



Chief Operating Officer

L21 – L25 (£72,483 - £79, 949)

Full time/Permanent

Central Region Schools Trust

Assay Studios

B.06, 141 – 143 Newhall Street

Birmingham,

West Midlands

B3 1SF

Tel: 0121 270 3117

www.crst.org.uk



**Central Region
Schools Trust**

Founded by the RSA

WELCOME MESSAGE FROM THE EXECUTIVE PRINCIPAL (CEO)

Dear Candidate,

Thank you for your interest in the role of Chief Operating Officer at the Central Region Schools Trust. I am delighted that you are interested in working with us, and within an organisation with a powerful vision and strong values, originally founded by the RSA.

Our Multi-Academy Trust (MAT) has at present, eleven schools and is still growing. We currently educate over six thousand pupils from nursery age through to sixth form. You will see in our Trust Strategic Plan that we have the ambitious aims of achieving the very best for the young people in our schools, and the very best professional opportunities and environments for our excellent team of over eight hundred professionals across the Trust.

The opportunity:

We are looking to recruit a creative strategist who can rapidly develop a deep understanding of the support service requirements of our Trust. You will join a strong, forward-looking, and supportive leadership team and will work with the Executive Principal (CEO), Chief Finance Officer and Trustees of the Central Region Schools Trust to secure its continuing success and support further development and growth of the Trust.

You will provide strategic leadership of designated non-academic related services other than finance, ensuring their operational excellence and advising the Executive Team, Principals, Trustees, Governors, and appropriate senior leaders on all related matters.

As a potential candidate you:

- will have a demonstrable track record of success in the effective leadership and delivery of a business support service and managing transformational change;
- will have strong interpersonal skills with the ability to motivate, influence and negotiate effectively;
- will be strategically influential with the ability to translate vision into success.

This is a fantastic opportunity to be involved in future developments in line with the Trust's Strategic Plan.

We are looking for an experienced professional with strong leadership and management skills, ambition and drive who shares our organisation's values. As a Trust founded by the Royal Society of Arts, we are looking for people who can authentically share our vision of supporting social justice through exceptional schools.

We are looking for the successful candidate to start by September 2023.

Application Deadline: 12.00pm Thursday 5th January

Please complete the application form available online. In addition, we ask that you provide a written statement of no more than two sides of A4 detailing:

- why you want to take up this key leadership post within our trust
- how you feel your experience and qualities meet the person specification
- two examples of experience that demonstrate positive impact in your current or previous role(s)
- our current challenges and opportunities

If you would like further information or would like to have an informal conversation about the role with a member of our Executive Leadership Team, please contact a member of our administration team on telephone number: 0121 270 3117 or by email on: info@crst.org.uk.

I look forward to receiving your application.



Guy Shears

Executive Principal (CEO)

Central Region Schools Trust

The Role Purpose

Our schools are located in Worcestershire, Birmingham and the Black Country, with our Head Office in the centre of Birmingham, in the Jewellery Quarter. The Trust is a mix of nursery, primary, first, middle, high and secondary schools. You will be based at our Head office and travel to schools as required. The Chief Operating Officer (COO) is integral to the delivery of the Trust's strategic aims and will play a key leadership role as a member of the Central Executive Team, providing dynamic leadership, strong management, and clear direction across operational services for the Trust, driving improvement and developing and supporting the ongoing development of our distinctive culture. The COO will work closely with the Executive Principal (CEO), the Chief Finance Officer (CFO), Executive School Improvement Lead, other executives and the Principal of each school and Governors as appropriate, to provide strategic leadership across the Trust embedding our values and objectives throughout. This role will support the CFO in ensuring the financial health and sustainability of the Trust, demonstrating strong leadership in the delivery of our Trust Strategic Plan, and developing high performing operational teams which are fit for our model of growth as well as carrying out such other duties as are required and as are commensurate with the grade for the post and as requested by the Executive Principal (CEO).

Key Relationships:

1. Internal: Executive Leadership Team, Trust Board, School Principals, Local Academy Governing Boards, Central Team, Leaders, Staff, Pupils, Community.
2. External: The Royal Society of Arts, Key DfE and LA partners, The Diocese of Worcester, other partners as identified as strategically beneficial, including other Multi-Academy Trusts.

Responsible for:

1. Representing the Trust as appropriate.
Overall responsibility for Operational Support Teams, Leadership and Management of most designated managerial and administrative staff, with coverage that will likely include IT including websites, marketing and PR, Projects and Conversions, Data, Estates and Facilities including Health and Safety, Risk Management, Governance and Corporate Services.

