



Head of Estates and Operations

The Good Shepherd Trust



Candidate Information Pack
Sep 2026



Head of Estates and Operations

Dear Applicant,

Thank you for your interest in the post of Head of Estates and Operations at the Good Shepherd Trust. The Good Shepherd Trust is a multi-academy trust consisting of 23 schools in the Diocese of Guildford, across Surrey and Hampshire.

We are seeking a Head of Estates and Operations to join our Central team. This is a senior leadership opportunity to shape the future of estates and operations across a growing, values-led Multi-Academy Trust. You will be responsible for strategic leadership of estates and premises operations across the Trust, working through school-based premises teams and external providers. Direct line management responsibilities may evolve as the Trust continues to grow and develop.

At The Good Shepherd Trust, our vision is clear: **flourishing together**, to build communities where all children and adults flourish. Working closely with Headteachers, School Business Managers, trustees and external partners, you will lead through influence, establishing consistent standards, systems and assurance processes across school-based premises teams and external providers.

Why join the GST Central Team?

- Make a real impact at the heart of the Trust – Real influence over how estates and operations are shaped across a growing Trust
- A supportive, values-driven culture where professionalism and kindness matter
- A senior role that values clarity, boundaries and sustainable workload
- The opportunity to shape, improve and standardise systems and processes across a growing Trust
- Professional respect, trust and autonomy
- A visible senior role with a meaningful impact on pupils, staff and school communities.

We are working hard to become a more diverse organisation – which is key to our commitment to flourishing. We welcome applications from everyone committed to this ethos and would particularly welcome applications from black and minority ethnic candidates, who are currently under-represented in the group as a whole. We always appoint on merit.

We are very excited about the opportunities this role will create to drive our Trust forward. We look forward to hearing from you and receiving your application.

Paul Kennedy
Chief Executive Officer



Job Title: Head of Estates and Operations

Location: Central Trust Office, Guildford, with regular travel to schools across the Trust.

Grade / Salary: GST Grade L (£67,732 - £78,968 FTE) (6 scale points within banding for progression)

Hours / Working Pattern: 36 hours, All Year Round

Contract Type: Permanent

Reporting to: Chief Finance & Operating Officer (CFOO)

Responsible for: Strategic leadership of estates and premises operations across the Trust, working through school-based premises teams and external providers. Direct line management responsibilities may evolve as the Trust continues to grow and develop.

1. About the Role

This is a senior leadership opportunity to shape the future of estates and operations across a growing, values-led Multi-Academy Trust of 23 schools. The postholder will provide strategic leadership for a diverse estate serving thousands of pupils and staff across Surrey and Hampshire, ensuring that investment, compliance and operational delivery support the Trust's long-term educational objectives.

Reporting to the CFOO, you will lead the development and delivery of the Trust's estates strategy, ensuring that our sites are safe, compliant, well-maintained and fit for the future. You will provide professional leadership across estates planning, premises compliance, health and safety, capital investment, major works programmes, contractor management and operational assurance.

Working closely with Headteachers, School Business Managers, trustees and external partners, you will lead through influence, establishing consistent standards, systems and assurance processes across school-based premises teams and external providers.

You will be expected to exercise sound judgement, manage competing priorities across multiple sites, support and develop colleagues, and hold contractors and consultants to account for the safe, cost-effective and timely delivery of services and projects. You will also provide clear, evidence-based advice and reporting to senior leaders and trustees, helping to ensure that estates investment and operational decisions deliver the greatest benefit for pupils, staff and local communities.

Act as the Trust's designated professional lead for estates compliance, health and safety and fire safety assurance.

2. What You Will Lead

- Establish and lead a Trust-wide estates, health and safety and compliance assurance framework, providing robust monitoring, action tracking, performance reporting and assurance to senior leaders, Trustees and committees, ensuring statutory risks are identified, controlled and resolved across all schools.
- Set and deliver the Trust's estates strategy, including condition priorities, accommodation needs, planned maintenance, capital works and future site requirements.
- Ensure all school sites are safe, compliant, well maintained and able to support high-quality teaching and learning.
- Lead the Trust's estates compliance and assurance framework, establishing systems for monitoring, verification, action tracking, escalation and reporting to ensure statutory responsibilities are consistently met across all schools.

- Establish and oversee Trust-wide systems for tracking, monitoring and reporting actions arising from audits, inspections, incidents, compliance reviews and risk assessments, ensuring timely completion and effective assurance.
- Plan, procure and oversee building projects, major works and estates contracts, ensuring value for money, safe delivery, budget control and minimal disruption to schools.
- Manage School Condition Allocation and other estates-related funding streams through transparent prioritisation, evidence-based reporting and strong governance.
- Provide strategic oversight of premises operations, maintenance, building systems, Trust vehicles, incident response and school continuity arrangements.
- Advise the CEO, CFOO, Headteachers, Local Committees and Trust Board on estate condition, compliance, risk, investment priorities and delivery progress.
- Lead the review of estates-related incidents, enforcement actions and investigations, ensuring lessons learned are embedded and improvements implemented across the Trust.
- Build constructive relationships with school leaders, School Business Managers, central colleagues, contractors and consultants, balancing expertise, pragmatism and trust.
- Ensure appropriate competency frameworks, training programmes and assurance processes are in place for colleagues with premises, health and safety, fire safety and compliance responsibilities.
- Lead the Trust's response to regulatory inspections, enforcement activity and compliance reviews, ensuring issues are escalated, reported and resolved appropriately.

