



Mathematics
Mastery

Chief Operating Officer

Application pack

Deadline: 12.00pm, 26 February 2018

Our vision:

For every child to enjoy and succeed in mathematics, regardless of background.

Our mission:

To transform mathematics education in the UK. We work in partnership to empower and equip schools to deliver world-class mathematics teaching.

Our values:

Partnership: We collaborate – across our teams and with our schools – to learn from each other, increase our effectiveness and make the greatest collective difference.

Excellence: We strive to be the best in our field and are committed to producing high quality, evidence-based work.

Compassion: We care about one another, are mindful of wellbeing and show empathy. We encourage a positive and energetic working environment.

Growth mindset: We are dynamic and focus on progress and continual improvement. We strongly believe in achievement for all.

Innovation: Our work is transformative and pioneering. We establish and promote new ideas; challenging the status-quo in order to bring about lasting change.

Purposefulness: We are dedicated to making a positive difference in mathematics education. We are passionate about mathematics and the role of teachers, and we have unity of purpose.

Dear candidate,

Thank you for your interest in the role of **Chief Operating Officer**.

Mathematics Mastery is a non-profit organisation, dedicated to transforming mathematics education in the UK. Based on international evidence and practice, our school improvement programme aims to enhance pupils' understanding, enjoyment, resilience and attainment in mathematics.

Mathematics Mastery was originally established as an Ark UK Programme in 2011 and has grown steadily over the last six years. We now work with over 4,500 teachers from 475 schools, and nearly 140,000 pupils are taught maths lessons designed and developed by us.

This is an exciting opportunity for an experienced and confident senior leader to join our team at a time of organisational growth leading to independence. We are looking for a strategic thinker who has proven ability of translating an organisation's vision into an effective operating model, as well as leading and implementing change in a sustainable manner.

You will be experienced in leading high performing teams and overseeing the operations function of either a charity or limited company – including human resources, IT, finance and governance.

The right candidate must have the skills and impetus to drive continual improvement to the conditions which allow our team to operate effectively.

A personal interest in maths is not essential, but an understanding and appreciation of its educational importance is. You will be passionate about driving change, supporting teachers and improving the life chances of young people.

To apply for this role, please submit your CV and a cover letter to recruitment@mathematicsmastery.org by **12.00pm on 26 February 2018**. Interviews will be held the week commencing 5 March 2018.

We look forward to hearing from you.

Helen Drury,
Executive Director

Job Description: Chief Operating Officer

Reports to: Executive Director

Salary: £70,000 - £80,000

Start date: June 2018

Contract: Permanent, 37.5 hours per week

Location: Borough, London

Purpose and Scope of Role

The Chief Operating Officer (COO) will work closely with the Executive Director to shape the organisation in order to grow our partnership of schools and move towards sustainability and independence.

As well as ensuring that practical arrangements are in place, the COO will create the conditions that help an expanding and geographically spread team operate effectively with a focus on the mission, vision and values of the charity.

The role holder will have functional responsibility for Mathematics Mastery's strategy, operations, business development, human resources, communications, marketing, impact, quality assurance, governance and risk management. The COO will also work with the Finance Director at Ark on financial planning and accounting requirements. Following independence, the role holder will oversee the preparation of the annual financial accounts and liaise with external auditors.

The COO will be a member of the Senior Leadership Team and Executive Committee.

Key Responsibilities

Strategy and Business Development

- Support the Executive Director to identify how the organisation needs to evolve in order to remain distinctive and continue to challenge standards of mathematics teaching in the UK.
- Oversee strategy review processes, developing recommendations on changes to the core operating model.
- Lead the business development function including recommendations on new markets.
- Oversee development of new products, bid writing and fundraising proposals.
- Identify the infrastructure and people requirements required to enable Mathematics Mastery to achieve its growth plans.
- Build a medium and long-term organisational financial model to ensure the proposed growth plans lead to a sustainable business model capable of supporting independence and to identify the financial resources required to get there.
- Be accountable for setting and co-ordinating the financial and operational aspects of strategic business plans.

Business Support Operations and Human Resources

- Be accountable for ensuring that all business support operations including HR, IT, data systems, training and administration are performed efficiently and effectively.
- Lead the operations function.
- Oversee a structured and effective programme operations framework.
- Oversee a people strategy that drives a high-performance culture and leads to strong retention rates.
- Oversee employee recruitment, induction, performance management, training, succession planning and the wider HR policies and processes.
- Identify an organisation structure and operations framework capable of supporting independence.
- Lead on resolving any people risk issues including conduct and capability cases.

Impact and Quality Assurance

- Oversee the impact strategy to ensure that the organisation consistently achieves its intended impact and can demonstrate this internally and externally.
- Lead the impact and quality assurance functions.
- Ensure there is robust evidence to demonstrate the effectiveness of the programme.
- Generate ongoing insights to support internal learning and continuous improvement.
- Develop and implement an effective programme quality assurance framework to support delivery teams to achieve consistent high quality with fidelity to content design/goals.

Communications and Marketing

- Oversee the communications strategy and plan for Mathematics Mastery's core audiences which include but are not limited to employees, school based development leads, school leaders and teachers, strategic partners, target education stakeholders and target media.
- Lead the communications and marketing functions.
- Develop the Mathematics Mastery story and ensure that this is communicated effectively to all core audiences.
- Ensure Mathematics Mastery is seen as the "go-to" authority on mathematics curriculum and teaching in the UK.
- Oversee a structured and effective school communications approach and insight-driven website content that informs teachers and inspires them to both join and continue with the programme.

