. Commitment to equality of opportunity
- ii. An Effective Team Player**
 - a. Dynamic and supportive
 - b. Committed and passionate
 - c. Innovative and high performing
 - d. Emotionally intelligent
 - e. Proactive contribution
- iii. Dynamic and Creative Executive Leadership**
 - a. Leading through others
 - b. Altruistic collaboration
- iv. A Significant Contributor to Strategic Thinking and Development**
 - a. Inspire and drive
 - b. Oversee the development of strategy and policy
 - c. Lead consultation and implementation
- v. Courageous and Committed Leadership, Effective Role Modelling**
 - a. Observing the highest standards
 - b. Getting every day right

The ten personal qualities needed for leadership roles at Creating Tomorrow Multi Academy Trust:

- i.** A capacity for hard work
- ii.** Eternal optimism and resilience in the face of challenges
- iii.** The ability to inspire
- iv.** An unshakeable conviction that young people can be successful in spite of their circumstances or other external factors
- v.** High level interpersonal skills
- vi.** Excellent time management
- vii.** The ability to remain calm under pressure or in stressful situations
- viii.** The ability to pause and reflect and think before making an important decision
- ix.** The ability to respond positively to and deliver constructive criticism
- x.** The ability to delegate effectively



Main Responsibilities

Leadership Role

- Commitment to the shared vision of the trust.
- To fulfil duties of the Chief Finance Officer
- Lead the change process for staff and systems to maximise effectiveness and secure quality
- Ensure quality use of quality resources to meet the needs of students.
- To give a strategic vision and leadership to all aspects of Business, Personnel, Budget and Finance.
- To develop, promote and communicate an effective health and safety culture across all schools in the trust.
- Ensure the safeguarding of children and that all statutory requirements are met.
- Ensure that all schools in the trust develop and maintain sustainability in all areas of school life.
- Identify and lead on strategic projects, developing strands of funding including bidding where appropriate.
- Have responsibility for ensuring the line management for all non-teaching staff roles
- To lead by example to inspire and motivate staff, trustees and governors.

Health and Safety:

- To be the Health and Safety designated person for the trust:
- To formulate, monitor and implement the trust's Health and Safety policy to comply with Health and Safety Legislation.
- Ensure safe practises are used across the trust.
- Ensure cohesion of good practise, systems, and the safety of staff, students and visitors on-site.
- Organise and lead as necessary in the training of all staff in practises and procedures relating to health and safety.
- To lead and chair the trust's health and safety committee to ensuring there is representation from all schools to include staff, governors and student representation.
- Ensure decisions made by the schools health and safety committee are based on school improvement.

Human Resources:

- Perform the role of Human Resources Manager for Local Management of Schools arrangements for all staff.
- To ensure the fair and equitable process of recruitment, clearance, induction, organisation, professional development and performance management are in place and operated.
- Develop implement and review systems used for recruitment and all personnel matters that ensure the safeguarding of children.
- Responsibility for human resources policies and compliance with statutory procedures advising the CEO / head teacher, trustees and governors as necessary on employment legislation, taking advice as necessary from the HR provider.



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•Respect

•Inclusion

•Achievement



Headteacher/Interim CEO Kevin Latham

Headteacher Simon Bishop

Chief Finance Officer Anthea Murphy

- Ensure the performance management of staff with specific responsibility for the process of administrative and site staff.

Finance:

- To develop and co-ordinate strategies that ensure the financial wellbeing of all schools in the trust.
- To lead, operate, maintain and develop the financial policies, procedures and systems across the trust and be accountable for these.
- In co-operation with the Board of Trustees ensure the legal obligations of the trust are met.
- To be responsible for the efficient management, operation and review of the trust's accounting function, establishing financial control and monitoring procedures to meet both internal and external requirements.
- Ensure effective prioritisation of projects for schools in the trust as a whole.
- Control and co-ordination of purchasing and servicing arrangements, including negotiation and preparation of contracts and tenders
- Maximise income generation within the ethos of the trust

Community Cohesion/Extended Schools

- With the head teachers, develop extended schools provision, taking a leadership role in planning and delivery

Income Generation:

- Lead manage and develop effective sponsorship/income generation on behalf of the trust
- Strategic planning and management of external bids
- Encourage lettings of trust premises to outside agencies and community users.

Administration:

- To have overall responsibility for the provision of efficient and smooth running of administrative support services, including ICT
- Act as ultimate line manager to all administrative and site staff
- Ensure external reports as necessary e.g. PLASC and LSC are submitted as appropriate.
- Act as Data Protection Officer for the trust.
- Ensure conformity with appropriate legislation e.g. Data Protection Act, copyright, Health and Safety and CRB procedures.

Site Management:

- Through the supervision of the premises staff and ensure all buildings and grounds support high quality provision for students
- Continually seek to develop the premises to its full capacity to meet the needs of students and extended services.
- Preparation and submission of capital bids.
- Strategic planning and management of external contracts.



- Chair site health and safety committees.

Sustainability and Growth:

- To work with the CEO in the growth of the MAT to a level that supports financial efficiency and security whilst ensuring the trust maintains the values and ethos that developed the trust in the beginning (supporting schools to be the best they can for their children and young people whilst maintaining their own identity, autonomy and independence).
- To encourage a whole school approach incorporating all areas of school life.