You will be supportive of our strategic priorities:

SO1 Developing Exceptional Learners

SO2 Recruiting, developing, and retaining Expert Professionals

SO3 Achieving excellence of operational infrastructure; operating efficient and effective systems; and maintaining and improving places

SO4 Building empowered communities and developing lasting partnerships to support the development of social justice

The post holder will be expected to work within established procedures and guidelines and to prioritise day-to-day work. May from time to time be required to undertake other duties commensurate with the grade and level of responsibility defined in this job description.





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How to Apply

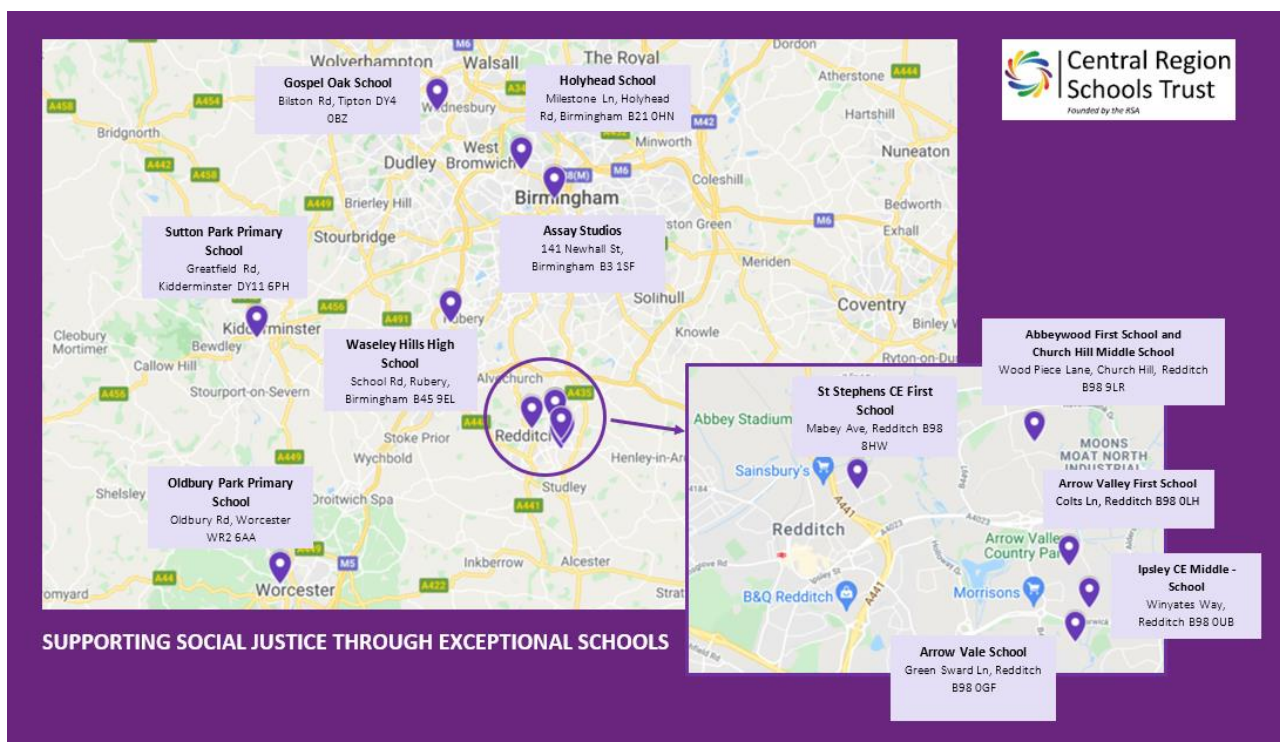
For a private and confidential discussion about this exciting post please contact:

Chelsea Cafolla | Personal Assistant to the Executive Principal (CEO) and Office Manager
to arrange a call with an Executive Officer Email: info@crst.org.uk To apply please complete the [application form](#) and email it to the email address above by the closing date. We also encourage applicants to visit our Trust website www.crst.org.uk

Further information and an application form are available on the Trust's website (Central Region Schools Trust – Founded by the RSA). The completed form should be emailed to info@crst.org.uk by **12.00pm Thursday 5th January**.

We are committed to safeguarding and promoting the welfare of children and young people and expect all staff and volunteers to share this commitment.

