

Saxton Bampfylde

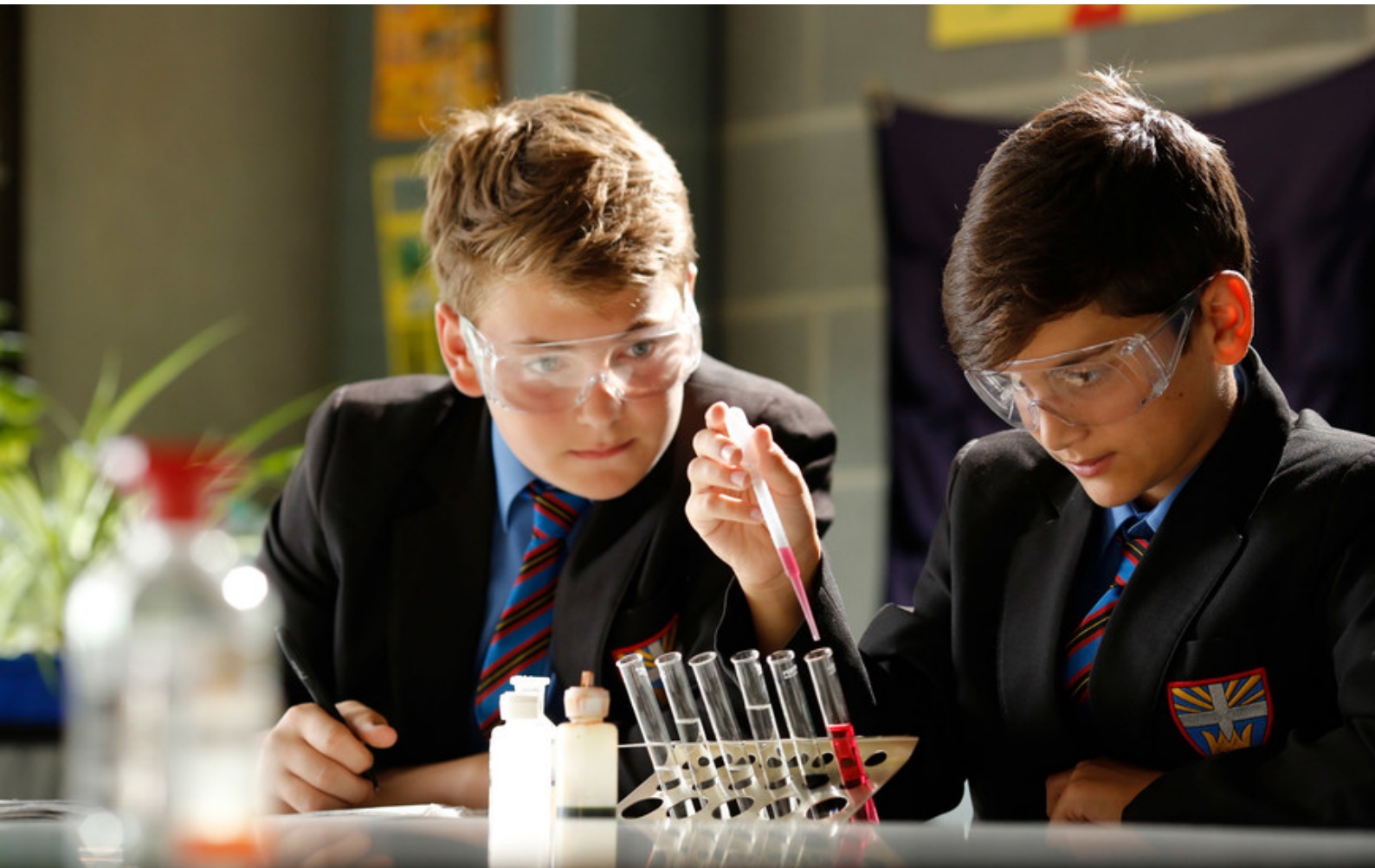


**THE GOOD
SHEPHERD TRUST**
Diocese of Guildford
TRANSFORMING SCHOOLS
TRANSFORMING LIVES

APPOINTMENT OF CHIEF OPERATING OFFICER

APPOINTMENT BRIEF

MAY 2020





CONTENTS

1. Introduction from the Chair
2. The Good Shepherd Trust
3. The role
4. Person specification
5. Terms of appointment
6. How to apply

“Our vision is for all schools to be highly successful, inspirational and to enhance the life opportunities for every child we serve.”

