

## Job Description

<b>Post Details</b>	<b>Reviewed: November 2023</b>
<b>Job Title</b>	Head of Operations
<b>Department</b>	Central Team
<b>Grade</b>	S12
<b>Place of work</b>	Learning Partners Academy Trust central team offices in Guildford
<b>Responsible to</b>	Chief Operating Officer
<b>Responsible for</b>	Governance, compliance, estates, project management
<b>Internal communication</b>	Trustees, governors, clerks, headteachers, school business managers
<b>External communication</b>	Department for Education, Regional Schools Commissioner

### A. Job Purpose Statement

The Head of Operations will help Learning Partners become a 'leading trust where children thrive' by:

- Developing services that support the effective delivery of education in our schools
- Providing strategic oversight of the development of our estates
- Enabling effective governance at all levels of the organisation
- Supporting the growth of the trust through academy conversions, onboarding of new schools, and expansion of provision at existing schools

The post-holder will design policies, systems and processes that are appropriate to our schools, ensuring that we have an effective service offer. This will allow school leaders to maximise their focus on improving the educational experience within their schools.

The post-holder will work with our schools, Local Governing Bodies (LGBs) and Trustees to ensure that committees and individuals understand their roles and are equipped with appropriate training and systems to achieve excellence.

The post-holder will deliver these responsibilities with regard to the ethos and values of the Trust, in particular balancing the need for consistency across the Trust with the need for local variation in some schools.

The post-holder will play a key role in developing the trust's strategy for partnerships and growth, helping to manage joint projects and supporting the on-boarding of new schools.

## B. Key Responsibility Areas

Reporting to the COO, the Head of Operations will sit on the Trust's Operations Leadership Team alongside the Heads of Finance, HR and IT, and will; contribute to the strategic development of the trust.

The Head of Operations will lead an effective professional team, including the Clerk of Trustees, Compliance Manager, Office Manager and Estates Managers.

### **Estates:**

The Head of Operations will provide strategic oversight of the development and maintenance of our estates by leading the trust estates function which:

- Works with schools to develop a trust-wide strategy for the development and capital maintenance of our estates and buildings
- Strives to provide excellent learning environments in every school
- Oversees the effective use of the trust's annual School Condition Allocation (~£2.0m of funding for capital projects)
- Supports school estates teams with maintenance plans and project management
- Ensures statutory and regulatory compliance in health and safety (H&S) and all matters relating to estates and buildings
- Oversees shared contracts relating to estates (eg cleaning, catering, statutory inspection etc)
- Provides advice, training and support to school premises teams (who are line-managed by school leaders)

### **Governance:**

The Head of Operations is responsible for overseeing all aspects of governance effectiveness and compliance within the Trust, ensuring governance adheres to good practice and meets all statutory and regulatory requirements. This will be achieved by:

- supporting the efficient and effective operation of the trust board, its committees and local governing bodies (LGBs)
- leading on the development of the trust's governance framework and driving improvements to its systems, processes and structures
- managing and co-ordinating the delivery and ongoing improvement of governance support across the trust
- supporting the development of trustee committees and LGBs through recruitment, induction and ongoing CPD

The Head of Governance will also act as Company Secretary, including:

- preparing the annual Trustees Report to accompany the trust's financial statements
- providing advice on constitutional and procedural matters
- notifying relevant authorities of any changes to membership

### **Compliance:**

The Head of Operations is responsible for ensuring that the Trust complies with the legal requirements that apply to it as a charitable company and an educational establishment. Many of these requirements are met by teams based within our schools; the Head of Operations will oversee the systems used to enable these requirements to be met and will provide assurance of our levels of compliance. Typical areas of compliance include:

- Data management (GDPR, Freedom of Information etc)
- Risk management
- Ensuring our policies meet current legal and statutory requirements

- Data returns to Department for Education (eg school census)

### **Project Management:**

The Head of Operations will also support the management of change across the trust, either by advising school teams, or directly managing projects themselves. Such projects may include:

- Changes to school provision (eg school age range, PAN, SEN provision etc)
- Academy conversions / schools joining the trust
- Investigating possible future growth opportunities for the trust
- Pursuing funding opportunities (eg funding applications)
- Traded services / partnership arrangements
- Improvements to / implementation of new management systems

### **Other responsibilities:**

The Head of Operations will oversee the trust's office management functions, which include areas such as:

- Marketing
- Administration
- PA support to executive leaders
- Central trust office location and facilities

## **C. Core Purpose of Role**

*This is not designed to be a list of all tasks undertaken but an outline record of the main responsibilities.*

