

# Chief Operating Officer

## Chief Executive Officer and Chairs' Welcome

Dear Candidate,

We hope that as you read this candidate pack, you can capture the huge potential that the role of Chief Operating Officer has within Twynham Learning.

We are looking for an exceptional individual to join our Trust Executive Team to lead, direct, advise and share our journey as we continue to go from strength to strength as a multi-academy trust. We are a deeply values driven organisation with an unrelenting passion for social justice, opportunity and civic leadership. Our trust principles of Equality, Humility and Community capture the very essence of the culture of Twynham Learning multi-academy trust.

Working in the Christchurch and Southbourne area of the Dorset coast, we are blessed to offer an incredible place to live and work. We are embarking on an exciting phase of growth which will see us extend beyond these localities and work in close partnership with schools that value and respect the work that we undertake, not just within our own catchments, but across the region whilst maintaining our primary moral purpose of working with our community in the south coast and New Forest localities.

If you have a high degree of communication skills, strong strategic financial management experience and a flair for innovation and entrepreneurship combined with a passion for empowering young people to achieve their potential and you enjoy working with equally talented colleagues at pace then we would strongly recommend you apply, we can promise that you will not regret it!

We are immensely proud of our journey thus far, the overcoming of challenge and adversity and growing to become one of the highest regarded trusts in the south coast region, but we have the humility to also accept that to reach the next level of depth of provision for our current children and breadth across the system for future children and communities, we need someone who can share the stewardship of this social agenda and shape it with us. If you like the sound of this opportunity, then be confident, back yourself and come and join a values driven organisation that cares and aspires to deliver world class education for all! We look forward to speaking to you soon.



*Gareth Morris  
Chief Executive Officer  
Twynham Learning Multi  
Academy Trust*



*Lynda Clarke  
Chair of Twynham  
Learning Trust Board*

# Chief Operating Officer – Vacancy Summary

Start date	1 September 2023 (subject to pre-start checks)
Contract term	Permanent
Working hours	37 hours per week. Our standard office hours are 8.30am-4.30pm Mon-Thurs, 8.30am-4pm Friday. The work pattern for this post is negotiable
Weeks per year	Preferably, a year-round contract. However, term-time plus a number of weeks of school holidays working may be negotiable
Grade	16
Salary range (per annum)	Support staff salary points 53 – 59. £59,214 to £66,621 (FTE)
Location	Twynham Learning Core Services Offices at The Grange School, Christchurch
Reports to	CEO





# Life on the Dorset South Coast



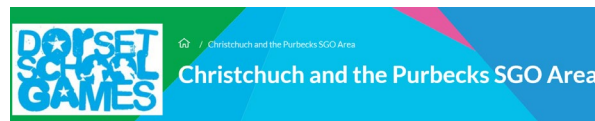
## Location

## Christchurch and Southbourne

Originally named as Twynham in Anglo-Saxon times meaning 'hamlet between two rivers' it has continued to be a community bringing people together. Through a drive for excellence and social justice, Twynham Learning is once again bringing communities together through a strong reputation for partnership working, celebrating the success and working to achieve the best for all



Living and working in an exceptional part of the country isn't luck, it is great judgment! The home of Twynham Learning is a thriving and ambitious locality that wants the best for its young people. We have high aspirations, an amazing environment on our doorstep and a strong trust working to deliver world class education. With eight miles of beaches on the doorstep, and acres of New Forest only a short drive away, the possibilities are endless!



# Job Requirements and Expectations

The Chief Operating Officer will work alongside the Chief Executive Officer (CEO) and Deputy CEO/Director of Education in strategically leading and managing the trust, delivering the Twynham Learning Excellence Strategy. Reporting to the CEO, they will be responsible for setting the strategy for finance and business operations, managing risk and co-ordinating central services in delivering high quality support to schools and partners. This post is essential in ensuring the professional running of the schools and services, ensuring compliance and accountability for excellence within all related areas of operations. The responsibility of Chief Finance Officer (CFO) is also a key aspect of this role with all statutory duties linked within the role, working with and advising both the Trust Executive Team and Twynham Learning Trust Board, particularly as the trust moves towards a period of growth and expansion.