CRST is an equal opportunities employer.



Central Region Schools Trust

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www.crst.org.uk

The History of our Trust

As a trust, we were founded by the Royal Society for the encouragement of Arts, Manufactures and Commerce, more commonly known as the Royal Society of Arts or the RSA. The RSA has a history of developing ideas and projects to improve people's lives, and our vision of 'social justice through exceptional schools' aligns closely with the social justice mission of the RSA. All our schools are improving in reputation, popularity, and quality of education.

Whilst we are now a DfE approved academy sponsor, recognising the collective strength of our trust and schools, we retain many programmes and partnerships from the original sponsorship. We have a strong **school improvement force** and now sponsor, in collaboration with the DfE and Regional Schools Commissioner, schools that will benefit from our structural, formal support.

Our trust aims to influence the practice of our schools through the collaborative knowledge sharing we expect through our school improvement model and co-design structures. We are outward facing, sharing, and learning from internal and external partners. **Central**

Professional Learning, Research and Development (CPL,R&D) ensures the development of all employees at all levels of the organisation. We have developed excellence in central services, such as finance, HR, estates, which make a huge difference to our schools, not least by enabling Principals and staff to focus on delivery of excellence in teaching and learning. **Teach Central**, as part of CPL,R&D, recruits, and trains new teachers to the profession with a high level of success.



Our Mission, Vision, Strategic Objectives & Values

Mission: to promote opportunity and social justice for every child through exceptional schools.

Vision: As a trust founded by The Royal Society of Arts, our exceptional schools work together to create learning that is inspirational for all: igniting imagination and enabling creativity and curiosity which results in the highest achievement. People are valued and happy, developing their knowledge, attributes, skills and networks for success and fulfilment. In our empowered communities, everything is possible, and aspirations are high. Outcomes are highly impressive.

Strategic Objectives:

SO1: EXCEPTIONAL LEARNERS

SO2: EXPERT PROFESSIONALS

SO3: EXCELLENCE IN INFRASTRUCTURE, SYSTEMS AND PLACES
SO4: EMPOWERED COMMUNITIES AND LASTING PARTNERSHIPS

Values: Integrity, Excellence, Creativity, Community and Respect



**Teach
Central**

Formerly RSAA Teaching School Alliance

Teach Central, formerly the RSA Academies' Teaching School Alliance, recruits, and trains new entrants to the teaching profession, identifies leadership potential, and provides support for schools across the West Midlands, to transform outcomes for young people and bring about positive social change. We drive action research, undertake innovations in teaching, and optimise the talents and commitment of our staff to develop creative ways of providing education.

<https://centralregionschoolstrust.co.uk/teach-central/>



**Central Professional
Learning, Research
& Development**

We believe that effective Research and Development begins with our students and a drive to improve their learning experience and educational outcomes. The power to transform education comes when schools collaborate, and an active Research and Development culture can be found across all the schools in our Alliance.

<https://centralregionschoolstrust.co.uk/cplrd/>

K-ASE

The leadership across our Trust has identified pupil knowledge, skills, and attributes that we believe are key to the current and future success of the young people in our schools. Each school creates their own approach to developing the skills and attributes. These skills and attributes have an identified leader across the Trust to lead expert collaboration where the most effective practice emerges from within the Trust and beyond, then standardisation of approach will be agreed as appropriate.

Knowledge: Working with pupils to know understand and have mastered key concepts so that they develop the expertise to become fluent and excel within and across subject disciplines, locating their experiences within the broader sense of society.

Attributes of Character: To create the conditions in which attributes of character are nurtured, so that pupils can lead full active and successful lives which support their communities and the wider world.

Skills: Helping pupils to develop the skills needed for a successful and happy personal and professional life.

Experiences: Ensuring our pupils enjoy, experience excitement, and find value in their school experience, through a very wide range of experiences that challenge and motivate them, providing aspiration and demanding responsibility from them.

Chief Operating Officer

L21 – L25 (£72,483 - £79,949)

Performance-based increments and Local Government Pension Scheme (LGPS)

JOB DESCRIPTION and PERSON SPECIFICATION

Registered Office:
Assay Studios, B.06
141-143 Newhall Street
Birmingham, B3 1SF

www.crst.org.uk
Tel: 0121 270 3117

Company Number: 08166526
Limited by Guarantee



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JOB DESCRIPTION

Job Title: Chief Operating Officer

Department/Directorate: Executive Team

Job Purpose

1. 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 central team and support staff across the Trust. This work will include guaranteeing compliance with all relevant legal and regulatory requirements.
2. Represent the central operational team at Executive Leadership level to the Board of Trustees and external bodies where appropriate.
3. Represent the central operational team in planning and development within the Trust and ensure clear and effective two-way communication between school staff and the central team.



