



# Chief Operating Officer

The Education Village Academy Trust

## Information Pack





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**The Education Village Academy Trust**  
Where learning has no limits

## Chief Operating Officer

**Salary:** Competitive salary and benefits package

**Hours:** Full Time

**Are you highly-skilled and looking for new challenges in the education sector? Can you provide innovative solutions and lead others to deliver excellence? If so, this could be your next opportunity!**

### **The opportunity:**

Working closely with the Chief Executive and Trustees of EVAT, you will play a crucial role in securing the long-term sustainability of the Trust, facilitating its strategy for improvement, and contributing to the successful implementation of future growth plans.

You will be a creative strategist, used to working on complex and wide-ranging projects, with the ability to engage and motivate stakeholders at all levels. Providing leadership and management for all non-academic services, you will have a proven track record of leading successful and innovative teams.

As the Chief Financial Officer of the Trust, you will bring experience of strategic financial management and policy development, plus a good awareness of company and charity law and governance.

### **The successful candidate will:**

- be qualified to Degree level or equivalent;
- have a significant track record of success in senior leadership and strategy development within a complex organisation;
- have experience of efficient and effective budget, financial, risk and resources management;
- come from private, public, voluntary or education sector backgrounds.

Should you wish to have a confidential conversation with the Chief Executive please contact Cathy Knights, Executive Officer and PA to the Chief Executive, to organise by tel. 01325 248114 or email: [cknights@educationvillage.org.uk](mailto:cknights@educationvillage.org.uk).

Application packs are available from Kerry Giroux, Avec Partnership Ltd, tel. 07983 630109 or email: [Kerry.Giroux@avec-partnership.com](mailto:Kerry.Giroux@avec-partnership.com). Applications should be returned to Kerry Giroux via email with a covering letter.

**Closing Date: 9<sup>th</sup> October 2020 at 12pm**

**Interview Date(s): w/c 19<sup>th</sup> October 2020**

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## Welcome Letter

September 2020

Dear Candidate

Thank you for your interest in the post of Chief Operating Officer of the Education Village Academy Trust. This is a new role in our structure and, as such, presents an excellent opportunity for the right person to truly make their mark. Within this pack, I have provided an outline of our Trust and included detailed information about the post.

The Education Village formed in 2006 with three schools – Springfield Primary School, Beaumont Hill Special School and Haughton Secondary School - coming together to form a hard federation housed in a state-of-the-art £27 million campus created under a PFI contract. In April 2012, The Education Village Academy Trust (the Trust) was formed and two further schools subsequently joined the original three schools in the Trust – Gurney Pease Academy (a mainstream primary school) and Marchbank Free School (a primary Special Free School for children with SEMH (social, emotional and mental health) conditions, both on their own individual sites.

Since its inception in 2006, thousands of children and young people have benefited from the personalised, inclusive provision which The Trust offers.

The Trust is seeking to recruit a creative, well-organised, resilient, hardworking and committed leader with the ability, drive and determination to help make a positive difference in supporting children's education, and to meet the varied and often complex needs of our unique organisation. The successful candidate will be charged with developing and implementing policies, strategies, systems and processes that deliver continuous improvement and raise service standards. The postholder will need to ensure full compliance with statutory and regulatory requirements, whilst also delivering excellent customer service. He/she will build on the Trust's existing strengths and successes to date and help the whole team to take us to the next stage of development.

The Education Village Academy Trust is committed to providing an outstanding education in the broadest sense. Please refer to the document elsewhere in this pack that sets out our shared values, vision and mission.

What can you expect from us?

Our staff are the Trust's most important resource, and we value and invest in our people. We encourage reflective, evidenced-based practice, research and collaborative peer coaching, because we want all our employees to deliver outstanding provision and to maintain a passion for their own continued

professional learning. Wherever possible, we seek to accredit the professional development of staff. Learning from others is at the centre of our staff development provision. We are highly fortunate that our range of provision allows us to draw on a wealth of knowledge, enthusiasm and expertise to deliver a broad and varied internal CPD programme. Staff also benefit from our extensive networks with external organisations.