## Specific Requirements



- Member of Trust Executive Team (“TET”)
- CFO for Twynham Learning and link with ESFA and audit functions
- Principal MAT Risk Officer
- Accountability to Trust Board for Resources and Audit Committees

## Expectations of the role



- Lead and manage the Core Services Team delivering education support services to the schools in the trust
- Ensure a culture of corporate compliance is developed ensuring fidelity to the TL operating model
- To demonstrate exemplary professional conduct as an ambassador of Twynham Learning



# Twynham Learning

Equality · Humility · Community



Qualifications and CPD	Essential	Desirable
Professional qualifications in accountancy – CCAB qualified with a minimum of 2 years' post-qualification experience	✓	
Degree or equivalent graduate qualification	✓	
Postgraduate qualification(s)		✓
Professional school business management qualifications		✓
Other relevant professional qualifications or experience of the key functions of trust management (e.g. HR, premises, project management, health & safety)		✓
Other evidence of continuing professional development		✓
Experience	Essential	Desirable
Delivering financial strategy and planning as a core responsibility (i.e. financial management at director/senior management level)	✓	
Managing a large team within an organisation as the accountable manager/director, with evidential impact of your leadership skills	✓	
Experience of working in/with the education sector (academies or local authority)		✓
Procurement and contract management		✓
Working within a management team at a senior level (managing a portfolio alongside other leaders/decision makers)	✓	
Working with Governors, Trustees or equivalent		✓
Working with a range of external partners (e.g. regulatory partners)		✓
Project management		✓

Knowledge and Skills	Essential	Desirable
Ability to work strategically	✓	
High degree of analytical skills	✓	
Organisational skills and programme management	✓	
High levels of communication skills (both oral and written)	✓	
Strong IT skills and capacity to utilise new systems to maximise performance	✓	
Broad knowledge of non-specialist areas such as Health and Safety, HR and administration		✓
Risk management		✓
Matrix management- working with/across		✓
Personal Qualities and Attributes	Essential	Desirable
Capacity to uphold and role model the Twynham Learning employee values and attributes	✓	
Exemplify the Nolan Principles of Conduct in Public Life	✓	
Committed to equal opportunities	✓	
High levels of resilience and agile thinking to deliver within varying situations and pressures	✓	
Authentic, honest and able to share a discerned view at whatever level required	✓	
Committed to CPD of self and others	✓	
Innovative and entrepreneurial	✓	
Exceptionally high levels of patience for CEO's never-ending 'bright ideas'!	✓	

***“The trust has supported the school strongly. This is a significant factor in its improvement. Members of the trust board and governors have challenged trust leaders to improve the school quickly. Trust leaders have delivered.”***

