

Welcome to Tanfield School

Thank you for considering Tanfield School for your next appointment. We seek a dedicated and forward-thinking Director of Finance and Operations to provide strong financial and operational leadership within our rapidly improving school. This role is critical to the continuing progress of the School.

Our School is a vibrant and exciting place to work. You may have read our previous Ofsted report. Since then we have had a significant change in our staffing. Students who had joined Tanfield from other schools, who caused significant behaviour issues, have graduated from the school. We are rapidly improving. In 2019, our progress 8 score was the 6th most improved in Durham and in 2022 our progress 8 score was the 3rd highest in County Durham.

I feel privileged to be the Headteacher of Tanfield school. The day I started in July 2017 was the proudest day of my career so far. I'm lucky to lead such fantastic students and staff and I truly believe their potential is limitless.

Richard Crane Durham County Council's former Head of Education and Skills has recognised our improvements "I am delighted that the school has been successful in bringing about improvements in key aspects of leadership which are securing better outcomes for pupils."

So, what is leading to the rapid improvements?

As Peter Drucker says, "Culture eats strategy for breakfast." We believe that the main driver to success is creating an achievement-oriented culture. A culture where it is cool to be smart and where all students work hard to attend the best university or a real alternative. We do this by having a 'no excuses' approach. We believe this instils strong learning habits, which ultimately helps students to become better qualified, more successful and happier. We expect students to follow homework and equipment rules, wear uniform with pride and always be 'on task', fully engaged and ready to learn. We aim to provide high-quality education to all children, including those from disadvantaged backgrounds. It is widely recognised that pupils from deprived sectors of society are less likely to have had a knowledge-rich start to life and may already begin school at a disadvantage. Therefore, we have implemented a knowledge-based approach to address this and close any gaps in attainment.

We know that teaching is the most rewarding, exhilarating but exhausting profession. We are guided by a philosophy of simplicity that aims for maximum impact on pupil learning with minimal workload for staff. We reduce burnout by applying this effort-to-impact ratio to everything we do. For example, our slimmed-down marking, centralised homework and

Tanfield School | Application Pack – Director of Finance & Operations

detentions minimise work. We use whole class feedback to reduce workload. We want staff to nurture a healthy, sustainable balance between their school and home lives.

As an individual, I am driven to be the best that I can be, and I expect the same from students and staff. Therefore, we are constantly looking to take the best ideas from academies, schools, the independent sector and abroad. We don't believe in off-the-shelf strategies or practices; there is no silver bullet. It is really about being values driven, having clear vision, focusing relentlessly on results, operating strict routines, doing the simple things well every day, and building strong relationships at all levels.

If you are wholly committed to our mission, have the persistence and humility to return to it every day; to sustain our routines and live our values over and over, we would love for you to apply for this vacancy.

Regards,

Steven Clough

WHO ARE WE LOOKING FOR?

This is a truly unique opportunity for a committed and inspirational finance and operations professional to work for an organisation where mutual and self-respect is promoted, alongside high expectations and aspirations.

The role of DFO will involve taking responsibility for:

- ★ Leading and advising the Senior Leadership Team and Local Governing Body on strategy in relation to all aspects of Finance, HR, Governance, Marketing, Health and Safety, Facilities, and Business Development.
- * Leading and motivating staff to achieve all targets and objectives, driving forward a proactive customer focused, high performance, and cost-effective culture.
- * Managing performance within teams and implementing performance improvement plans where necessary.
- * Maintaining a healthy and safe working environment across the school by ensuring that Health and Safety policies, procedures and codes of practice are developed, implemented and followed.
- ★ Supporting named Trust Primary Schools with budget setting and monitoring and advice on financial matters including contracts and value for money recommendations

WHAT WE CAN OFFER YOU?

With great students who behave impeccably, an outstanding team of staff, Tanfield School offers an excellent opportunity for an ambitious, talented individual looking to develop their career.

The post is part of the Senior Leadership Team.

You would be joining a very strong and supportive Senior Leadership Team who are determined to drive further improvements at Tanfield School.

Whole School responsibilities may change over time to help provide you with further experiences and skill development to support your career development and promotion opportunities.

Very effective staff training and support and outstanding CPD.

As a rapidly improving School, you would be joining us at a very exciting time and become part of a vibrant learning community that will offer you fantastic opportunities for CPD, career development, future promotions and for you to be able to make your mark.

VISION AND CULTURE

We are passionate about excellence in education, giving students the very best start in life with a firm belief that excellent teaching transforms lives.

Our core belief is that for all students to have high aspirations they must believe in themselves, be actively engaged in their learning and see the connection between what they learn today and who they want to become tomorrow. We teach a highly challenging academic curriculum for all students. We are unapologetically ambitious for every child, no matter what their background, prior attainment or needs. Everything we do at Tanfield is driven by this, so that our students can leave Tanfield with the best set of qualifications possible and as well rounded young people, thereby helping to maximise their life chances.

This vision is outlined in our Mission Statement, 3 values and 3 drivers:

At Tanfield School we have many minds but one mission: to get students to attend the best university, or real alternative, succeed in their dream job and thrive in all aspects of their life.