INTRODUCTION



Dear Candidate,

Thank you for your interest in this exciting and challenging opportunity as the Chief Operating Officer of The Good Shepherd Trust.

I hope that the information in this pack gives you a full and helpful picture of The Good Shepherd Trust and the increasingly important part we play in the mission of the Diocese of Guildford.

The Good Shepherd Trust has grown to 16 schools and now faces a significant transformational challenge in growing and improving through our hub strategy. We are excited about our second phase of implementation which is to transform our central and operational services to enable the Trust to sustain continued growth and improvement over the next five years.

Our vision is for all our schools to be highly successful, inspirational and to enhance the life opportunities for every child we serve: reflecting the example of Jesus Christ – the Good Shepherd, who came that everyone might have life in all its fullness and this is expanded in our values.

The quality and commitment of our people is at the heart of all we achieve, so we value them, develop them and strive to be an employer of choice.

The Board believes the key challenges facing the Trust are: improving the quality of all our schools, so that each one will provide excellent education; developing/embedding the structures/processes necessary to support our planned growth; defining and improving the services offered; and maintaining/enhancing the distinctively Christian ethos of The Good Shepherd Trust – all within an environment where funding remains constrained.

The next few years are a time of real significance for The Good Shepherd Trust, which we hope will make this post an extremely attractive and rewarding career opportunity.

We are seeking a strategic leader who will work closely with our CEO to enable The Good Shepherd Trust to deliver the growth, excellence and distinctively Christian ethos to which we aspire.

Yours faithfully

A handwritten signature in blue ink that reads "S Walker". The signature is stylized with a large 'S' and a cursive 'Walker'.

Simon Walker JP Chair of the Board of Trustees/Directors

THE GOOD SHEPHERD TRUST

The Good Shepherd Trust (GST) is a growing family of 16 church and community schools within the Diocese of Guildford. The Trust currently educates 4,700 children across its schools (3 infants, 3 junior, 9 primary and 1 secondary) in both urban and rural settings within Surrey and Hampshire. All have their own unique story and context as well as individual strengths and characteristics, which are valued and shared within the Trust. What joins them is a commitment to enhance the value of each child, a passion for inspiring lifelong learning and an achievement and desire to see children develop a strong sense of who they are and how they connect with the world around them. The Trust currently employs over 725 staff on 925 separate contracts.

The Trust is at an exciting stage in its development with two major projects on the horizon. Firstly, the Board of GST has decided to transform the structure of the Trust through the creation of regional hubs for its schools. Regional hubs will commence in September 2020. The aim of these hubs is to improve educational outcomes for children, encouraging the sharing of resources and contextual best practice within a region. The second major development will be improvements to, and a centralisation of, the Trust's business operations, which is about driving efficiency and effectiveness across IT, finance, estates and HR. The hope is that these projects will lead to reduced operating costs for the Trust, which will in turn lead to more resource being invested in creating better outcomes for children.

Alongside this centralisation project, the Trust will consider further opportunities for growth, that will continue to improve outcomes for children in the Diocese. A copy of the Strategic Plan (2018-21) for The Good Shepherd Trust can be viewed or downloaded [here](#)

Mission and Purpose

Jesus said: "I have come that they may have life, and have it in all its fullness." John 10:10-11

The Good Shepherd Trust is rooted within the Diocese of Guildford and its mission is to ensure the best possible educational outcomes for every pupil. The Trust believes that every pupil has the right to a broad and rich education to be achieved within a distinctly Christian context, valuing each child as an individual and enabling them to flourish by discovering and developing their God given gifts.

The Trust's purpose is to build a strong and high performing family of sustainable schools supported by first class shared services. Working together, GST will enable its people to achieve excellent outcomes for pupils, and harness resources to secure the long term future of its schools.



Vision

Transforming Schools - Transforming Lives In the name of Jesus, The Good Shepherd

The GST's vision is for all schools to be highly successful, inspirational and to enhance the life opportunities for every child they serve. The schools are places that are safe, where pupils reach their full potential, where positive memories are made and where children, parents, staff and the community take pride in their school.

All GST schools are unique. The Trust is committed to celebrating the local context of each school and capitalising upon their strengths to the benefit of the wider Trust.

The quality and commitment of GST's people is at the heart of all it achieves. The Trust values them and develops them and is an employer of choice.