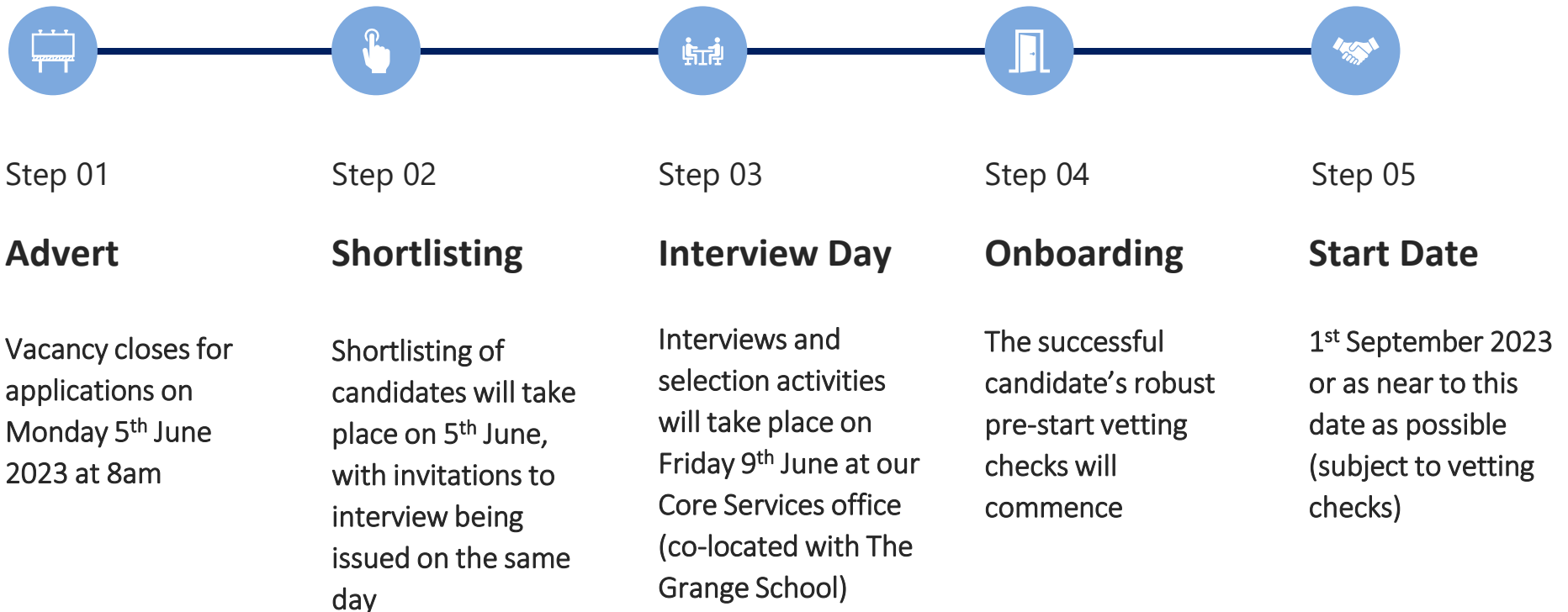
***The Grange School Ofsted, November 2021***





# Recruitment and Selection Process

The process for recruitment will be open and transparent with a focus on assessing against the job specification with no hidden surprises or unnecessary activities. We want to see the very best of each candidate and will give every opportunity possible for each candidate to show their qualities and suitability for the post.





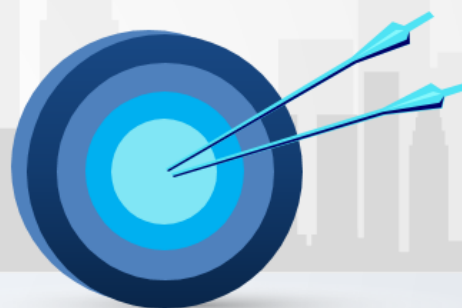
# **Further Information About Twynham Learning Multi Academy Trust**





## Vision

To deliver a world class education system for our locality that challenges social injustice and provides opportunities irrespective of background.



## Mission

*Our mission is to provide a strong framework of support across the Dorset and Hampshire area, utilising our model of local networks, partnership and high expectations to deliver an increasingly ambitious and world class vision for education.*

## Our Achievement

*"Working in collaboration to build a MAT with a shared identity, establishing a sustainable and viable future through shared excellence and improving outcomes for our communities".*



# MAT Overview

Twynham Learning Multi-Academy Trust is currently comprised of:

### 6 Schools

- Twynham School and Sixth Form
- The Grange School
- Twynham Primary School
- Christchurch Junior School
- Stourfield Junior School
- Stourfield Infant School

### Plus

- BPD SCITT
- Two Rivers Institute (delivering traded education services)
- Two Rivers Childcare

# Culture and Values at Twynham Learning

## Our Guiding Principles



## Our Staff Values and Attributes





# Our Leadership Structure

Each leader has a clear portfolio of responsibility working within the 'Executive Intent'. Delivering our trust goals through 'Servant Leadership' and 'Situational Leadership'- agility, independence and a culture of high trust, professionalism and respect



