



THE HOWARD PARTNERSHIP TRUST Job Description	
Job Title:	Chief Operating Officer
Grade:	P15
Accountable to:	CEO
Accountable for:	<ul style="list-style-type: none"> • The operational performance of the Trust Shared Services in THPT • Departments: Finance, Human Resources, IT, Estates and Facilities, Project Management, Procurement, Legal and Insurance, Governance
In conjunction with the CEO, liaising with:	<ul style="list-style-type: none"> • Trustees, Committees of the Trust Board, Local Governance Boards (LGBs), Heads and all other senior staff on the Shared Services Team and in Trust Academies • Stakeholders within THPT Academies • External agencies, including the DfE and ESFA, Regional Schools Commissioner, and Government officials at a local or national level
Job Purpose:	<ul style="list-style-type: none"> • To be responsible for ensuring that Shared Services of the Trust support the delivery of THPT strategic objectives and improve the life chances of children and young people; thereby positioning the Trust as the education provider, employer and partner of choice wherever THPT has a presence • To be solely accountable for strategically leading and managing Shared Services including Finance, Human Resources, ICT, Estates & Facilities, Project Management, Procurement, Legal and Insurance, Governance • To focus upon the achievement of excellent operational performance of support functions by leading and developing a culture of continuous improvement that delivers quality, customer service and productivity as well as value for money • To lead and manage project resources allocated to specific THPT projects that support the delivery of the Trust’s strategic plans. • To play a critical role in strategically contributing to the review of legal and commercial contracts and ensuring that key financial and operational risks are identified, evaluated and managed • To be accountable to the CEO for the financial position of the Trust overall, operational performance metrics/KPI data relating to Shared Services and, in conjunction with the CEO, reporting to THPT Board on the performance of those support services

- To act as a key member of the THPT Executive Leadership Team contributing to Trust strategic and business planning
- To share accountability with other THPT Executive Leadership Team members for organisational development and meeting strategic and operational objectives
- To participate in the performance management of the THPT employees for whom the COO is accountable
- To deputise for the CEO of the Trust in their absence both internally and externally when requested and as appropriate

Key accountabilities:

Operations Performance Management

- Embed a culture of high-performance standards through effective management and monitoring across all Shared Services functions via the use of operational plans with agreed annual, quarterly and monthly targets
- Ensure Shared Services policies are regularly reviewed to enable compliance with regulations and DfE guidance, statutory and non-statutory and are in line with the vision and objects of the Trust
- Ensure that operational policies and processes and capability across Business Support functions are maximised and streamlined to achieve collaborative working within the Trust, optimising scale, size and cost benefits
- Focus the Shared Services functions on performance and outcomes for the internal stakeholder, ensuring that performance standards are achieved by instilling a culture of continuous performance improvement, innovation and efficiency
- Develop and monitor agreed operational targets metrics and quality of service with educational stakeholders ensuring they are met, with specific emphasis on performance, quality and achieving best value
- Develop, promote, monitor and evaluate the effectiveness of operational policies and procedures in Shared Services overseeing revision and change when required
- Keep the CEO and the Trust Board up to date regarding operational performance of Shared Services through regular and exceptions reporting of key performance indicators
- Develop, evaluate and implement strategic operational risk management programmes for Shared Services and the Trust overall. Oversee plans and procedures to identify, evaluate, mitigate and report upon key risks

Service Improvement

- Lead the management and delivery of Shared Services for the Trust and lead the management of existing suppliers and contracts while driving up the quality of services provided within financial constraints
- Create clear lines of accountability for service performance and set clear and measurable objectives for operational, compliance, financial, quality of service.

- Act as the lead for the transformation of Shared Services, including service and function reorganisation. Ensure that change plans are translated into concrete working practices which improve outcomes and achieve value for money.
- Lead and manage direct reports in Shared Services, working with them and holding them to account for their own and their teams' service improvement and performance.
- Encourage the Shared Services functions to take ownership and accountability for their services, enabling colleagues to share best practice, work as a cohesive team, manage people and processes to improve productivity and, above all, the internal stakeholder experience
- Support THPT schools in specifying and planning the support services they receive through capacity management and business planning, ensuring the necessary cooperation and collaboration between Shared Services and schools to agree and deliver support services efficiently
- Lead on commercial activities of the Trust, both independently and collaboratively, making grant applications, and bids to secure external sources of funding where appropriate

Leadership and Management

- To take executive responsibility for Shared Services in THPT
- Provide strategic leadership across the Trust while leading the management of operational issues
- Contribute to and deliver the vision, strategic direction and objects of the Trust
- Set and exemplify THPT values and ensure that the Trust's obligations to internal and external stakeholders are understood and met
- Lead the reconfiguration of working practices and any review of strategic resource levels required to achieve on-going optimum flexibility in the workforce to service anticipated and existing Trust development and any future expansion
- Oversee and work in collaboration with the Head of Human Resources to assist in the recruitment and retention of talent and skill required to successfully operate Shared Services
- Invest in the development of all directly accountable employees and facilitate talent spotting, development and succession planning
- Use the performance management and appraisal systems to ensure all direct reports are well placed to contribute and maximise their performance
- Ensure the implementation of consistent performance management for all employees across Shared Services
- Work in collaboration with direct reports to ensure that resourcing plans match and anticipate current and expected performance and activity levels and growth

Financial and Risk Management

- Oversee the management and optimisation of budgets in Shared Services while controlling expenditure. Ensure that the individual budget units are financially viable, meet agreed plans and any efficiency/cost saving targets
- Develop and deliver against a financial plan for Shared Services that differentiates between services that require investment, cost reduction or maintenance of existing budget plans
- Drive forward the development of greater autonomy and accountability for costs and budgets in direct reports via a robust system of earned autonomy

- Be accountable for and report upon the budgetary performance of operational services against plan to the CEO and, in conjunction with the CEO, present these reports to the Trust Board and its committees and actively forecast potential variations to budget
- Drive the delivery of agreed cost/efficiency targets via direct reports while still achieving improved operational and process performance
- Line manage the CFO, and collaborate with the CEO to plan the Trust annual budget provision reflecting THPT strategic plans with clearly delineated, auditable budgets and financial performance measures
- Ensure operational practices are managed to the agreed standard within the Academies Financial Handbook and ensure they are applied
- Ensure the efficient use of MIS and/or other operational measurement systems for performance tracking and monitoring of operational and financial progress against budgets and targets.

Strategy Development and Transformation

- Lead on the delivery of specific change and transformation projects on behalf of the CEO and THPT as required
- Lead and manage project management resources designated to specific THPT projects and ensure that projects are managed to scope/specifications, time and budgets and achieve agreed milestones and objectives.
- Oversee the development and delivery of the Trust IT strategy to ensure it meets the current and future needs of the Trust

Whilst every endeavour has been made to outline all the duties and responsibilities of the post, this document does not specify every item in detail. Where broad headings have been used, all associated duties are naturally included in the job description.

Please also refer to the separate Person Specification that allows candidates to demonstrate ability to fulfil typical accountabilities of the role of Chief Operating Officer