You will be joining a substantial, knowledgeable, highly committed and motivated Executive Leadership Team, who provide mutual professional support on the basis of a wealth and variety of experience and expertise. Key to the success of this new role will be leading our well-established Trust Support Team in providing a wide range of high-quality professional services that underpin the operation of all our academies and the work of our school leaders.

This post represents an exciting and challenging opportunity to make a significant positive impact on the support provided to educating and enhancing the life chances of many children and young people.

I trust the information provided within this pack is sufficient for you to decide to apply for this post. If you do, please complete an application form and include a covering letter of no more than two sides of A4, setting out, against the background of your skills and experience, how you perceive you can make a difference to The Education Village Academy Trust.

Your application should be with us by noon on 9<sup>th</sup> October 2020. We shall run the selection process during the week commencing 19<sup>th</sup> October 2020.

Application packs are available from Kerry Giroux, Avec Partnership Ltd, tel. 07983 630109 or email: [Kerry.Giroux@avec-partnership.com](mailto:Kerry.Giroux@avec-partnership.com).

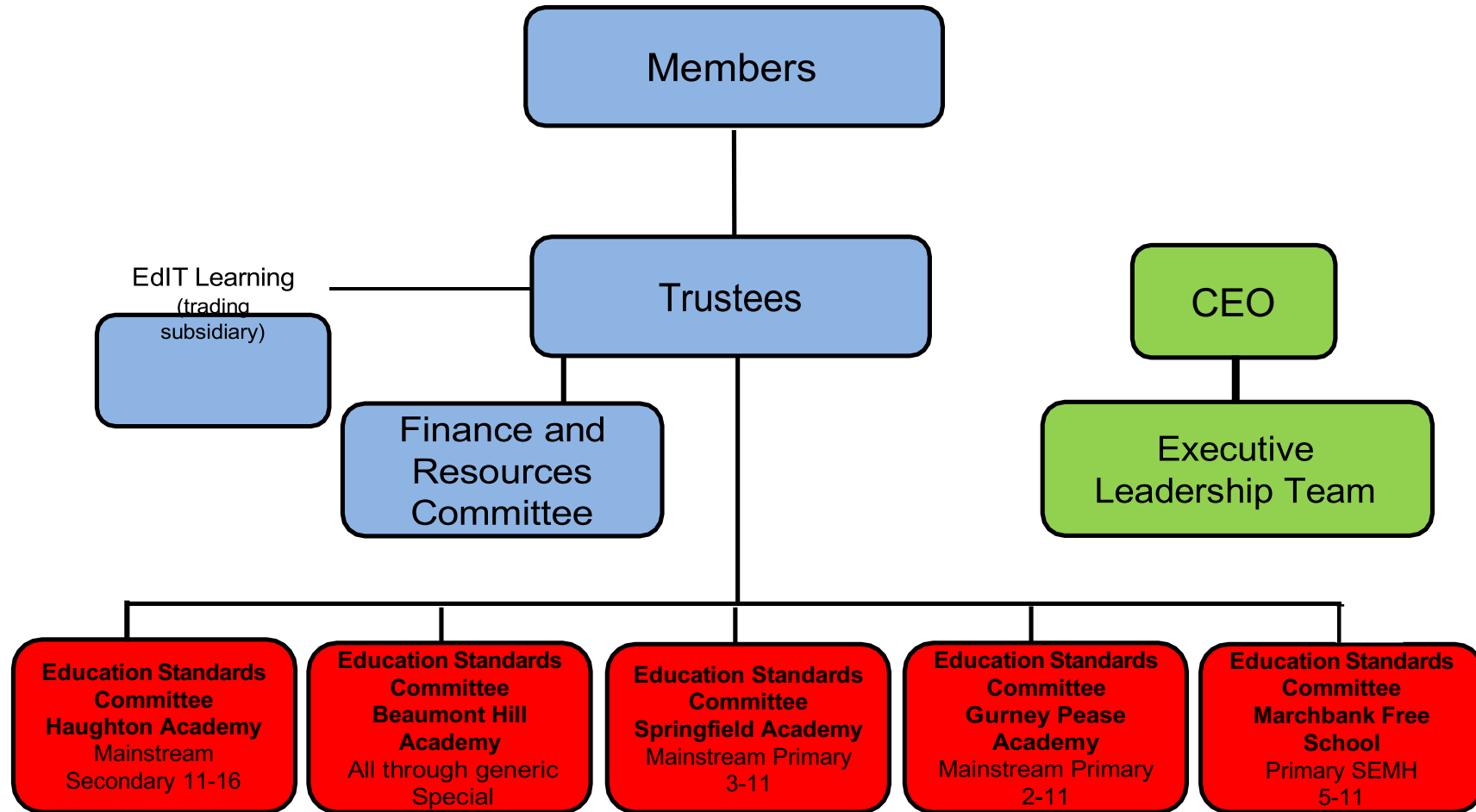
If you would like a preliminary confidential conversation with myself, please contact Cathy Knights, Executive Officer and PA to the Chief Executive, to organise by tel. 01325 248114 or email: [cknights@educationvillage.org.uk](mailto:cknights@educationvillage.org.uk).

