

# Chief Operating Officer

## *Applicant Pack*



SUCCESS FOR ALL  
EDUCATIONAL TRUST









# Welcome from the CEO

Dear Candidate,

Thank you for taking the time to consider joining our team of staff at the Success for All Educational Trust (SFAET). I am very proud to be the CEO of a Trust that is committed to the success for all of the students in our care.

I am thrilled to invite applications for the pivotal role of Chief Operating Officer. This is an exceptional opportunity for a strategic and dynamic leader to join our Central Leadership Team and play a crucial part in shaping the future of our multi-academy trust. The successful candidate will have the unique chance to define and develop this new role, making a significant contribution from day one.

We are seeking an individual who is passionate about operational excellence and committed to supporting our five schools in delivering high-quality education. The COO will be instrumental in driving continuous improvement across all support functions, from estates and IT to compliance and data management.

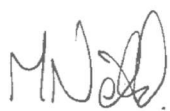
If you are a visionary leader ready to make a significant impact within a forward-thinking educational trust, I encourage you to explore this exciting opportunity. We look forward to welcoming a new COO who shares our dedication to our Pledge guided by our Principles..

At SFAET, we are deeply committed to the wellbeing and professional development of our staff. We foster a collaborative and inclusive environment where every team member is valued, supported, and rewarded for their contributions.

Perceptions play a major part in choosing the right employer for the next phase of your career. I strongly urge you to come and visit our central offices based at The Royal Liberty School and to meet key staff prior to application.

To book an appointment to visit and discuss the role please email Julia Woodstock our Executive Assistant at [jwoodstock@sfaet.co.uk](mailto:jwoodstock@sfaet.co.uk).

I look forward to meeting you and receiving your application.



Mark Neild  
CEO of The Success for All Educational Trust





# COO Job Advert

*Competitive Annual Salary of £77,550-£84,042 (Grade LP08)  
Hours: Full time - 36 hours per week, 52 weeks per year*

*Preferred start date January 2026 with flexibility to extend  
Location: Based in the Trust offices at The Royal Liberty School*

Are you an experienced and dynamic leader ready to shape the future of a growing multi-academy trust? SFAET is seeking a Chief Operating Officer to drive operational excellence, foster continuous improvement, and ensure strategic alignment across our organisation. The COO will work closely with the Executive Leadership Team and Trust Board in leading our Trust to shape and deliver the Trust's objectives. The successful applicant will be accountable for developing and implementing the Trust's Operations Strategy, overseeing all operational functions including Estates & Facilities Management, IT, Data, Health & Safety, Compliance, Procurement, and Sustainability. A key focus will be on efficiency, quality, and adherence to statutory requirements.

SFAET is a thriving multi-academy trust comprising five schools (three secondary, one infant, and one junior). We are committed to providing high-quality and dynamic education for all at the heart of our communities. Our central team plays a crucial role in supporting our schools, ensuring efficiency, compliance, and strategic alignment to our goals.

At SFAET, we believe our staff are our greatest asset. We are committed to creating a positive and supportive work environment where everyone can thrive. We are dedicated to fostering a supportive and rewarding environment for our staff, prioritising their wellbeing and professional development. We offer:

- A competitive salary and comprehensive benefits package.
- A focus on staff wellbeing, with initiatives and resources to support a healthy work-life balance.
- Opportunities for continuous professional development and career progression.
- A collaborative and inclusive culture where your contributions are valued and rewarded.

The Success for All Educational Trust was formed in September 2017 and currently consists of five academies in the London Borough of Havering: Redden Court School: The Royal Liberty School: Sanders Draper School: Rise Park Junior School and Rise Park Infant School.

The Trust Principles supporting the Trust Pledge incorporating culture, aspiration, inclusion and community are:

- *Unwavering Integrity*
- *Universal Respect*
- *Enduring Resilience*
- *Meaningful Opportunities*

The post holder will be expected to proactively promote and demonstrate the SFAET Pledge and Principles and as a Trust we focus on a 'Commitment to Success for All' and high levels of aspiration for every member of our community. The Trust is forward thinking and progressive. We seek to achieve the very best for our students through the use of a rich variety of educational approaches.