### **Estates:**

*Ensure that all our sites are safe and well maintained, and that schools are pursuing ambitious plans to develop their estates to maximise educational opportunity.*

- Work with schools to develop a trust-wide strategy for the development and capital maintenance of our estates and buildings
- Oversee the deployment of the School Condition Allocation, ensuring that this is used effectively to manage the condition of estates and to meet development objectives in the trust estates strategy
- Support schools in developing an income stream from external use of school facilities
- Manage acquisitions (including land transfers for new academies), leases and disposals of land and buildings on behalf of the trust, with support from legal advisors and in liaison with relevant central and local government departments.
- Support schools in developing short and medium-term maintenance plans for their estates, with reference to available funding
- Develop and ensure implementation of consistent policies and practices regarding building routine maintenance and development, lettings/operating leases, risk management, health and safety and related safeguarding across the trust, for all pupils, staff and visitors.
- Monitor accident reports, KPIs etc relating the H&S and report to the Audit and Risk Committee on a termly basis.
- Foster effective relations with key suppliers (contractors, service providers) for the trust - assessing needs, reviewing services/projects on a periodic basis, monitoring performance.
- Report to the executive team and trustees on all matters associated with estates management, highlighting H&S concerns immediately to the site H&S lead as well as the CFO; develop appropriate reporting for the executive team and Board of Trustees.
- Provide reporting to the DFE as required (eg Land and Buildings Collection Tool).
- Centrally procure and manage high-value services that are used by multiple schools, ensuring effective and efficient service delivery to meet school needs, including catering, cleaning and energy supply.

## **Governance**

*Work with the Clerk of Trustees to support the effective governance of the trust by ensuring that all governance groups are suitably equipped to fulfil their roles and are operating in line with the Trust's governance model.*

- Coordinate between different Executive Team members and governance groups to ensure workplans are coordinated and in line with the scheme of delegation
- Ensure suitable training is in place to empower each governance group to fulfil their responsibilities
- Manage the flow of information between members, the trust board and its committees
- Establish regular communication with LGB chairs and clerks to support effective working by LGBs to ensure that governance supports and enables the delivery of strategic objectives
- Support the ongoing development of LGBs through recruitment, talent management, skills matrices and bespoke CPD
- Ensure that policies are maintained at trust and school level in accordance with the policy schedule
- Ensure the risk registers are maintained and regularly reviewed at trust and school level
- Take responsibility for Trust calendar
- Ensure that information is published as required (eg GIAS, declarations to Companies House etc)
- Lead the production of the annual report and governance statement published with the trust's annual accounts
- Overseeing the trust's online governance system, ensuring that this is meeting the needs of all stakeholders
- Support any internal or external reviews of governance
- Consider and propose / implement improvements to the trust's governance framework, systems, processes and structures

## **Compliance**

*Work with the Compliance Officer to ensure that the Trust complies with the legal requirements that apply to it as a charitable company and an educational establishment.*

- Provide advice and support to LGBs, school leaders and administrative teams to ensure that they are equipped to meet compliance requirements.
- Overseeing the trust's online compliance and management information systems, ensuring that this is meeting the needs of all stakeholders and developing the system to improve efficiency and effectiveness.
- Design and maintain administrative systems that deliver outcomes based on the MAT's aims and goals.
- Oversee the process of submitting the termly census and other non-financial data submissions to the DFE / ESFA, ensuring an appropriate quality control process is in place
- Develop suitable processes to provide assurance of compliance levels, including internal systems, checks and audit by third-parties.
- Ensure that statutory requirements are met in areas such as data management, equalities, use of motor vehicles, provision of residential housing (eg caretaker accommodation) etc.
- Ensure that a robust risk-management process is in place across the trust to identify risks at school and trust-level to enable reporting and monitoring at the appropriate level.
- Keep up to date with relevant developments in legal and regulatory requirements and ensure that these are reflected in school and trust policies and processes.
- Be a point of contact for schools with technical queries, researching answers and liaising with external advisors (eg solicitors) as required.
- Support the development of an efficient approach to compliance, which ensures that statutory requirements are met, while maximising the ability of school leaders to focus on educational provision and outcomes.