I look forward to hearing from you.

Mike Butler  
Chief Executive  
September 2020



## Governance Structure<sup>1</sup>

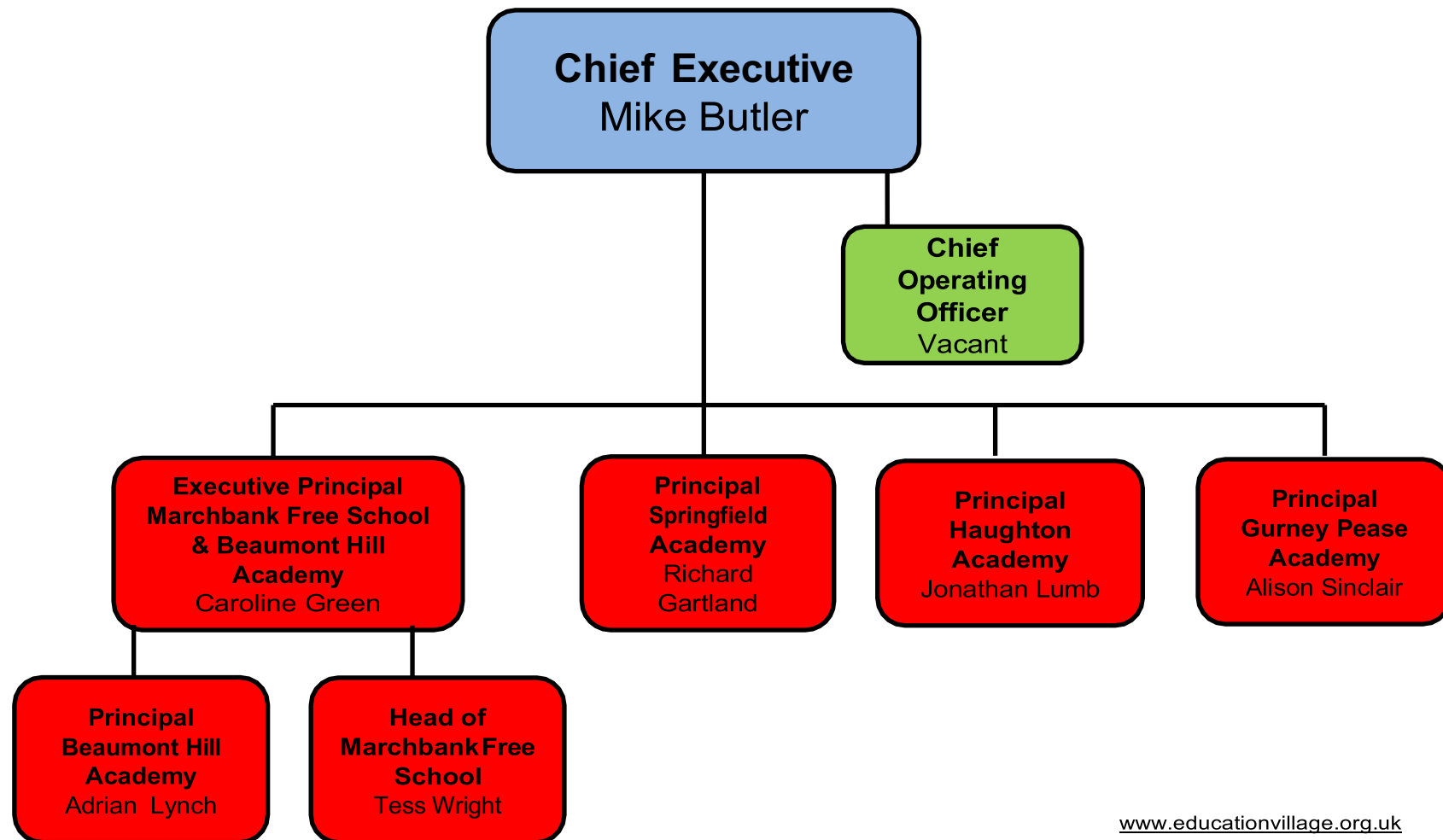


[www.educationvillage.org.uk](http://www.educationvillage.org.uk)

<sup>1</sup> EVAT currently also has in operation two temporary ad hoc committees: one to oversee the management of risk in respect of Covid-19; the other to monitor the impact of improvement strategies at Marchbank Free School.



## Executive Leadership Team



# Job Description and Person Specification

<b>Job title:</b>	<b>Chief Operating Officer</b>
<b>Salary:</b>	<b>Competitive</b>
<b>Location:</b>	<b>EVAT</b>
<b>Job purpose</b>	
<ol style="list-style-type: none"> <li>1. The Chief Operating Officer (COO) is integral to the delivery of the Trust's strategic aims and will play a key role as a highly visible and credible leader within the Executive Leadership Team (ELT), providing dynamic leadership, strong management and clear direction across all non-academic services for the Trust, espousing continuous improvement principles and engendering a 'can do' culture.</li> <li>2. The COO will strive for operational excellence on the part of every member of the Trust Support Team (TST) and in all our academies, ensuring that: the Trust support services function is well managed on a day-to-day basis, reflecting best business practice; systems and processes are rigorous, robust and fit for purpose; staff work as one team towards a common purpose, are effectively and efficiently deployed, and perform to the highest standards.