The leadership of the trust is further supported by the Self-Improving School Board and Executive Leadership Team



**Darren Barton**  
Director of Education/  
Deputy CEO



**Gareth Morris**  
FCCT, FCMI, CMgr, MBA, M(Ed). NPQH, PGCE  
**CEO**



**Kate Woodhead**  
Director of Operations  
(leaving 31<sup>st</sup> Aug 2023)



**Lyn Clarke**  
Chair of Twynham Learning  
Trust Board

# Our Operational Leadership Team

Our Core Services team consists of technical experts who focus on delivering statutory compliance and supporting schools to achieve sustainable success through successful operations management. They are responsible for delivering Strand 2 and 3 of the TL Operating Model under the direction of the Chief Operating Officer



**James Bushby**

Trust IT Lead



**Vicky Elsworth**

HR Manager



**Anusha Hesketh**

Governance Manager



**Babs Harding**

Risk & Audit Lead



**Joanna McGrane**

CEO Executive Assistant



**Graeme Staddon**

Estates Manager



**Heather Waugh**

Finance Manager



# Overarching Metrics

✓ The current income of Twynham Learning is around £22 million with additional Schools Capital allocation of just under £700,000 and net assets worth over £50 million

✓ There are currently around 3,800 pupils and over 650 staff in our care across the geographic area of Southbourne and Christchurch, Dorset. All within 10 minutes of the Twynham Learning Core Services office

✓ Our schools have a strong reputation. 2022 outcomes demonstrated the strongest performance for the trust yet, with anticipated further success in 2023. In accordance with our Twynham Learning Excellence Strategy, it is our expectation that all our schools perform well above national expectations

✓ With a continued growing reputation, we are currently in ongoing dialogue with primary and secondary phase partners to deliver our growth strategy within communities beyond our current location





## Q&A

Q1. Will I be supported with my professional development?

- ✓ Twynham Learning provides a full induction and handover and invests in relevant CPD at all levels of the organisation.

Q2. Does Twynham Learning offer flexible working?

- ✓ Yes, ideally we would like to appoint to a full-time, full year contract. However, for the right candidate we can negotiate flexible working hours/weeks to suit your lifestyle.

Q3. Will experience outside of the sector be considered?

- ✓ Yes, we have a history of recruiting the 'right person' and many of us have a wide and extensive professional background, but we will need to see that there are strong professional skills and knowledge to deliver particularly financial priorities and statutory reporting.

If you have any further questions please do not hesitate to contact us on the details provided or take the opportunity to visit



## Excellence Strategy Themes



Consistency is the belt that fastens excellence in position. If you don't do it repeatedly, you'll not excel in it.

- Israelmore Ayivor

# 1

## Community Leadership

Twynham Learning will have community at its core with a strong commitment to embedding the voice of our partners in designing the future; proud to live the TL principles of Humility, Equality and Community.

# 2

## A World Class Learning Journey

Learning that is knowledge rich, appropriate for the 21st century and will provide opportunities for intellectual, social and emotional development to enable access to the very best global opportunities.

# 3

## World Class Outcomes

All of our young people have the opportunity to reach their potential and Twynham Learning schools consistently achieve well-above the national average for outcomes.

# 4

## Securing a Sustainable Future

The Twynham Learning infrastructure will provide the best possible access and environment for 21<sup>st</sup> Century learning.

# 5

## A High Performing Organisation

Twynham Learning will have a clearly defined culture of excellence in all aspects of the Trust where there is an embedded culture of values, ambition and success.