Support for the Trust:

- Be aware of and comply with policies and procedures relating to child protection, health and safety, security, confidentiality and data protection, reporting all concerns to the appropriate person.
- Establish and maintain effective working relationships with professional colleagues and parents.
- Participate as required in meetings with professional colleagues and parents in respect of duties and responsibilities of the post.
- Be aware of the need to take responsibility for own professional development and to participate in the Appraisal procedures of the trust.
- All staff across the trust will be expected to accept reasonable flexibility in working arrangements and the allocation of duties including duties normally allocated to posts at a lower responsibility level, in pursuance of raising student achievement and effective team working.
- This job description reflects the major tasks to be carried out by the post holder and identifies a level of responsibility at which they will be required to work. In the interests of effective working, the major tasks may be reviewed from time to time to reflect changing needs and circumstances. Such reviews and any consequential changes will be carried out in consultation with the post holder.

Signature:

Chief Executive Officer:

Post holder:.....

Date:



PERSON SPECIFICATION SENIOR LEADERSHIP IN CREATING TOMORROW MAT:

The top skills and associated professional experiences essential for the role of Chief Operating Officer

Key Leadership Skill and/or knowledge	Experiences Required
1. Business acumen	A track record of creating a healthy and sustainable business model, wherein income is generated and value for money achieved. Experience of effective business management, including leadership of a multiprofessional team, in times of austerity would be valuable, as would experience in the not-for-profit sector.
2. Financial acumen	A track record of finance leadership supporting organisation success. Educated to degree level with an associated relevant professional finance related qualification.
3. Governance	CCAB qualified, with significant post-qualification experience working at Board level An understanding of how effective governance can support the organisation and lead to positive change
4. To be able to think strategically and to articulate a clear vision	A track record of creating and implementing an organisation wide vision and experience of delivering strategic leadership, leading to demonstrable organisational improvement.
5. Information Technology (IT)	An ability to facilitate the strategic delivery of a pantrust ICT strategy.
6. Ability to take on leadership across a range of domains	Recent experience of leading a multi-professional team.
7. An understanding of the principles of effective change management and knowledge of what that means in practice	Experience of leading innovation & change - a successful innovator of improvement that has demonstrable positive impact.
8. An appetite to seek out and develop innovative practices, including implementation of new technologies.	Experience of leading innovation, system and process improvements.
9. Effective networking skills	Experience of working with multi agencies to develop new approaches and accelerating improvement
10. Understanding of the principles and practice of effective self evaluation and preparation for inspection	Experience of supporting organisations through inspections and other external scrutiny processes
11. Entrepreneurial	Evidence of innovation; seeking income generating opportunities; marketing products and services, and achieving profitable outcomes.



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Criteria		Essential / Desirable
Experience	<p>Experience in a senior leadership position</p> <p>Extensive knowledge of education, school management and current national initiatives</p> <p>Knowledge of what constitutes quality in educational provision</p> <p>Knowledge and experience in financial/management environment</p> <p>Experience of budget planning and resource deployment</p> <p>Experience of working in and leading staff teams</p> <p>Experience of working with governors to enable them to fulfil whole-school responsibilities</p> <p>Successful involvement in staff recruitment, appointment and induction</p> <p>Experience of effective management of change</p> <p>Experience and evidence of successful bidding</p> <p>Experience of working with partner agencies and developing community links</p> <p>Experience of working in an environment with young people</p>	<p>E</p> <p>E</p> <p>D</p> <p>E</p> <p>E</p> <p>E</p> <p>D</p> <p>E</p> <p>E</p> <p>D</p> <p>D</p> <p>D</p>
Knowledge	<p>Knowledge of staff grievance and disciplinary procedures and experience of dealing with staffing issues</p> <p>Knowledge of strategies for performance management cycle and supporting staff in their professional development</p> <p>Knowledge of health and safety legislation and best practise</p> <p>Knowledge in proactively bidding for funding and seeking grants</p> <p>Clear understanding of good financial management practices</p>	<p>E</p> <p>D</p> <p>E</p> <p>D</p> <p>E</p>
Technical job related skills	<p>Ability to be able to carry out and implement risk assessments in all areas of school life</p> <p>Ability to manage and develop ICT systems</p> <p>Extensive knowledge of SIMS packages</p> <p>Ability to interpret management information and communicate findings to others</p>	<p>E</p> <p>D</p> <p>D</p> <p>E</p>
Personal Job Related Skills	<p>Ability to exercise strategic leadership</p> <p>Ability to lead and motivate others</p> <p>Ability to understand, articulate and share school vision</p> <p>Evidence of having successfully translated vision into reality</p> <p>Excellent interpersonal skills-able to build and maintain good relationships</p> <p>Ability to deal sensitively with personnel issues and maintain confidentiality at all times</p> <p>To work effectively as part of a leadership team</p> <p>Ability to lead teams</p> <p>Excellent communication skills – both orally and written to a range of audiences – staff, governors and other stake holders as necessary</p> <p>The ability to successfully plan, implement, monitor and evaluate the development strategies</p> <p>Commitment to school improvement and promoting and achieving quality in all areas</p> <p>Flexible approach to sudden changes of plan, with the ability to re-prioritise if needed</p> <p>Ability to effectively decision make</p>	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p>



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	Ability to work on own initiative Ability to lead meetings Ability to carry out training Ability to identify and action own learning needs	E E E E E
Education Qualifications	Educated to at least A Level Standard Diploma in School Business Management Degree in School Business Management or related subject Relevant professional financial qualification Relevant professional health and safety qualification	E E D D D
Other Requirements	Flexibility in terms of working hours – attendance at evening meetings including school governors Ability to remain positive and enthusiastic when working under pressure Sense of humour	E E E