</li> <li>3. The prime directive for the COO is to facilitate the best possible educational provision and outcomes by successfully removing any non-academic barriers to achieving academic goals, thus maximising the capacity of Principals and their staff by ensuring they are fully supported in their work by the TST. This work will include guaranteeing compliance with all relevant legal and regulatory requirements, and acting as the Chief Financial Officer.</li> <li>4. Leading on EVAT's business plan, the COO will ensure that our business model is scalable and effectively supports the growth of the Trust, leveraging economies of scale to enable even greater investment in children's education.</li> <li>5. The post holder will be responsible for the provision and strategic analysis of timely, accurate and valid performance information to the Chief Executive, the Executive Leadership Team, individual Academy Principals, the Board and, where necessary, external parties.</li> <li>6. The role will be critical in realising the growth potential of the Trust by developing and leading on an effective Organisational Development (OD) strategy aligned to the current and future needs of the Trust, and by ensuring that activities and resources are coordinated and managed in an effective, efficient and productive way, to support the delivery of high quality education to current and future students.</li> <li>7. The COO will support the CEO in delivering on EVAT's Growth Strategy, leading any future bids, due diligence processes, building and other projects.</li> </ol> <p>N.B. This is a new post and is partly developmental in nature. Therefore, what follows in terms of duties and responsibilities should be read as indicative. There will be scope for the post holder to negotiate some of the specific details, which may be phased over time according to the Trust's changing needs.</p>	

