

# gateways

because there's more  
than one way to be educated



## Recruitment pack

# Chief Operating Officer (COO)

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...a place of healing where every student is respected, recognised and accepted, so they have an equal opportunity to become who they deserve to be.

# About Gateways

Gateways is an alternative education provider that exists to support the countless young people today, between the ages of 14-25, who are or have struggled to remain in mainstream education due to social, emotional, mental health challenges.

We believe that every young person should have the same opportunity to progress and thrive, regardless of the challenges they face. Gateways delivers a broad curriculum, academic and vocational, that caters for the interests, abilities and specific needs of each young person that attends. We aim to prepare them for a life beyond education.

**1.7m**

young people persistently missed school in 2024?... an alarming

**800,000**

increase since pre-pandemic



## What has been achieved over the last year

The Gateways programme launched in 2014 and is the only provider of its kind in the UK Jewish community, enhancing the lives of over xxx vulnerable, young people to date.

125 admission enquiries

were received last year from distressed parents, carers and refereeing organisations.



23 partnerships with referring organisations, schools, local authorities and other charities too.



76 students

all of whom had previously been persistently absent from school, have attended weekly lessons in our new purpose built home in Hendon.



636 therapy hours were delivered in, including art therapy, set in purposefully designed rooms



12 subjects

on offer, including Maths, English, Science, Life Skills, Hair and Beauty, Cooking, Gym Instruction, Art and IT.



91% average attendance rate compared to a prior mainstream schools average of 34%



15 students graduated from Gateways in July 2024, starting careers, apprenticeships and moving onto further education.



100% pass-rate seen in August 2024 for all vocational qualifications taken



91% pass-rate seen in August 2024 for GCSEs and Functional Skill Certificates





# A message from Laurence Field

## Founder & CEO

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When I founded Gateways in 2014, I never anticipated the profound impact it would have on so many lives. Over the years, I have been continually inspired by the resilience and determination of our students as they overcome challenges to receive the education they truly deserve.

It is this powerful impact that drives me to expand Gateways further. I am more committed than ever to ensuring that we can reach and support anyone in need, helping them lead fulfilling and productive lives. With the increasing demand for our services, we are keen to continue to grow and develop our service to help even more young people.

For Gateways to continue to thrive and flourish, we need the support of a dedicated and passionate team. That's why we are seeking someone special for the role of Chief Operating Officer. Your contribution will be pivotal in shaping the future of Gateways,

Thank you for considering making an application for the role of Chief Operating Officer (COO).

*Laurence*

Laurence  
CEO, Gateways



# Chief Operating Officer (COO)



## Job description

<b>JOB TITLE:</b>	Chief Operating Officer (COO)
<b>SALARY:</b>	£55,000-£60,000 depending on experience
<b>DAYS:</b>	Monday to Thursday: 9:00am - 5:30pm, Friday: 9:00am - 1:30 pm
<b>LOCATION:</b>	Hendon, NW4
<b>REPORTING TO:</b>	Chief Executive Officer (CEO)

### About Gateways

Gateways is an alternative education provider, a registered charity, located in the London Borough of Barnet, dedicated to supporting young people aged 14-25 who struggle to remain in mainstream education due to Social, Emotional and Mental Health (SEMH) needs. Our students often face challenges such as anxiety, depression, eating disorders, trauma, and serious medical issues. As demand for our services continues to grow, we seek to expand our provision to better serve the Jewish community and beyond.

### Main purpose of role

This is a brand-new, strategic leadership role created at a time of rapid expansion for Gateways. As a key member of the executive leadership team, the Chief Operating Officer (COO) will drive operational excellence, ensuring the seamless delivery of our programmes and services in alignment with our mission and strategic vision.

The COO will oversee all core operational and financial functions, providing leadership across finance, human resources, IT, facilities, programme operations, and governance. This role is central to shaping the organisation's future, fostering a high-performance culture, and driving continuous improvement to support sustainable growth.

This is a great opportunity for a dynamic and visionary leader to make a lasting impact, ensuring that Gateways remains at the forefront of innovation, efficiency, and excellence.

The COO will also act as a deputy for the CEO during periods of leave of absence from the office.

### Specific responsibilities & duties

#### 1. Operational Leadership

- Oversee daily operations, ensuring seamless delivery of educational programmes and support services.
- Develop and implement operational policies and procedures to enhance efficiency and effectiveness and ensure compliance.
- Monitor and evaluate operational performance, instituting improvements as necessary.

- Responsible for line management of outsourced contractors, the in-house caretaker, cleaner, security provision, and the senior administrator, ensuring strong leadership, seamless coordination, and operational efficiency.