3. What We Are Looking For

Essential

- Degree, equivalent professional qualification or substantial senior-level estates/facilities management experience in a complex organisation.
- NEBOSH qualification, or an equivalent recognised health and safety qualification.
- Proven senior estates or facilities leadership experience, with clear accountability for safe, compliant and effective delivery across a complex or multi-site organisation.
- Strong knowledge of premises-related statutory compliance, including the ability to oversee effective systems, records and follow-up across key areas such as asbestos, fire, legionella, electrical safety, COSHH and contractor control.
- Experience of leading estates strategy, capital programmes, planned maintenance or major works, including procurement, delivery, risk management and budget control.
- Ability to manage significant revenue, capital or grant-funded budgets, ensuring accurate forecasting, transparent prioritisation, value for money and clear reporting.
- Ability to procure, mobilise and hold contractors, consultants and outsourced providers to account for quality, safety, compliance, cost and performance.
- Develop and maintain robust contractor management arrangements, including contractor selection, compliance checks, supervision, control of works and assurance processes.
- A proactive, solution-focused mindset and a constructive approach to challenge, change and continuous improvement.
- Sound judgement, calm decision-making, strong communication skills and the ability to produce clear, evidenced reports and recommendations for senior leaders and trustees.

Desirable (but not essential)

- Knowledge of the education, academy trust or public-sector environment, including safeguarding, public accountability, procurement compliance and value for money.
- Project management qualification such as PRINCE2, APM, Six Sigma or equivalent



We are more interested in professional judgement, leadership approach and mindset than a perfect sector match.

4. What We Offer

- Real influence over how estates and operations are shaped across a growing Trust
- A supportive, values-driven culture where professionalism and kindness matter
- A senior role that values clarity, boundaries and sustainable workload
- The opportunity to shape, improve and standardise systems and processes across a growing Trust
- Professional respect, trust and autonomy
- A visible senior role with a meaningful impact on pupils, staff and school communities.

This job description is not necessarily a comprehensive definition of the post, and the post holder will be required to undertake other duties appropriate to the grade and character of the work as directed. The post holder's responsibility for promoting and safeguarding the welfare of children and young people with whom they come into contact will be to adhere to and always ensure compliance with the Trust's safeguarding policies.

Equality

Equality, diversity, and inclusion (EDI) are critical components of a healthy organisational culture. The postholder will support us to create a welcoming, supportive environment where every student and staff member can thrive.

Safeguarding

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. All appointments are made subject to an enhanced DBS clearance (Disclosure and Barring Service), satisfactory references and qualification checks. The postholder will be required to safeguard and promote the welfare of children and young people and follow Trust policies and the staff code of conduct.



About The Good Shepherd Trust

The Good Shepherd Trust is a multi-academy Trust within the Diocese of Guildford. We currently have 23 schools, 22 in the primary phases and 1 secondary school. The Trust has implemented school hubs for the purpose of collaboration to improve outcomes for children and is seeking to further streamline and centralise services in order to better support all the schools within the Trust.

Each Trust school is 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 our people is at the heart of all we achieve. The Trust values them, develops them, and is an employer of choice.

Educationally our consolidated outcomes (for schools that meet the 3-year criteria for inclusion) across the Trust are in line with national average for MATs and within the Trust community are demonstrated in outstanding, good and improving schools.

The Trustees are ultimately accountable for the performance of the Trust and have a key role in setting the strategic direction and managing risk. The Trustees delegate some responsibilities to local committees (LC's).

The Trust has an active central team, based in Guildford, who provide support for school improvement and educational outcomes, safeguarding, governance, admissions, human resource management, finance and much more.

There are exciting developments in the pipeline to further develop the central function, which will bring benefit to all our schools.

We are guided by our principles and it is these, along with our vision and values that create the culture of how we work together:

Our core GST Values:

■ **Kindness:** The quality of being friendly, generous, and considerate towards others. It involves showing compassion and empathy, often through small acts that make a big difference.

■ **Integrity:** The practice of being honest and having strong moral principles. It means doing the right thing even when no one is watching and maintaining consistency between our words and actions.

■ **Resilience:** The ability to recover quickly from difficulties and adapt to challenging situations. It involves maintaining strength and positivity in the face of adversity and rebounding from setbacks.

How to Apply:

Please complete your application form on My New Term.