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Key Duties and Accountabilities

The role will be critical in realising the growth potential of the Trust through leadership and development where appropriate of an effective Trust Organisational Development and strategy

1. Take a strategic leadership role in the wellbeing and engagement of our people across the Trust.
2. Ensure systems are in place that provide accurate and secure intelligence on our people assets across the Trust. This intelligence should feed into our overall people strategy.
3. Be ultimately responsible for the Trust's safety of all people who engage with our premises and estates, ensuring a good level of Health and Safety is maintained.
4. Develop high quality teams of professionals that support our vision of supporting social justice through exceptional schools.
5. Strive for operational excellence on the part of every member of the central team and in all our schools, ensuring that:
 - a) the Trust support services function is well managed on a day-to-day basis;
 - b) systems and processes are rigorous, robust, and fit for purpose;
 - c) staff work as one team towards a common purpose, are effectively and efficiently deployed, and perform to the highest standards;
 - d) clarity on what is centralised and delegated, through the scheme of delegation, will be central to achieving this;
6. Model professional behaviour, promoting high expectations as a lead professional.
7. Lead on the development and operation of Policies and Procedures as appropriate and ensure compliance with all relevant law.
8. Devise and implement the strategy for the Trust's support services, including staff structures, administrative functions, processes, procedures, and performance measures.
9. Keep administrative processes and support staff 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 support staff structures and functions.
10. Ensure all members of support staff have challenging performance management objectives and personal development plans in place, which promote high expectations, and which are aligned with the Trust's vision, values and strategic objectives housed within the Trust strategic plan.
11. Keep abreast of professional developments and legislative changes, locally, nationally, and internationally, and spread relevant information to all schools within the Trust.

12. Recommend to the Executive Principal (CEO), CFO 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.
13. Ensure exemplary customer service and student satisfaction throughout Trust activities.
14. Deliver effective change management.
15. To line manage the senior support staff leads and provide operational lead on the Trust Development and Investment Plan.

Strategy:

1. Identify short, medium, and long-term strategic objectives and priorities for support staff teams, in line with the Trust's Strategic Plan, playing a key leadership role in delivery of the plan.
2. Lead the development, delivery and monitoring of the annual Development and Investment Plan to achieve objectives in each operational area.
3. Lead planning activities and monitor progress on key projects to ensure our support staff teams are enabled to support the Trust's key aims and objectives.
4. Ensure highly effective project management of any change or innovation.
5. Communicate and consult effectively as required with schools' leaders and other stakeholders to ensure change management leads to highly positive outcomes.
6. Support the devising of our HR strategy which is aligned to and supports the current and future needs of the Trust, leading elements as appropriate, including supporting the implementation of the Trust's Let's Talk People Strategy, which ensures all staff can access engagement and career development activities.
7. Supporting the growth and long-term sustainability of the Trust and ensuring we attract, develop, and retain the very best people through innovative and well-thought-out recruitment campaigns, clear pathways for development and career progression and support and encouragement for future leaders.
8. Work with the Executive and Principals to identify and agree resources to support school requirements.
9. Where practicable and appropriate ensure structures and processes are streamlined and designed to minimise time input from Principals and other members of the SLT.

10. Ensuring business continuity plans are established and regularly reviewed by the schools and the Central Team.

Risk and Governance:

1. Establish clear accountability for Health & Safety management across the Trust; reporting risks and mitigations to the Executive Principal (CEO) and Trust Board.
2. Take a lead role in external communications, including Public Relations and should any relevant incidents occur seek appropriate external advice.
3. Ensure that the Trust processes and procedures are compliant with statutory and regulatory requirements.
4. Line manages the Head of Corporate Services in leading Governance across the Trust maximizing on the value it adds to our strategic objectives.
5. Lead on risk management and mitigation, strengthening control, ensuring that the Executive Principal (CEO), Principals, Trustees and Governors are apprised of risks and issues and that these are being mitigated and managed appropriately.
6. Ensure the development and maintenance of all CRST 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 to warrant understanding.