# The Composite: Overarching Strategy



## Twynham Learning Excellence Strategy

### The Components: Overarching Trust Operating Models-

Component 1 Education Framework	Component 2 Governance and Financial Framework	Component 3 Risk and Infrastructure Framework
<b>1.1 School Improvement Strategy</b>	<b>2.1 Academies Handbook</b>	<b>3.1 TL Operations Strategy</b>
1.2 Deeper Green Strategy	2.2 TL Governance Handbook	3.2 People Management Strategy
1.3 SISS Board/Strategic Commissioning	2.3 TL Financial Strategy	3.3 Safety Management Systems
1.4 Trust Review Processes	2.4 Statutory Financial Returns	3.4 Risk Register
1.5 Two Rivers Inst/ Growth Strategy	2.5 Audit and Scrutiny Packages	3.5 TL Infrastructure Strategy
1.6 Excellence Delivery Plans	2.6 Excellence Delivery Plans	3.6 Excellence Delivery Plans

Assurance and Scrutiny Measures: TET Termly Review Panels/Trust Board/RDD/ESFA



# Twynham Learning- Key Areas of Support to all TL Schools

## Systems and Review

- Trust School Improvement Strategy and Support
- Annual review and audit processes
- Shared policies across the family of schools
- Co-ordinated governance support
- High performance culture



## Finance and Investment

- 5% "Top Slice" from General Annual Grant (GAG) tapering to 4% and 3.5% as trust pupil numbers increase over the following years
- Access to Trust Capital of £650,000+ annual funding
- Joint procurement and economies of scale
- Central services expertise

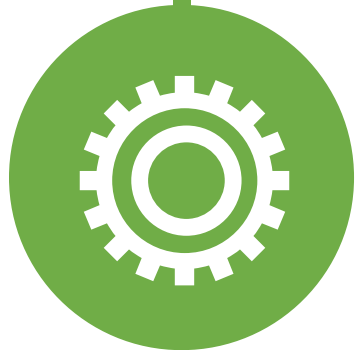


## People and Partners

- HR business partnering for HR, recruitment etc.
- Direct support from Core Services team including statutory compliance and audit, IT, facilities
- Supportive governance structure
- Professional development through Two Rivers Institute

## Vision and Culture

- Shared vision and values whilst recognising each school's unique identity
- TL Excellence Strategy
- Holistic birth-19 delivering education, childcare, training
- Each school brings an expertise/owns a portfolio for development across Twynham Learning



## Communication

- Chair's Advisory Group ("CAG")
- Self Improving School Board ("SISS Board")
- Executive Leadership Team ("ELT")
- Integrated hosted IT systems/New Trust Portal ready for launch
- Network meetings for varying levels of employees/governance etc.



# Next Steps

If you have recognised the potential in this incredibly exciting post, at an important stage of our trust's development, then all you have to do is:



Contact us for a visit and/or confidential discussion with the CEO about the post and our expectations. Call Laura Harris on 01202 878073 (option 3)



Apply by submitting [an application form](#), covering letter (max 2 sides of A4) and a [diversity questionnaire](#) by email to: [recruitment@twynhamlearning.com](mailto:recruitment@twynhamlearning.com)