<b>Responsible to:</b> Chief Executive
<b>Staff management responsibility:</b> Overall responsibility for the Trust Support Team



<b>Main duties and responsibilities</b>	
<b>Leadership of Trust Support Services</b>	
<b>1</b>	Deputise for the CEO in any aspect of work that does not require an educational background.
<b>2</b>	Represent Trust Support Services (TST) at Executive Leadership level, the Board of Trustees and external bodies where appropriate. As a member of the ELT, represent the TST in planning and development within the Trust and ensure clear and effective two-way communication between academy staff and the TST.
<b>3</b>	Be accountable for the support services staffing and non-staffing budgets and ensure that their requirements are integrated into the Trust's annual planning processes.
<b>4</b>	Devise and implement the strategy for the TST, including staff structures, administrative functions, processes, procedures and performance measures.
<b>5</b>	Provide leadership to managers and teams within the TST functions to ensure they are resourced and equipped to meet the Trust's changing needs. Ensure all members of the TST have challenging appraisal objectives and personal development plans in place, which promote high expectations and which are aligned with the Trust's values, vision, mission and strategic plan.
<b>6</b>	Directly line manage the service leads for Finance, HR, Estates (including PFI), Health and Safety, IT and other managers across the Trust Support Services function as agreed.
<b>7</b>	Deliver effective change management.
<b>8</b>	Drive efficiencies across the TST and elsewhere in the Trust. Ensure income generation opportunities are maximised and staff are appropriately supported in securing relevant grant funding.
<b>Service Delivery</b>	
<b>9</b>	To keep administrative processes and TST structures and requirements under review, and to make recommendations for improving their effectiveness and efficiency, by analysing current and future needs and making recommendations to executive and governance leadership for changes in TST structures and functions.
<b>10</b>	To recommend to the CEO and Board the appointment/reappointment of appropriate professional advisers and contractors and be responsible for contract management, ensuring the Trust complies with best practice in all aspects of project planning, consultation, procurement, commissioning and delivery.
<b>11</b>	Lead on risk management and mitigation, strengthening control, ensuring that the Chief Executive, Principals and Trustees are apprised of risks and issues and that these are being mitigated and managed appropriately.
<b>12</b>	Evaluate business, operational and financial systems and processes, and ensure they are efficient and meet the needs of end users, procuring new systems where necessary. Analyse and resolve complex issues and provide alternative solutions and process improvement plans as needed.

<b>Main duties and responsibilities</b>	
<b>13</b>	Lead the development and maintenance of all MAT policies and procedures within the post holder's areas of responsibility, ensuring not only compliance with all relevant statutory requirements but that they are entirely fit for purpose, communicated to all relevant stakeholders and that training and development are provided in order to warrant understanding. Ensure policies are reviewed, and that appropriate impact assessments are presented to the CEO, Principals and Trustees as and when required.
<b>Chief Financial Officer</b>	
<b>14</b>	<p>Ensure that:</p> <ul style="list-style-type: none"> <li>a. the Trust is fully compliant with the terms of its funding agreements, the Academies Financial Handbook and its own finance policies and procedures</li> <li>b. resources are directed to provide the most positive educational outcomes for children and young people</li> <li>c. the Board, ELT and academies are provided with accurate, timely and actionable financial and management information</li> <li>d. the principles of integrated curriculum financial planning are adhered to</li> <li>e. financial systems are managed effectively to expedite the budget cycle and to support decision making across the organisation</li> <li>f. the medium-term financial plan is updated as and when required</li> <li>g. monthly management accounts are produced in a timely fashion, together with appropriate narrative reports, and that they are shared with Principals, the CEO and Trustees</li> <li>h. relevant benchmarking is carried out and acted upon</li> <li>i. all returns required by the ESFA, HMRC and Companies House are completed well within timescales</li> <li>j. there is a clear procurement strategy in place that maximises value for money</li> <li>k. all contracts and SLAs are kept under regular review and retendered as required</li> <li>l. there is effective oversight of legal services to the Trust</li> </ul>
<b>HR and Organisational Development</b>	
<b>15</b>	Identify short, medium and long-term strategic objectives and priorities for the TST in line with the Trust's strategic plan, and make appropriate contributions to the latter.
<b>16</b>	Ensure the timely and effective development and operation of Human Resource Policies and Procedures and compliance with all relevant employment law.
<b>17</b>	Lead planning activities and monitor progress on key projects to ensure the TST is enabled to support the Trust's key aims and objectives.
<b>18</b>	Devise an HR strategy which is aligned to and supports the current and future needs of the Trust.
<b>19</b>	Devise an OD strategy, including the EVAT Workforce Plan, which ensures all staff can access engagement and career development activities.
<b>20</b>	Lead on the HR and OD strategy, supporting the growth and long-term sustainability of the Trust by ensuring we attract, develop and retain the very best through innovative and well-thought-out recruitment campaigns; a range of employee benefits; clear pathways for development and career progression; and support and encouragement for future leaders.
<b>Marketing</b>	
<b>21</b>	Ensure the Trust's distinct identity and brand so as to maximise our impact at a local, regional and national level. This also includes working closely with the Chief Executive, Principals and TST Managers in the delivery of the Trust's overall aims and objectives.
<b>22</b>	Ensure our social media and web presence supports our brand identity and profile development.