Growth:

1. The COO will play a leading role in delivering on the CRST's Growth Strategy, leading any future bids and due diligence processes ensuring the Executive Principal and Trust Board are fully aware of opportunities and threats that the conversion may present, and ensuring effective management of the Trust's Estates portfolio.
2. Identify and develop strategies and options in all operations aspects that will contribute to the overall effectiveness and efficiency of the Trust, such as exploring internal synergies, and opportunities for partnership working.
3. The post holder will be responsible for the provision and strategic analysis of timely, accurate and valid performance information to the Central Executive Team, School Principals, the Trust Board, Local Academy Governing Boards and, where necessary, external parties.
4. Partner with our legal advisers on the conversion process ensuring compliance in all areas.

Financial Health:

1. Be accountable for the overall support services staffing and non-staffing budgets and ensure that their requirements are integrated into the Trust's annual planning processes.
2. Drive efficiencies across support services and elsewhere in the Trust. Ensure income generation opportunities are maximised and staff are appropriately supported in securing relevant grant funding.
3. Leading on the CRST's development and investment 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.
4. Support the CFO on the development of sustainable school budgets.
5. Lead on the development of systems and reports that provide the Executive Team and the Trust Board with relevant, clear, and accurate financial data to inform key decision making.
6. Support the CFO in the development a three/five-year financial plan, which considers relevant statutory guidelines, and other sources of information about budget trends and local pupil demographics. These plans should be continually reviewed to reflect real time information.
7. Support the Executive Principal (CEO) and CFO to ensure compliance with the financial delegation thresholds by school finance banding.
8. Optimize the benefit to the Trust/schools of funding from grants and other sources relevant to operations, ensure that funding is appropriately used and compliant with DfE statutory guidelines.
9. Where relevant, work with the CFO on commercial contracts and procurement processes for the Trust and ensure economies of scale are maximised.
10. Support the Executive Principal (CEO) and CFO to ensure the Trust complies with the Academies Trust Handbook.

Estates and IT Facilities:

1. To be accountable for all premises related planning across trust physical and digital infrastructure.
2. To assess and plan for developments including maintenance and investment over medium and long term.
3. To keep under continuous review the efficiency and effectiveness of the infrastructures within a changing landscape.
4. Advise on risk surrounding the physical and digital infrastructure of the trust.

5. Ensure growth is appropriately risk assessed and evaluated with impact on medium- and long-term planning.
6. Propose Capital Investment planning across future years that support trust strategies and needs of all our schools, infrastructures and priorities.

Reporting:

1. To report to the Trust Board as required, and to the Executive Principal (CEO) through ELT on school level performance, highlighting any concerns, what has already been done, and making recommendations for solutions where improvement is not rapid enough.
2. To protect Trust Board meeting times and be available at short notice to attend some or part of meetings as required.
3. Maintain responsibility for liaising with internal and external audit arrangements.
4. Ensuring compliance with all relevant legal and regulatory requirements, Company Memorandum and Articles, and the funding agreement with the DfE.

Marketing and PR:

1. Ensure our social media and web presence supports our brand identity and profile development.
2. Support the Trust to deliver effective recruitment campaigns in support of our student growth and revenue objectives.
3. Develop and maintain strong networks between the schools and support staff teams to ensure that all professional support services contribute to school planning and support the Trust's current, future, and emerging needs.

Safeguarding:

1. To promote and safeguard the welfare of the children and young people that they are responsible for or come into contact with.
2. Must comply with all policies and procedures, specifically those relating to safeguarding, child protection, health, safety and security, equal opportunities, confidentiality, and data protection.
3. Work within broad practice and managerial direction making decisions that positively impact upon raising student attainment in the schools across the Trust.

Whilst every effort has been made to explain the main duties and responsibilities of the post, each individual task undertaken may not be identified. Employees will be expected to comply with any reasonable request from those in a position of responsibility to undertake work of a similar level that is not specified in this job description.

Central Region Schools Trust (CRST) is committed to safeguarding and promoting the welfare of children and young people and as such expects all staff and volunteers to share this commitment. This post is exempt from the Rehabilitation of Offenders Act 1974 and completion of an Enhanced DBS will be required

We are committed to safeguarding and promoting the welfare of children and young people and expect all staff and volunteers to share this commitment. The successful candidate will be required to undertake an Enhanced Disclosure via the Disclosure and Barring Service.