## **Project Management:**

*Support projects across the trust, either by advising school teams, or managing projects directly.*

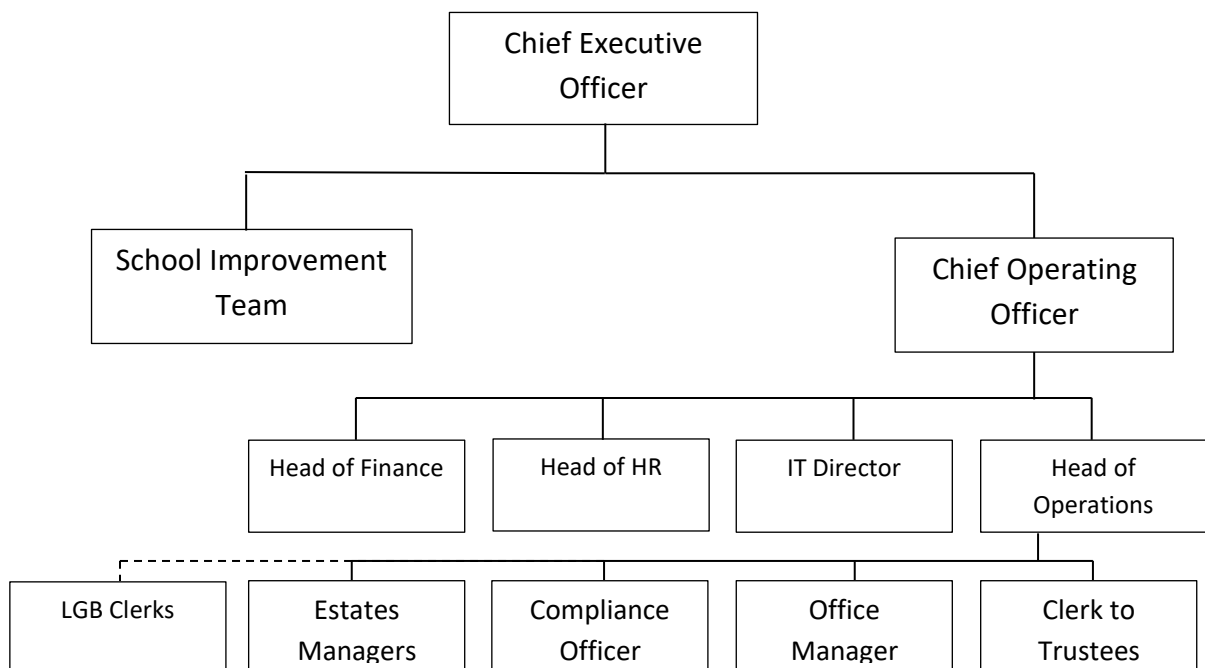
- Coordinate significant changes proposed at school-level that may impact other schools in the trust (eg admissions policy)
- Support trust growth by investigating growth opportunities, scoping opportunities to deliver new provision etc
- Support schools by providing effective advice and support on opportunities to expand or adjust their provision (eg opening / closing a nursery or SEN centre, changing age range or PAN)
- Oversee the academy conversion or joining process for schools joining the Trust
- Investigate growth opportunities for the trust
- Manage the contracting and monitoring of traded services / partnership arrangements
- Improvements to / implementation of new management systems
- Coordinate funding bids, identifying opportunities and drawing on information and expertise across the Trust to produce compelling bids
- Provide investigation and trouble-shooting support into specific issues identified in individual schools or within the Trust as a whole
- Oversee the marketing and promotion of the Trust, engaging all our schools in promoting the Trust's strengths to prospective partners

**Team Leadership:**

*Manage the governance and compliance team, and play a leadership role across the trust as a whole:*

- Line manage the Compliance and Projects Officer, Estates Managers, Office Manager and Clerk to the Trustees
- Promote the trust vision and values
- Act as an ambassador for the trust, promoting the trust within member schools and external parties
- Coaching and influencing staff and volunteers across the trust to maximise performance

**D. Organisational Chart**



## E. Expectations

The post holder is expected to take a leadership role in promoting the Learning Partners values:

**Ambition for All** – we will always strive for excellence – in every school, for every child

**Better Together** – we will collaborate and work together in partnership with others to improve outcomes for all

**Learning that Inspires** – We will enable everyone to access inspirational and thoughtful learning, stretching their horizons

**Brave Innovators** – We will restlessly pursue creative and innovative ways of enriching the education of all children

**Guided by Integrity** – We will be open, transparent and make decisions fairly

All Learning Partners staff are expected to:

- Contribute effectively to raising student achievement and maintain a positive and supportive culture where all can fulfil their potential and be happy.
- Positively support equality of opportunity and equity of treatment to colleagues and students.
- Exercise professionalism and uphold the values of member schools and the trust.
- Follow the employee code of conduct.
- Help maintain a safe working environment by:
  - Attending training in Health and Safety requirements as necessary, both on appointment and as changes in duties and techniques demand.
  - Following local codes of safe working practices and the School's Health and Safety Policy.
- Share the trust's commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults.