What makes the GST unique?

Creating an effective climate for learning by:

- enabling children to know that they are uniquely valued
- providing a secure environment in which they can learn
- creating a clearly established framework of values
- offering children, whatever their faith or background, the opportunity to wrestle with life's 'big questions'
- modelling Christian community life where all have a place and can contribute.

Setting standards of excellence in teaching and learning

The Trust acknowledges that high expectations raise aspirations of pupils and their communities and believes that professional development of staff and school leaders is central to this.

Offering a curriculum and learning environment relevant to its learners

In addition to high standards in the core curriculum this also includes learning experiences which stimulate, challenge and inspire.

Building strong and effective partnerships with parents and the local and wider community because:

- the engagement of parents/carers is vital to children's educational achievements
- church schools are rooted in the local parish and wider church networks which provide practical and prayerful support for their schools
- children's personal development grows through membership of community and enables them to become contributing citizens.

VALUES

Jesus The Good Shepherd, embodies values which guide our work and relationships, including:

- Trust
- Love
- Courage
- Respect
- Integrity

Our values will be lived out by all our people in every aspect of our work, including our behaviours, policies and decision-making.



THE ROLE

The GST is looking to appoint a dynamic and experienced Chief Operating Officer to provide leadership for the Trust's centralisation project and wider transformation.

The Chief Operating Officer will be responsible for driving change that will lead to operations being delivered more efficiently and more effectively across the Trust. This person will report to and work closely with the CEO providing leadership for the Business Operational side of the Trust and ensuring that this works cohesively with the Trust Strategy.

Key priorities for the COO will include:

- **Providing inspiring and positive leadership to functional areas.**
The COO will play a key leadership role in supporting the central team and providing direct line management to the Heads and Directors of functional areas (currently, Head of Finance, Director of HR and Operations). The COO will have responsibility for building strong teams, developing these roles, and appointing other staff and functional leaders as the Trust grows. This person will need to empower staff to fulfil their potential, enabling colleagues to develop and deliver a greater level of support for the schools.
- **Implementing an integrated IT strategy across the Trust.**
The incoming COO will play a key role in determining the way forward for the Trust's IT hardware and cloud-based software solutions. Maximising the use of cloud technology will be critical in ensuring that the Trust is no longer reliant on operational and transactional work needing to take place in specific place. The aim will be to deliver an improved user experience, as well as a sustainable and responsive IT infrastructure leading to an overall reduction in Trust spending.
- **Improving finance processes and services.**
The COO will be accountable for the financial health of the Trust. As a single employer, GST wants to ensure it is delivering great financial services to its schools, purchasing better, reducing wasted effort and enabling its staff to develop and focus on their areas of expertise. This will include leading projects to improve financial workflows and remodel the finance capability and capacity across the Trust. The delivery of value for money being uppermost in all decisions.

KEY RESPONSIBILITIES

In addition to the priorities listed above, the postholder will be responsible for:

- Delivering a cohesive and effective centralisation strategy for the Trust.
- Building a sustainable business model for the operations of the Trust.
- Encouraging innovation across central business operations and leading specific cross-organisational projects and initiatives.
- Managing a budget of c. £26 million and ensuring the financial health of the Trust through the finance team.
- Leading analysis and developing plans to centralise finance, procurement and related workflows to improve efficiency and effectiveness and take cost out of operations in order to improve standards and outcomes for children.
- Taking forward the implementation of a Trust wide IT Strategy in a timely manner, ensuring that it delivers 'any time anywhere' user experience and is effective for central operations and transformational learning.
- Working with functional leads to establish new ways to fulfil the Trust's responsibilities for health and safety in all schools and the central office.
- Ensuring compliance across Health and Safety, Risk Management and the effective management of the Trust's estates portfolio.
- Ensuring compliance with the Education Skills Agency Finance (ESFA) Handbook.
- Developing and implementing a strategy to manage effectively the Trust's estate portfolio; commissioning a programme of improvements, and be accountable for the use of the School Conditional Allocation.
- In partnership with the Director of HR – reviewing the provision of Trust HR strategy, services and transactional HR workflows. This may include the tender and implementation of an HRMIS.
- Taking a lead role in school conversion projects – focussing on project management and due diligence for all aspects of buildings, site, health and safety, IT systems and finance and people.
- Working closely with the Board of Trustees and its committees on all aspects of organisational performance and sustainability.