November 2022



Central Region Schools Trust

Founded by the RSA

Chief Operating Officer (Person Specification)

| CRITERIA | ESSENTIAL | DESIRABLE |
|-------------------------------------|---|--|
| QUALIFICATIONS/ TRAINING | <ul style="list-style-type: none">• MBA or equivalent experience in a relevant function reporting to the role• Evidence of continued commitment to personal professional development | |
| EXPERIENCE | <ul style="list-style-type: none">• Track record of successful leadership and strategy development within a comparable organisation• Awareness and understanding of key issues• in relation to Funding, ICT, Human Resources, Estates, Procurement and contracting, health and safety and safeguarding• Experience of efficient and effective budget,• financial, risk and resource management• Experience of developing funding bids and identifying sources of funding• Experience of business planning and• development of financial strategies• Experience of leading innovation and change• A successful innovator of | <ul style="list-style-type: none">• Experience of working in an education setting• Experience of line management• Experience and/or knowledge of the academy sector• Experience and/or knowledge of developing and producing school timetables• Experience of procedures relating to child protection and safeguarding |

| | | |
|---|---|--|
| | <p>improvement that has demonstrable positive impact</p> <ul style="list-style-type: none"> • A successful track record of business management in any or all of the educational, public, private, or voluntary sectors • Consultation, planning and implementation • skills, developing appropriate strategies and achieving successful results • Successful experience of securing efficiency • savings and/or income generation • Recent experience of leading a multi-professional team • Experience of working at a senior level in a large and complex organization • Ability to work well with Executives, Principals • and the Board of Directors (Trustees) • Experience of working with other agencies and partners to develop new approaches and accelerate improvement • High level communication (both written and oral) and IT skills | |
| SKILLS, KNOWLEDGE, AND ABILITIES | <ul style="list-style-type: none"> • Sound leadership and financial abilities, including management of budgets, assessment of financial risk and forward planning • Strong leadership and risk management ability within complex organisations. • Ability to motivate and inspire individuals to give their best to achieve a desired result. | |

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| | <ul style="list-style-type: none"> • Ability to lead the development and performance of staff through coaching, mentoring and peer support. • Ability to communicate effectively with a variety of audiences and be an effective ambassador of the Trust • Ability to lead and build a collaborative organisational culture, encourage reflection, delegate responsibility, build teams, strive for continuous improvement, and inspire staff to achieve their full potential within a highly collaborative working environment • The ability to translate strategy and vision into day to day meaning • The ability to provide effective leadership, planning and values to the team, passing own skills and knowledge where possible. • Identify and lead opportunities for new build schools and create an effective template for preparing bids • Ensure CRST uses appropriate funding mechanisms to enable value for money on capital projects • Oversee all significant capital building projects and liaise with Principals, Governors, consultants, contractors, and other interested parties as necessary • Investigate, source, and maximise income (revenue and capital), liaising with funding agencies and Government, amongst others, and write bids • Ensure that any funds received from successful bids | |
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|-------------------------------|---|--|
| | are spent appropriately, within budget and timescales | |
| OTHER REQUIREMENTS | <ul style="list-style-type: none"> •Model and always demonstrate the Trust's core values to students and staff •Devolve responsibilities, delegate tasks and monitor and evaluate practices to see that they are being carried out and are effective •Deal sensitively with people and resolve conflicts •Exercise accountability effectively, efficiently, and fairly •Prioritise and manage his/her own time effectively •Work under pressure and to deadlines •Achieve challenging professional goals •Take responsibility for one's own professional development •Have up to date knowledge of essential aspects of leadership and education •Commitment to co-operative values and working with and for children and young people •Demonstrate effective decision-making skills, including the ability to make quick decisions when under pressure and be willing to accept responsibility for decisions •Excellent time management and ability to work under pressure to tight deadlines •Personal probity and integrity •Resilience, adaptability, and resourcefulness •Suitable to work with children/young people •Ensure the development and maintenance of appropriate administration systems to support the objectives and aims of the Trust •Maintain a disaster recovery strategy for the Trust, with detailed operational plans | |

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| | <ul style="list-style-type: none"> •Maintain systems in order to provide statistical and information returns for outside agencies •Maintain and ensure regular review of the Trust's data protection, personnel, safeguarding, fire safety and health and safety policies, and ensure that all required procedures, including Equalities Act requirements are in place | |
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This job description is current as of November 2022, but following consultation, may be changed by Management to reflect or anticipate any changes in the job role which are commensurate with the salary, job title and Managerial standards across the Central Region Schools Trust (CRST).