*The ideal candidate will have:*

- Degree-level qualification or equivalent professional experience, with relevant professional qualifications (e.g., in operations, estates/facilities management, project management, or business administration).
- Senior leadership and management experience in a complex, multi-site organisation.
- A track record of strategic planning and operational leadership (estates, IT, compliance, data, procurement).
- Experience in leading organisational change and delivering large-scale projects on time and within budget.
- In-depth knowledge of health & safety legislation, statutory requirements, GDPR, and data protection obligations.
- Strong financial and commercial acumen, with excellent communication, negotiation, and influencing skills.
- A strategic thinker, highly organised, resilient and adaptable.

The Success for All Educational Trust is committed to safeguarding and promoting the welfare of children and young people and expects all members of staff to share this commitment. An enhanced DBS disclosure is required for this post.

If you are a collaborative and solution-focused leader with a commitment to continuous improvement, we encourage you to apply. Join us in providing high-quality and dynamic education at the heart of our communities. This is an exciting opportunity to make a significant impact within a growing and forward-thinking Trust.

We welcome enquiries from everyone and value diversity in our workforce. Applications are welcome from all sections of the community regardless of sex, race, religion or belief, disability, marriage or civil partnership status, age, pregnancy and maternity or sexual orientation, gender reassignment.

References from previous employers will be sought prior to interview.

**Please [Apply here](#) by noon on Monday 3<sup>rd</sup> November 2025**

**Shortlisted candidates will be invited to an interview, selection and assessment process to be held on Thursday 6<sup>th</sup> November 2025**



# COO Job Description

*Job Title:*

Chief Operating Officer (COO)

*Leadership Range:*

LP 08 (i) Points 60 - 64

*Hours:*

36 per week, 52 weeks per year

*Location:*

Based at The Royal Liberty School with the requirement to travel to all schools within the Trust

*Reports to:*

Chief Executive Officer

*Responsible for:*

Operations Team, IT & Data Team and Trust Attendance Lead

*Job Context:*

This is a senior role in the organisation and the post holder will work with the CEO and the Executive Leadership Team on the shaping and delivering of the Trust's objectives, driving a culture of continuous improvement in all support areas, and leading a successful and growing organisation. The post holder will proactively promote and demonstrate the SFAET Pledge and Principles.

*Purpose Of The Role:*

- To develop and implement the Trust's Operations Strategy, providing high impact services across the Trust with a focus on efficiency and quality.
- To be accountable for the operational functions of the Trust, ensuring efficiency, compliance, and strategic alignment to the Trust's strategic goals.
- To be accountable for the development, implementation and monitoring of the Trust's climate and sustainability plan in line with statutory requirements and regulatory body expectations.
- To be responsible for the development and delivery of the Trust Estates Strategy incorporating and commissioning periodic conditions' surveys of all school sites, and overseeing the implementation of capital allocation funding.
- To lead and manage Trust wide initiatives, operating across the Trust to bring programme teams together to deliver programmes of change and development, on time and within budget.
- Co-develop clear, legally compliant and institutionally appropriate policies within a policy framework relevant to the setting, ensuring relevant consultation and governance, working closely with the Governance Clerk.
- To have oversight, and be responsible for all operations budgets, as well as project specific budgets.
- Have overall responsibility for the procurement, dissemination and monitoring of training in all areas within the remit of the role for direct reports and all staff.
- Deliver on the pledge of SFAET to provide high quality and dynamic education for all at the heart of our communities by providing strategic leadership and professional management of all operational roles and services. These will include Estates & Facilities Management, Procurement and Contracting, Health & Safety, IT, Data and compliance.
- Be a highly visible and credible leader within the Trust Central and Executive Leadership Teams



## *Responsibilities:*

### *Strategic Leadership Role*

- Contribute to the development of long term plans and policies to support the growth and success of the Trust
- Collaborate with senior leadership to develop and implement operational strategies aligned with the multi-academy Trust's overall objectives.
- To lead Academy conversions, acquisitions or mergers, ensuring robust due diligence is undertaken and that DFE/ESFA/Government policy, guidance and frameworks are followed.
- Work with the CEO, CFO and other relevant staff to contribute to the annual and medium-term capital expenditure and business plans, considering key performance improvement indicators, funding projections, and other potential events and activities

### *Estates and Facilities Management*

- Be accountable for the management of facilities across multiple academies, including the centralisation of planned preventative maintenance and ESFA capital estates projects under each under one single managed service agreement across the Trust.
- To have oversight and responsibility for the collaboration with the Executive Team, architects, quantity surveyors and building contractors to plan, oversee and implement strategic capital developments to meet existing and future educational provision needs.
- Ensure the governance of H&S is such that the Trust schools remain compliant with all relevant legislation and all risks are appropriately identified, recorded, mitigated and managed.
- Develop and implement strategies to optimise the use of physical resources
- To present reports to Trustees on the utilisation of School Condition Allocation (SCA) funding, including evidencing value for money, and budgeting and tendering activities.
- Oversee the compilation of a business continuity plan for SFAET and its schools, to encompass detailed operational plans
- Collaborate with stakeholders on the Asset Management Plan, ensuring that projects and priorities provided by suppliers meet all educational plans and requirements.