This post is classified as having substantial access to children and appointment is subject to an enhanced police check of previous criminal convictions (DBS). Applicants are required, before appointment to disclose any conviction, caution or binding over including 'spent convictions' under the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975. Non-disclosure may lead to termination of employment. However, disclosure of a criminal background will not necessarily debar from employment – this will depend upon the nature of the offence(s) and when they were recorded.

Learning Partners Academy Trust is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and we expect all staff and volunteers to share this commitment.

## F. Summary

Every effort has been made to explain the main duties and responsibilities of this post, however, each individual task undertaken may not be explicitly identified. You will be expected to comply with any reasonable request from the CEO to undertake work of a similar level not specified in this job description.

As the Trust and the post-holder develop, there will inevitably be some changes to the duties for which the post is responsible, and possibly to the emphasis of the post itself. The Trust expects that the post-holder will recognise this and will adopt a flexible approach to work. This could include undertaking relevant training if necessary.

Should significant changes to the job description become necessary, the post-holder will be consulted and the changes reflected in a revised job description.

## G. Person Specification

This section describes the sum total of knowledge, experience & competence required by the post holder that is necessary for standard acceptable performance in carrying out this role.

		<b>Essential /Desirable</b>
<b>Education &amp; Qualifications</b>	<ul style="list-style-type: none"> <li>• A relevant degree or equivalent experience</li> </ul>	E
	<ul style="list-style-type: none"> <li>• School business management qualification, or other relevant professional qualification</li> </ul>	D
	<ul style="list-style-type: none"> <li>• Company Secretary training or experience</li> </ul>	D
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Recent leadership experience</li> </ul>	E
	<ul style="list-style-type: none"> <li>• Understanding of building design and practices, policies and procedures associated with planning, building construction and maintenance.</li> </ul>	D
	<ul style="list-style-type: none"> <li>• Experience employed in an estates development related role.</li> </ul>	D
	<ul style="list-style-type: none"> <li>• Experience supporting and advising Boards and sub-committees</li> </ul>	D
	<ul style="list-style-type: none"> <li>• Experience of supporting academy or school governance demonstrating knowledge and understanding of the education sector/academies, charity and company law and regulatory compliance.</li> </ul>	D
	<ul style="list-style-type: none"> <li>• Experience of setting up legal agreements with third party service providers e.g. building contracts, operating leases.</li> </ul>	D
	<ul style="list-style-type: none"> <li>• Experience of delivering and managing governance and compliance</li> </ul>	D
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <li>• Demonstrating visible leadership by example, with an enthusiastic commitment to the vision and values of the Trust</li> </ul>	E
	<ul style="list-style-type: none"> <li>• Communicate effectively and develop positive relationships with all stakeholders</li> </ul>	E
	<ul style="list-style-type: none"> <li>• High level of self-awareness, personal integrity and credibility; ability to engage and command the confidence and respect of others quickly.</li> </ul>	E
	<ul style="list-style-type: none"> <li>• Flexible in managing, planning, and executing workloads in a busy environment</li> </ul>	E
	<ul style="list-style-type: none"> <li>• Ability to demonstrate an understanding of safeguarding and a commitment to safeguarding children and young people.</li> </ul>	E
<b>Skills</b>	<ul style="list-style-type: none"> <li>• Ability to analyse and interpret data accurately to identify weaknesses and opportunities, and to recommend actions</li> </ul>	E
	<ul style="list-style-type: none"> <li>• Pragmatic approach to problem solving, identifying simple and effective solutions</li> </ul>	E
	<ul style="list-style-type: none"> <li>• Commitment to professional development and self-learning</li> </ul>	E
	<ul style="list-style-type: none"> <li>• Ability to understand requirements and identify simple ways to meet these without unnecessary complexity</li> </ul>	E
	<ul style="list-style-type: none"> <li>• Work effectively with the governing bodies, enabling governors to fulfil their roles and meet their responsibilities</li> </ul>	E
	<ul style="list-style-type: none"> <li>• People management skills, demonstrating ability to delegate tasks and support team to achieve the best possible outcomes</li> </ul>	E

	<ul style="list-style-type: none"><li>• Have excellent organisational skills, prioritising and managing time well under pressure, to meet deadlines</li></ul>	E
	<ul style="list-style-type: none"><li>• Excellent oral and written communication and influencing skills.</li></ul>	E

Signed (postholder): \_\_\_\_\_

Date: \_\_\_\_\_