Financial Planning and Accounting

In conjunction with the Finance Director at Ark:

- Lead on financial reporting and forecasting.
- Lead the annual budget-setting process, engaging team and functional areas and ensuring the budget process is efficient and well-managed.
- Oversee the overall cost management within budget and plans, ensuring cost saving opportunities are maximised.
- Following independence, oversee the preparation of the annual financial accounts and liaison with external auditors.

Governance and Risk Management

- Oversee the governance structure.
- Develop and implement the annual organisational goals and objectives, ensuring these are clearly communicated and understood by employees.
- Provide accurate and timely reporting to the relevant governance groups and boards, including quality assurance data (e.g. participant/school satisfaction, retention, impact).
- Develop and oversee the risk management and business control framework.
- Coordinate the preparation of agendas and materials for Executive Committee and Development Board meetings.
- Lead the development of and ensure compliance with organisational policies, liaising with Ark's legal, risk and compliance functions where needed.
- Lead the sourcing, negotiation and execution of all contracts and pricing with third party providers.

General

- Identify and carry out any other duties which fall within the scope, spirit and purpose of the post as requested.

Person Specification

Attributes

- An experienced and confident senior leader with a proven ability to lead and implement change effectively and sustainably.
- Ability to probe, challenge and question appropriately and strive for continual improvement with the confidence and experience to make commercial judgements.
- Highly developed communication and interpersonal skills.
- Commitment to the social sector with a passion for Mathematics Mastery's vision, mission and values.
- Enjoys working in a fast-paced, ambitious organisation that is constantly changing.
- Commitment to personal development.
- Personal values are aligned with those of Mathematics Mastery.

Experience, knowledge and skills

- Experience of overseeing the operations of a limited company or charity including finance, technology, human resources and governance.
- Experience of developing and interpreting a strategic vision into an operational model.
- Experience of leading high-performing cross-functional teams.
- Experience of working effectively with internal and external stakeholders to drive change and implement policies.
- A proven track record of developing and driving through efficiencies and challenging ways of working.
- A proven track record of innovation, continuous improvement and developing business opportunities.
- Strong analytical and numerical skills and the ability to quickly assimilate and interpret financial and non-financial data and turn it into strategic advice.
- Excellent written and verbal communication skills.
- Technologically savvy, with experience of having worked with IT staff to develop and implement effective processes and systems.
- Proven influencing and negotiation skills.
- An understanding of both the opportunities and challenges of working in the not-for-profit sector.

Other Requirements

- Right to work in the UK.
- Understanding of the current education landscape.
- Passion to see mathematics education transform pupils' lives in the UK today.

Training and professional development

We are committed to the professional development of all members of the Mathematics Mastery team. As Mathematics Mastery is part of the Ark family, staff also benefit from the Ark training and professional development programmes. We also encourage staff at all stages of their career to take advantage of opportunities across the network.

Other staff benefits

Alongside our continued focus on professional development, we also offer a variety of other benefits which help our employees plan their finances and look after their wellbeing.

- **Ark Rewards:** Employees can access a wide range of discounts and cashback from high street and online retailers.
- **SmartFit:** Save up to 40% at your local gym, available through Ark Rewards.
- **Workplace pension:** All new joiners will be assessed for auto-enrolment, and if eligible, Ark will make 11% employer contributions to a workplace pension.
- **Employee Assistance Programme (EAP):** A free and confidential advice service offering employees and their families access to a range of services including counselling, financial advice, and even childcare directories.
- **Free sight tests:** All employee are eligible for a free Specsavers sight test, and a discount on glasses if prescribed for work use.
- **Interest Free Loans:** We offer employees up to £5,000 in interest free loans for season ticket or bicycle purchases
- **Childcare Vouchers:** All employees are eligible for tax free childcare vouchers as part of a salary sacrifice scheme

Equality and diversity

Mathematics Mastery is committed to a policy of equal opportunity for all staff. We encourage a diverse workforce and aim to provide a working environment where all staff, at all levels, are valued and respected. Discrimination, bullying, promotion of negative stereotyping and harassment are not tolerated.

To that end, we will not discriminate on grounds of gender, gender identity, race, disability, sexual orientation, religion or belief, age, marriage and civil partnerships, pregnancy and maternity, caring responsibilities, part-time working, or any other factor irrelevant to a person's work.

Mathematics Mastery's HR procedures (for example, for recruitment and selection, staff appraisals and career progression) are based on an assessment of an individual's ability and their suitability for the work. We are committed to providing all staff with opportunities to maximise their skills and achieve their potential, offering flexible working arrangements wherever possible.

Safe recruitment procedure

We are committed to safeguarding and promoting the welfare of children and young people. In order to meet this responsibility, we follow a rigorous selection process to discourage and screen out unsuitable applicants. This process is outlined below, but can be provided in more detail if requested.

Disclosure

We require all employees to undertake an enhanced DBS check. You are required, before appointment, to disclose any unspent conviction, cautions, reprimands or warnings under the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975. Non-disclosure may lead to termination of employment. However, disclosure of a criminal background will not necessarily debar you from employment; this will depend upon the nature of the offence(s) and when they occurred.

Shortlisting and interview process

- A limited number of candidates who meet the specification criteria will be invited to take part in the interview process.
- Candidates will be asked to address any discrepancies, anomalies or gaps in their application.
- Only shortlisted candidates will be contacted.

Reference checking

References from the previous and current employer will be taken up for shortlisted candidates, and where necessary employers may be contacted to gather further information.

Probation

All new staff will be subject to a probation period of three months (which may, in certain circumstances, be extended by up to 8 weeks). The probation period is a trial period, to enable the assessment of an employee's suitability for the job for which they have been employed. It provides us with the opportunity to monitor and review the performance of new staff in relation to various areas, but also in terms of their commitment to safeguarding and relationships with young people.