### *Digital Technologies*

- Provide strategic oversight and leadership to the development and delivery of the Trust's IT Strategy ensuring that the organisation remains up to date with IT resources that are fit for purpose for administration functions and teaching and learning; ensuring the implementation and maintenance of a wide area network, server infrastructure, cloud technologies and safe and secure IT environment
- Support the Head of IT & Data with the development and maintenance of appropriate IT infrastructure and systems to deliver the Trust IT Strategy

### *Data Services - Management and Analysis*

- Oversee the collection, analysis, and interpretation of operational data to provide accurate and timely statutory returns and to inform decision-making.
- Ensure the implementation of systems to track key performance indicators and report to CEO, Executive Team and Trustees on operational performance

### *Health and Safety*

- Ensure the effective implementation of Health and Safety requirements across the Trust and compliance with Health and Safety laws, reporting where required to Trustees
- Ensure the development and maintenance of appropriate operational systems to support the aims and objectives of SFAET
- Have overall responsibility for the implementation and monitoring of policies, the conducting of risk assessment with control measures to mitigate risks and the promotion of a safety culture in the Trust.

### *Procurement, Project, and Contract Management Role*

- Monitor the operation of policies concerning procurement and ordering, in liaison with the CFO.
- Provide project management advice and support to the Central Leadership and Executive Teams and the schools.
- To develop and deliver the strategic procurement plan across the Trust to achieve maximum efficiencies and value for money and ensure that all processes meet the high ethical standards expressed in the Trust's values.
- To develop and deliver contract management of Trust-wide services including for example catering and cleaning services.
- Review, critique and then make recommendations for new purchases/service contracts in line with the procurement policy.

### *Sustainability*

- To develop, implement and monitor the Trust's sustainability plan in line with statutory requirements and regulatory body expectations.

### *Attendance*

- Work in partnership with the Trust Attendance Lead to ensure optimum levels of pupil attendance and reductions in the rates of persistent and severe absence are maintained
- Oversee the effective operation of the Attendance Policy and the associated Trust strategy in conjunction with the Trust Attendance Lead.
- Ensure a solution-focused approach is used to creatively remove barriers to attendance whilst ensuring compliance with the relevant statutory or Trust framework

### *Other*

- Provide leadership, motivation, support and performance management for all members of the Operations Team
- Ensure that high standards of professional behaviour and performance are achieved, using systems of external accreditation and evaluation wherever appropriate
- Contribute actively to the development of quality improvement programmes across the Trust
- Maintain an up-to-date knowledge of national and local initiatives which may affect the Trust's policy and practice
- The post holder will be required to travel to any of the Trust Academies within the Success for All Educational Trust and attend meetings with external stakeholders as required which may be outside of normal business hours.
- Any other such duties as may be required commensurate with the scope and nature of the post.

*The above list is not exhaustive or exclusive. The role requires the post holder to be professional, co-operative and flexible in line with business needs of the Trust. The post holder is required to undertake additional such duties as may be reasonably expected within the scope and grading for the post.*