## **2. Strategic Planning and Implementation**

- Work closely with the CEO, Board of Trustees and SLT to develop and execute strategic plans.
- Translate strategic objectives into actionable operational plans with clear metrics.
- Support the organisation's growth strategy, including the potential expansion to additional sites, overseeing strategic planning, building development and operational scalability.

## **3. Financial Management**

- Work closely with Factotum (outsourced finance function) to develop and manage annual budgets, ensuring financial sustainability and strategic resource allocation.
- Have a good understanding of accounting systems (i.e., Xero), including the ability to issue and reconcile invoices.
- Monitor financial performance, identifying opportunities for efficiency and implementing strategies to optimize resource utilisation.

## **4. Human Resources and Organisational Development**

- Lead HR functions, including recruitment, onboarding, performance management, and staff development.
- Collaborate with our outsourced HR provider, Judicium, to provide high-level guidance and support as needed
- Promote a positive organisational culture that reflects Gateways' values and mission.
- Implement initiatives to enhance staff engagement, retention, and professional growth.

## **5. Facilities and IT Management**

- Oversee the maintenance and development of Gateways' facilities, ensuring a safe and conducive learning environment.
- Manage IT infrastructure (alongside our external IT provider DHTS), ensuring robust and secure systems that support operational needs.
- Oversee all contractors and suppliers to ensure services are delivered efficiently, contracts are managed effectively, and relationships are maintained to support the organisation's needs.
- Develop plans for current and future space needs of the building, including optimising space usage and contributing to long-term growth plans within the existing premises.

## **6. Risk Management and Compliance**

- Develop and implement risk management strategies to safeguard the organisation's assets and reputation.
- This role will also be responsible for ensuring compliance with charity regulations. Training will be provided to equip the individual in this position with the necessary knowledge and skills to stay up to date with regulatory changes.
- Work alongside our DPO to ensure Gateways complies with GDPR requirements

## Person specification

### Qualifications and Experience:

- Proven experience in a senior operational leadership role within the nonprofit or education sector.
- Strong financial acumen, with experience in budgeting, financial analysis, and resource management.
- Demonstrated ability to develop and implement strategic and operational plans effectively.
- Excellent leadership and people management skills, with a track record of building and motivating high-performing teams.
- Exceptional communication and interpersonal skills, capable of engaging stakeholders at all levels.
- Commitment to Gateways' mission and values, with an understanding of the challenges faced by young people in alternative education settings.

### Personal Qualities:

The ideal candidate for this role will be:

- **A Visionary and Strategic Thinker** - Able to anticipate challenges and opportunities, shaping the future of Gateways through innovative and forward-thinking leadership.
- **Resilient and Adaptable** - Thrives in a fast-paced, evolving environment, demonstrating the ability to remain calm under pressure and navigate complex situations with confidence.
- **Highly Organised and Detail-Oriented** - Possesses exceptional organisational skills, ensuring that operational processes run smoothly and efficiently.
- **A Strong Leader** - A confident and decisive leader who can inspire and empower teams, fostering a culture of accountability, excellence, and collaboration.
- **Solution-Focused and Proactive** - A problem solver with a hands-on approach, capable of identifying challenges and implementing effective solutions.
- **Empathetic and Person-Centred** - Demonstrates genuine care for staff, students, and stakeholders, ensuring that decisions align with Gateways' values and mission.
- **Ethical and Integrity-Driven** - Committed to upholding the highest standards of professionalism, confidentiality, and ethical decision-making.
- **An Excellent Communicator** - Able to engage and influence a wide range of stakeholders, from staff and students to trustees, funders, and external partners.

This job description is not exhaustive and is intended to provide a general overview of the responsibilities associated with the role. The post holder may be required to undertake additional duties and responsibilities that are consistent with the position and its overall purpose, as determined by the organisation.

## How to apply

If you're interested in joining Gateways as our **Chief Operations Officer**, you can apply through the TES website or by completing a Gateways application form.

Apply Via the **TES Website**

**Download the Gateways Application Form** - once you have completed the form, please return it to: **laurence@gateways.org.uk**

Interviews will take place W/C 21st April.

All Candidates invited to interview will be required to bring the following documentation:

- An original identification document (e.g. passport or driving license)
- If applicable, proof of eligibility to work/reside in the UK

Gateways is committed to safeguarding and promoting the welfare of children, and applicants must be willing to undergo child protection screening appropriate to the post, including checks with past employers and the Disclosure and Barring Service

For any further questions about this role, please contact Laurence Field at **laurence@gateways.org.uk**

**Gateways Edgeworth Close London NW4 4HJ**

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**CEO & Founder:** Laurence Field **Head Teacher:** Sasha Sharpe

**Trustees:** Ruth Green (Chair), Julia Alberga, Nicki Cohen, Dr. Andrew Hope, Mark Hurst, Sam Sanders, Aviva Steinberg

**Honorary President:** Prof. David S Latchman CBE