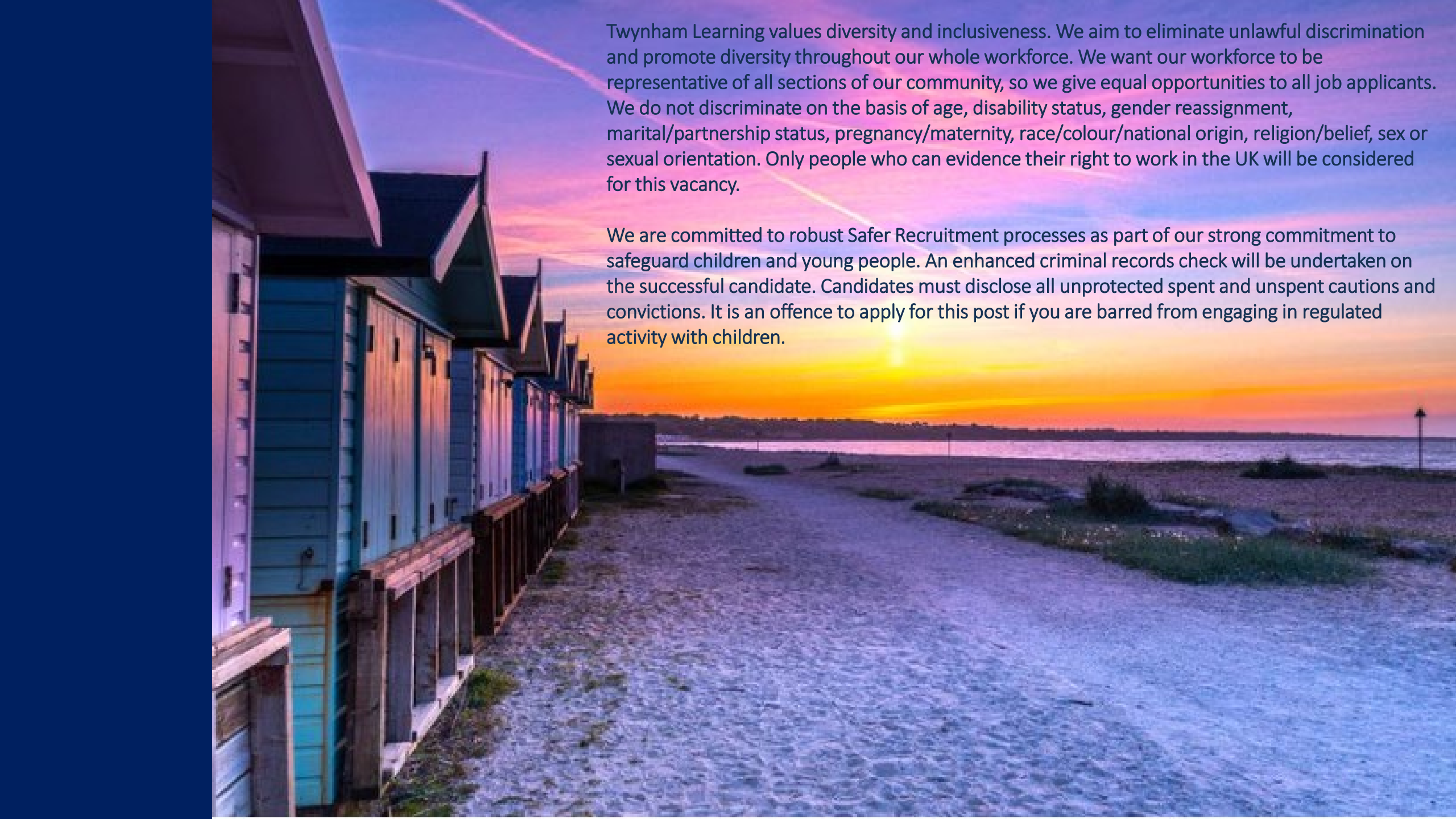


Undertake thorough preparation to show your excellent skills, knowledge and character and most importantly back yourself and be confident in what you have to offer!



**Twynham Learning**  
Equality · Humility · Community



A row of colorful beach huts in shades of blue, green, and yellow stretches along a sandy beach. The sky is a vibrant mix of orange, yellow, and blue, indicating a sunset or sunrise. The sea is visible in the distance, and a small lighthouse stands on the right side of the horizon.

Twynham Learning values diversity and inclusiveness. We aim to eliminate unlawful discrimination and promote diversity throughout our whole workforce. We want our workforce to be representative of all sections of our community, so we give equal opportunities to all job applicants. We do not discriminate on the basis of age, disability status, gender reassignment, marital/partnership status, pregnancy/maternity, race/colour/national origin, religion/belief, sex or sexual orientation. Only people who can evidence their right to work in the UK will be considered for this vacancy.

We are committed to robust Safer Recruitment processes as part of our strong commitment to safeguard children and young people. An enhanced criminal records check will be undertaken on the successful candidate. Candidates must disclose all unprotected spent and unspent cautions and convictions. It is an offence to apply for this post if you are barred from engaging in regulated activity with children.