# Person Specification

Criteria	Essential	Desirable
<b>Qualifications and Experience</b>	<ul style="list-style-type: none"> <li>•Degree-level qualification or equivalent professional experience.</li> <li>•Relevant professional qualifications in operations, estates/facilities management, project management, or business administration.</li> <li>•Evidence of continuing professional development.</li> </ul>	<ul style="list-style-type: none"> <li>•Postgraduate or professional management qualification (e.g. MBA, CIPFA, IOSH/NEBOSH, Prince2, CIPS, ISBL).</li> <li>•Membership of a relevant professional body (CIPFA, CIPS, IWFM, APM).</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>•Senior leadership and management experience in a complex, multi-site organisation.</li> <li>•Track record of strategic planning and operational leadership (estates, IT, compliance, data, procurement).</li> <li>•Leading organisational change and delivering large-scale projects on time and within budget.</li> <li>•Health &amp; safety compliance and risk management.</li> <li>•Budget management and achieving value for money.</li> <li>•Leading and motivating multi-disciplinary teams.</li> </ul>	<ul style="list-style-type: none"> <li>•Experience in the education sector or multi-academy trusts.</li> <li>•Experience of academy conversions, acquisitions or mergers.</li> <li>•Experience of working with Trustees/Governors/Boards</li> <li>•Experience of sustainability planning and implementation.</li> </ul>
<b>Knowledge and understanding</b>	<ul style="list-style-type: none"> <li>•Strong understanding of estates/facilities, IT strategy, procurement, data protection, and compliance.</li> <li>•In-depth knowledge of health &amp; safety legislation and statutory requirements.</li> <li>•Risk management and business continuity planning.</li> <li>•Knowledge of GDPR and data protection obligations.</li> <li>•Awareness of challenges and opportunities within the education sector.</li> </ul>	<ul style="list-style-type: none"> <li>•Skilled in digital transformation and IT-driven improvements.</li> <li>•Innovative approach to efficiency and improvement.</li> </ul>
<b>Skills and Abilities</b>	<ul style="list-style-type: none"> <li>•Strategic thinker, able to align operations with organisational goals.</li> <li>•Excellent leadership and people management skills.</li> <li>•Effective project and contract management.</li> <li>•Strong financial and commercial acumen.</li> <li>•Excellent communication, negotiation, and influencing skills.</li> <li>•Analytical and problem-solving skills, using data to drive improvement.</li> <li>•Highly organised with strong planning and prioritisation skills.</li> </ul>	<ul style="list-style-type: none"> <li>•Skilled in digital transformation and IT-driven improvements.</li> <li>•Innovative approach to efficiency and improvement.</li> </ul>
<b>Personal Attributes</b>	<ul style="list-style-type: none"> <li>•Commitment to SFAET's vision, values and principles.</li> <li>•Resilient, adaptable, and able to work under pressure.</li> <li>•High integrity, professionalism, and discretion.</li> <li>•Collaborative and solution-focused.</li> <li>•Willingness to travel and work flexibly across Trust schools.</li> </ul>	<ul style="list-style-type: none"> <li>•Commitment to personal and professional development.</li> </ul>



# Staff Benefits

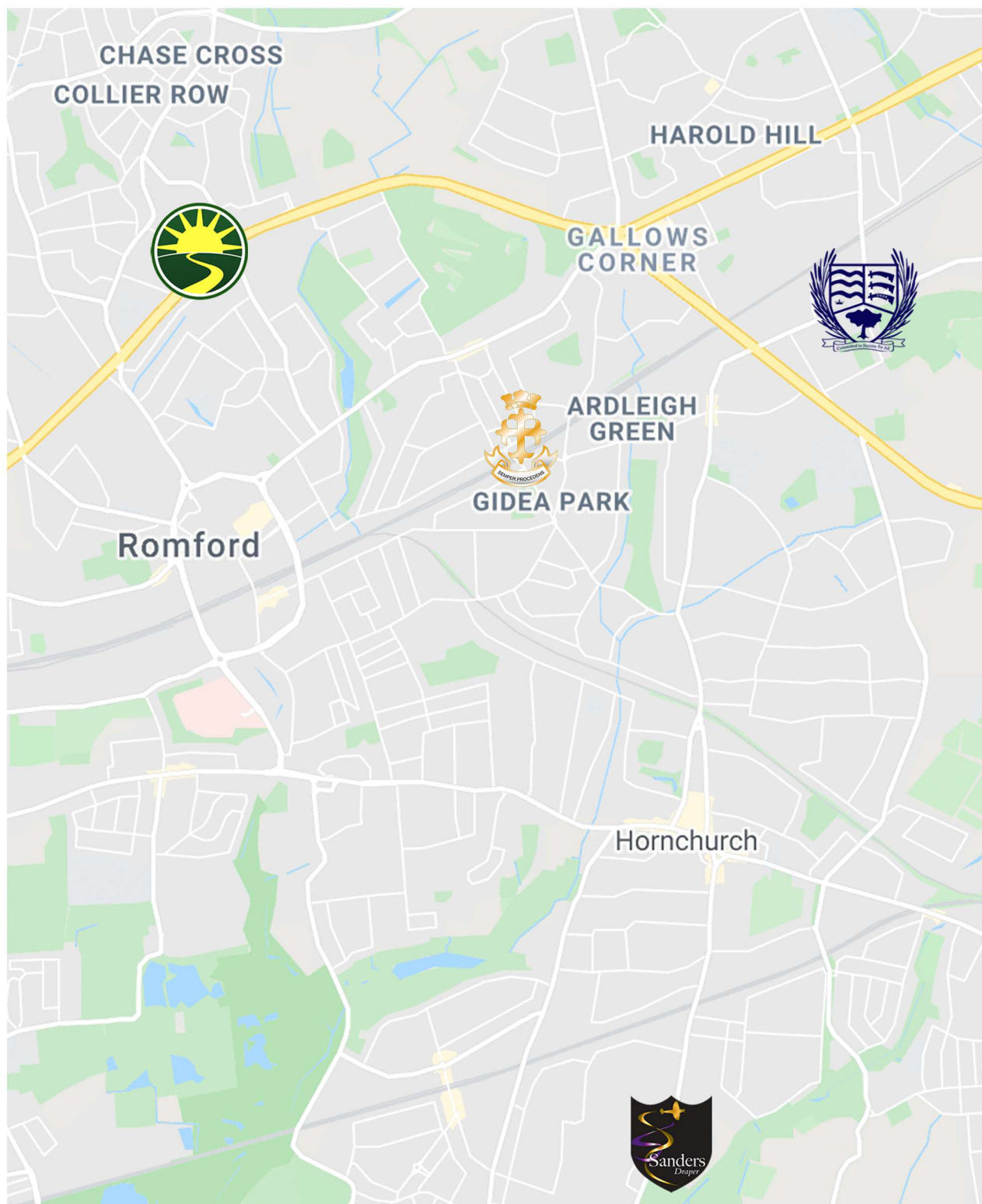
The Success for all Educational Trust has over 500 staff working across five schools. We truly believe that our staff are amazing and that without them we would not be able to deliver the provision we do. As a result we offer staff a range of opportunities and benefits including:

- Access to a range of CPD opportunities including the full suite of NPQ qualifications
- The opportunity for flexible working where possible
- The Trust remains committed to contributing to the Teachers' Pension Scheme for all teaching staff and to the Local Government pension Scheme for all Support staff
- Generous family leave of absence provisions when required
- Free car parking at all of our sites
- Rent deposit advance/loan if required
- Access to a free and confidential employee assistance programme that provides wellbeing support and contact to an expert counselling service for you and your immediate family 24 hours a day, 365 days a year.
- Healthcare cash plan where staff can claim cashback up to the contribution levels for a number of healthcare costs such as dentistry, physiotherapy and optical services/glasses. The scheme also offers a wide range of digital and virtual wellbeing tools to support staff and their families.
- For all year round staff an entry leave of annual leave of 28 days plus bank holidays rising to 31 days after 5 years of service
- On site catering provision





# Our Academies



Rise Park Academies  
Annan Way  
Romford  
RM1 4UD



Sanders Draper School  
Suttons Lane  
Hornchurch  
RM12 6RT



The Royal Liberty School  
Upper Brentwood Road  
Gidea Park  
RM2 6HJ



Redden Court School  
Cotswold Road  
Harold Wood  
RM3 0TS



SUCCESS FOR ALL  
EDUCATIONAL TRUST





SUCCESS FOR ALL  
EDUCATIONAL TRUST

# Pledges and Principles

# Our Core Principles



**Unwavering  
Integrity**



**Universal  
Respect**



**Enduring  
Resilience**



**Meaningful  
Opportunities**





# Culture

At The Success for All Educational Trust (SFAET), culture is understood as the collective mindset, the shared beliefs, deeply held values, and established norms. Our culture informs our outcomes, our relationships, our expectations of, and commitment to, students and staff.

# Culture Pledge to Staff

1

We will promote diversity and will treat each other with respect and professionalism - providing role models for the students.

2

We will support and encourage staff to be the best that they can be and celebrate their achievements.

3

We will promote a culture that puts staff wellbeing and health at its heart. Our staff will experience a sense of belonging - feeling valued and happy in their work.

4

We will work collaboratively as a Trust whilst respecting our schools' individual identities and promoting them within our local community.

5

We will support staff to develop their sense of self confidence and worth, empowering them to be innovative and creative in their contributions.