The latest version of the Trust's audited accounts can be found [here](#).



How we work:

How we work in our Trust is vitally important. We need someone who understands and supports our Christian distinctiveness and can fully support our values of **Trust, Love, Courage, Respect and Integrity**. In supporting these, you will model the positive behaviours which flow from these values.



PERSON SPECIFICATION

The successful candidate will be an experienced leader with a demonstrable track record of having delivered successful business operations, ideally with a significant degree of change, in an organisation of significant scale and/or complexity. They will be a dynamic, proactive person, capable of inspiring teams, working across functions, and effectively navigating a complex stakeholder landscape.

The successful candidate will be naturally collaborative and will act as a role model for The Good Shepherd Trust's values of Trust, Love Courage, Respect and Integrity. They will ideally bring all or most of the following:

KNOWLEDGE AND EXPERIENCE

- Substantial experience operating at executive director or equivalent level, influencing boards and committees and contributing effectively to wider organisational issues. This could have been gained in the private, public or third sectors.
- Strategic thinker with demonstrable ability to initiate action to resolve problems; overcome barriers; exploit opportunities.
- Developed and delivered comprehensive operational strategy in a complex organisation, including transforming vision into real action.
- Demonstrable experience of working in a variety of environments, demonstrating both sound judgement and independence of mind, as well as authority.
- Demonstrable experience leading multi-disciplinary teams at a senior level, ideally including experience of leading major projects and significant change.
- Previous responsibility for managing large budgets with excellent financial skills and acumen.
- Experience in working with governance best practice and applying it in an operating context.
- Proven record of establishing productive working relationships and effective partnership working across internal and external networks.

SKILLS AND APTITUDES

- A track record of highly visible and impactful leadership.
- Exceptional leadership and management skills, with the ability to inspire, motivate and empower people within a complex and values-driven setting.
- Demonstrable track record of achievement in relevant corporate services fields and ability to think at a strategic level.
- Strong ambassadorial, representational, influencing and communication skills and ability to work with complex and diverse groups of stakeholders.
- An innovative approach which always strives for continuous improvement.
- A pragmatic approach to problem solving, which builds confidence in others in pressurised situations through a positive and confident demeanour and approach.

QUALIFICATIONS

- Educated to degree level
- Postgraduate management qualification and recognised finance or business qualification
- Evidence of significant continued learning and professional development

OTHER QUALITIES

- Demonstrating visible leadership by example, with an enthusiastic commitment to, and empathy for the mission and priorities of The Good Shepherd Trust. An appreciation of the Trust's roots in the Diocese of Guildford and the distinctly Christian context of the education it provides.
- Possession of a high level of self-awareness, personal integrity and credibility – the successful candidate will be a person who engages and commands the confidence and respect of others quickly.
- A positive approach which contributes, supports and leads as the situation requires, in order to maximise the effectiveness of the team's work.
- Able to win 'hearts and minds', lead and motivate managers and staff and to harness and nurture local talent.
- High levels of tenacity, enthusiasm and resilience, to achieve goals and to see things through.
- Ability to work collaboratively with partners to deliver agreed objectives.
- An understanding of, and commitment to, equality, diversity and inclusion.
- Ability to demonstrate an understanding of safeguarding and a commitment to safeguarding children and young people.





TERMS OF APPOINTMENT

- The COO position is a full-time role, with 32 days annual leave (excluding bank holidays)
- The postholder will be eligible for the Local Government Pension Scheme (LGPS)
- The postholder will be subject to an Enhanced DBS check
- A salary commensurate with the skills and achievements of the successful candidate will be on offer
- The role will be based at the Academies Office: Larch Avenue, Guildford, Surrey, GU1 1JY

SAFEGUARDING STATEMENT: The Good Shepherd Trust is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. We ensure that all our employment practices reflect this commitment.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to The Good Shepherd Trust on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments, using code **GAKAGA**

Click on the **'apply'** button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **Friday 5th June 2020**.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.



**THE GOOD
SHEPHERD TRUST**

Diocese of Guildford

TRANSFORMING SCHOOLS
TRANSFORMING LIVES

Saxton Bampfylde

**Saxton Bampfylde
LONDON**

9 Savoy Street
London WC2E 7EG

EDINBURGH

46 Melville Street
Edinburgh EH3 7HF

saxbam.com

Partners in **Panorama** - Search around the world
panoramasearch.com