<b>Main duties and responsibilities</b>	
<b>23</b>	Support the Trust to deliver effective recruitment campaigns in support of our student growth and revenue objectives.
<b>Academy Liaison</b>	
<b>24</b>	Develop and maintain strong networks between the academies and TST staff to ensure that all professional support services contribute to academy planning and support the Trust's current, future and emerging needs.
<b>25</b>	Work with the Chief Executive and Principals to identify and agree resources to support academy requirements.
<b>26</b>	Where practicable and appropriate ensure structures and processes are streamlined and designed to minimise time input from Principals and other members of the SLT.
<b>27</b>	Ensure exemplary customer service and student satisfaction throughout Trust activities.
<b>General</b>	
<b>28</b>	Carry out your duties with full regard to the Trust's Equality Policy and Race Equality Scheme.
<b>29</b>	Comply with Health and Safety policies, organisational statements and procedures, report any incidents/accidents/hazards and take a pro-active approach to health and safety matters in order to protect both yourself and others.
These duties are neither exclusive nor exhaustive, and the post holder will be required to undertake other duties and responsibilities which the Academy Trust may determine.	

PLEASE NOTE THAT SUCCESSFUL APPLICANTS WILL BE REQUIRED TO COMPLY WITH ALL TRUST POLICIES.

THE SUCCESSFUL APPLICANT WILL BE SUBJECT TO FULL ENHANCED DISCLOSURE CHECKS BEFORE AN OFFER OF APPOINTMENT IS MADE – AND THESE WILL BE SUBJECT TO RECHECKING AS APPROPRIATE

## PERSON SPECIFICATION

PERSON SPECIFICATION						
ESSENTIAL				DESIRABLE		
	Criterion No.	Attribute	Stage Identified	Criteria No.	Attribute	Stage Identified
<b>Qualifications</b>	E1	Educated to degree level or equivalent	AF/C	D1	MBA or Professional Management Qualification	AF/C
	E2	Evidence of continued commitment to personal professional development	AF	D2	HR, Finance or Project Management Qualification	AF/C
<b>Experience: strategic leadership and change management</b>	E3	A track record of creating and implementing an organisation-wide vision and experience of delivering strategic leadership, leading to demonstrable organisational improvement	I/R	D3	Experience of leading and/or managing an HR function	
	E4	Understanding of future challenges for Multi Academy Trusts	I			
	E5	Experience of leading innovation and change - a successful innovator of improvement that has demonstrable positive impact	I/R			
<b>Experience and skills: business and finance</b>	E6	A successful track record of business management in any or all of the educational, public, private or voluntary sectors	A/I/R	D4	Knowledge and understanding of marketing and branding strategies	A/I/R
	E7	Consultation, planning and implementation skills, developing appropriate strategies and achieving successful results	A/I/R	D5	Successful experience of securing efficiency savings and/or income generation	
	E8	Lean processing initiatives or equivalent	A/I/R			