# Culture Pledge to Students, Parents and Carers

1

We will create a culture that has success for all at its foundation in making the aspirations of students, parents and carers a reality.

4

We will ensure that each school feels like a community where everyone belongs and is respected, and the wellbeing of students and families is a priority.

2

We will provide opportunities for all students to develop academically and personally.

5

We will recognise and celebrate the range of diverse qualities that we all bring and will provide an environment where students feel safe and happy.

3

We will support our students and families to develop their resilience to the challenges of modern life.

6

We will broaden students' understanding of the world around them and prepare them for the next stage in their lives.



# Aspiration

At The Success for All Educational Trust (SFAET) we promote high expectations by empowering staff and students to set ambitious goals, pursue excellence, and reach their full potential.



# Aspiration Pledge to Staff

1

We will invest in the continuous professional development of all staff and nurture their talents and ambitions.

4

We will provide opportunities for staff to flourish and fulfil their potential, thriving in their professional role and beyond.

2

We will champion continuous professional development, provide coaching opportunities, high-quality training, line management, opportunities for growth, with a clear pathway for progression and promoting leadership at all levels.

5

We will provide an environment that is aspirational and offers appropriate challenges and support.

3

We will empower our staff to take ownership of their own development and are eager to improve their practice. All staff understand through this approach the Trust continues to evolve and strengthen.

6

We will empower all staff to be aspirational role models who inspire and guide students and colleagues towards realising their full potential.

# Aspiration Pledge to Students, Parents and Carers

1

We will commit to ensuring every student has the opportunity to exceed their targets and goals.

4

We will offer a wide range of enriching experiences and opportunities for competition, both inside and outside the classroom, that allows students to discover their talents and passions.

2

We will provide a rich, relevant and challenging curriculum which balances skills with deep knowledge and sparks students curiosity, laying the foundations for lifelong learning.

5

We will equip students with the knowledge, skills and character traits needed to thrive and excel in a rapidly changing world.

3

We will develop skills for life beyond the classroom, helping build confidence, independence, and resilience through challenging learning experiences and reflective practice. This will ensure that all students grow academically, socially and emotionally.





# Inclusion

At The Success for All Educational Trust (SFAET), inclusion is about creating a community where everyone belongs and no one is left behind particularly including students with SEND and all vulnerable groups. We value Equity, Diversity and Inclusion, this means ensuring everyone feels welcome, valued for who they are, and has the opportunity to succeed in their own unique way.

# Inclusion Pledge to Staff

**1**

We will create and maintain a fully inclusive working environment in which all staff are valued and treated equally.

**3**

We will provide high quality staff training to allow for adaptive provision.

**2**

We will value all staff voices and provide a platform for everyone to be heard.

**4**

We will ensure equitable recruitment practices to build a team that reflects the communities we serve.



# Inclusion Pledge to Students, Parents and Carers

**1**

We will ensure all students reach their full potential academically and pastorally.

**4**

We will provide a curriculum which is inclusive of students' backgrounds, identities and experience.

**2**

We will value all students' voices and provide a platform for everyone to be heard.

**5**

We will strive to offer equal opportunities for all, in and out of school, irrespective of students' backgrounds, identities and experience.

**3**

We will promote a culture of inclusion where differences are embraced and celebrated, and where discrimination is not tolerated.

**6**

We will provide adaptive practice to meet individual students' needs, ensuring the right support is provided to the right student at the right time.



# Community

The Success for All Educational Trust (SFAET) is dedicated to creating a vibrant and supportive community where everyone can flourish.

Together, we enjoy working collaboratively to build a foundation for success for all. We recognise our role in the community reaches beyond our schools gates and enhances all those we serve.



# Community Pledge to Staff

1

We will commit to build strong, meaningful connections and relationships within and beyond our schools.

3

We will undertake collaborative events, partner with local organisations, invite guest speakers, and support student-led projects that respond to the needs of each school and its wider community.

2

We will foster strong community links to further strengthen the bonds between home, school, and the local area.

4

We will continue to be a forward thinking learning community which fosters success for all.

# Community Pledge to Students, Parents and Carers

1

We will instil a strong sense of community within our schools and with the world around us.

3

We will ensure each school maintains a unique identity so as to best serve its community.

2

We will help students see the value of being part of something bigger, and support them to make a positive difference in their school and local community.

4

We will commit to each school providing opportunities to its community to access facilities outside of the school day.





SUCCESS FOR ALL  
EDUCATIONAL TRUST