	E9	Experience of creating a healthy and sustainable businessmodel	A/I/R			
<b>Experience and skills: team-working and communication</b>	E10	Recent experience of leading a multi-professional team	A/I/R	D6	Experience of working in an Academy setting, with knowledge and understanding of multi-academy structures	A/I/R
	E11	Experience of working at a senior level in a large and complex organisation				
	E12	Ability to work well with Academy Principals and the Board of Trustees (Trustees)				
	E13	Experience of working with other agencies and partners to develop new approaches and accelerate improvement	A/I			
	E14	Negotiation and advocacy	I			
	E15	High level communication (both written and oral) and IT skills	A/I			
<b>Personal qualities and attributes</b>	E16	Commitment to co-operative values and working with and for children and young people	I/R			
	E17	Personal probity and integrity	I/R			
	E18	Resilience, adaptability and resourcefulness;	I/R			
	E19	Demonstrate effective decision-making skills, including the ability to make quick decisions when under pressure and be willing to accept responsibility for decisions	I/R			
	E20	Excellent time management and ability to work under pressure to tight deadlines	I/R			

	E21	Ability to work flexibly to meet the demands of the post	I/R			
	E22	Emotional resilience that underpins a motivation to work within education settings	I			
	E23	Suitable to work with children/young people	I/R/D			

Key – Stage identified	
AF	Application Form
C	Certificates
D	Disclosure
I	Interview
R	References

## The Education Village Academy Trust: Values, Vision and Mission

### *Where learning has no limits*

At The Education Village Academy Trust, all children, young people and adults are valued both as individuals and as part of the wider Trust community. We aim to provide a safe, happy and caring environment within which everyone can thrive.

### Core values

Our Trust's activities are informed by our core values, which mean that we:

1. recognise the **worth** of each **individual** by valuing the personal qualities they demonstrate in their learning, living and working
2. recognise the **experiences** of children and young people by valuing the **talents** and **skills** they bring into their schooling, and we commit to ensuring that schooling enhances these talents and skills
3. embrace **difference** and **harmony** by valuing **diversity**
4. display **integrity** and **authenticity** by valuing **openness, trust, fairness, honesty** and **respect** for all people
5. foster **ambition, high aspirations** and **independent** spirit by valuing each individual's abilities, aptitudes and desire to create, explore and grow
6. commit to **hard work** and **high standards** in provision, behaviours and outcomes
7. help, support and enable others by valuing **relationships** with all stakeholders, being **emotionally intelligent**, building **resilience** and being **forward-looking**
8. acknowledge the role of **networks** by valuing the ways in which people can live together, collaborate and make positive contributions as **citizens**
9. acknowledge the place of school in the **community**, including the broader **global** community, by valuing the essential nature of the relationship between schools and the social and economic environments in which they operate

## Our vision

We want our children and young people to:

- achieve their potential in all areas of school life: academic, social, emotional and physical development
- develop lively and enquiring minds
- develop their self-esteem and self-discipline, allied to a positive ethos of community involvement and responsibility
- acquire a growing awareness of and sensitivity to the needs and rights of others
- become responsible for their own actions and decisions, whilst developing moral and ethical values
- habitually demonstrate tolerance, friendship and understanding

In academies and schools that:

- are well led, efficiently managed and staffed with high performing teams
- provide welcoming, stimulating and purposeful learning environments
- collaborate in impactful ways within and beyond our Trust
- exemplify best practice and develop next practice
- provide opportunities for staff to develop professionally and personally
- engage meaningfully with their local, regional, national and global communities

## In support of the above vision, our mission is to:

- create a nurturing and friendly atmosphere by providing an environment where children are respected and valued
- bring out the best in every child and young person by meeting the full range of individual needs
- provide different experiences, challenges and activities
- develop tolerance and respect for self and others
- equip children and young people for lifelong learning
- enhance every individual's life chances