Our core values of hard work, trust and fairness permeate all that we do. From the moment a student arrives at Tanfield, we ask them to live these values:

HARD WORK

We never give up. We remain positive so that we have the strength to persevere with even the hardest work. We do what it takes for as long as it takes.

TRUST

We are honest. We do what we say we'll do and do not make excuses. We are loyal and have the courage to do the right thing.

FAIRNESS

We play by the rules. We are respectful, polite, kind and courteous at all times. We don't take advantage of others and helping a member of our team is helping ourselves.

We also focus on three key drivers: Mastery, which is the drive to get better at things that matter; Autonomy, or the drive to direct our own lives; and Purpose, which is the drive to connect to a cause larger than ourselves (Dan Pink, 'Drive').

We clearly communicate our mission, values and drivers throughout every day so that the whole school community knows the purpose of everything that we do.

Teaching and Learning

Our Teaching and Learning strategy is heavily influenced by Doug Lemov and his 'Teach Like A Champion' book and we believe passionately in relentlessly implementing any strategy that will eliminate disadvantaged student attainment gaps. We do not believe in learning styles. We believe in teaching to the top and scaffolding downwards for all students, with a highly challenging academic curriculum. Some examples of recent books that inspire us/are aligned to our vision: 'Battle Hymn of the Tiger Teachers: The Michaela Way' (Birbalsingh) 'Teach Like A Champion' (Lemov) 'Reading Reconsidered' (Lemov) 'Why Students Don't Like School?: A Cognitive Scientist Answers Questions About How the Mind Works and What It Means for the Classroom' (Willingham) 'Seven Myths About Education' (Chrisodoulou) 'Drive' (Dan Pink).

We do not make exceptions. When we say we have high standards, we mean it. Our students walk in silence between lessons, with pencil cases (with full equipment), ready to immediately start working as soon as they enter a classroom in silence. This supports our teachers making very strong starts to lessons. We hold parents to account as well and insist that they support their children by supporting our rules. This creates a very orderly school where children are safe. It requires staff who will 'sweat the small stuff'.

Work life balance, not burnout

We know that teaching is the most rewarding, exhilarating but exhausting profession. So we are guided by a philosophy of simplicity that aims for maximum impact on student learning with minimal overload on workload for staff. We reduce burnout by applying this effort-to-impact ratio to everything we do. For example: Units of work and lessons have been fully prepared and resourced

already, meaning that you are not 're-inventing the wheel' every night planning lessons and resources from scratch. Lessons will be enhanced by individuals. Teachers do not produce end of year written reports – just termly data inputs. Homework is streamlined into note taking, drilling

and self-quizzing, reducing marking workload and ensuring very high homework completion. Strict discipline and robust no-nonsense behaviour systems allow staff to teach without being ground down in low level disruption. All students have full equipment in their pencil cases all of the time – you will not have the hassle of having to hand out pens, pencils etc at the start of each lesson because students don't

have their equipment with them. Staff will never be blamed for poor student behaviour because their lessons are not engaging enough – you will always be fully backed and supported - behaviour is the collective responsibility of the School, with the Headteacher ultimately accountable. Highly visible and supportive SLT visit classrooms to check that every student is meeting your expectations. We do not grade lessons/teachers with 'high stakes' lesson observations – we believe in a growth mindset approach, where teachers continually improve over time through continuous coaching/feedback loops.

Level 5 Leadership

As a team we also believe in aspiring to 'Level 5' leadership, as outlined by Jim Collins in 'Good to Great', the key traits of which are outlined below: Paradoxical mix of personal humility and professional will. They are ambitious first and foremost for the organisation, not themselves They set up their successors for even greater success whereas egocentric leaders often set up their successors for failure. They display a compelling modesty, are self-effacing and understated as opposed to comparison company leaders being egocentric which contributed to the demise or mediocrity of the company. Fanatically driven, infected with an incurable need to produce sustained results – they are resolved to do whatever it takes to make the organisation great, no matter how big or hard the decisions. Display a workmanlike diligence – more plough horse than show horse. They look out the window to attribute success to factors other than themselves – when things go poorly they blame themselves taking full responsibility.

OUR FUTURE AMBITIONS

We are all exceptionally proud of how far we have come since our last inspection. However, we want to, and know we can, achieve so much more, best summed up by the philosophy of Dave Brailsford, from Team Sky, who stated 'We are always striving for improvement, for those 1% gains, in absolutely every single thing we do'. We want to be the best school in County Durham in the next two years.

NEXT STEPS

Tanfield School offers an excellent opportunity for an ambitious, talented individual looking to develop their career. We would be delighted to show you around our School in order to fully appreciate our excellent learning environment.

Learn more:

www.tanfieldschool.co.uk www.edenlearningtrust.uk

Or call the school on 01207 232881 and speak to Steven Clough, Headteacher, to discuss the role further.

An Application Pack (including Job Description and Person Specification) is available to download from www.tanfieldschool.co.uk.

CVs are not accepted.

Closing date for applications: Friday 20th January 2023 at 9am

Interviews will take place: *Monday 23rd January 2023*

Tanfield School is committed to safeguarding children and the appointment will be subject to receipt of an Enhanced DBS clearance, safer recruitment procedures, satisfactory references and completion of a six-month probationary period.

Eden Learning Trust is an Equal Opportunities Employer. We want to develop a more diverse workforce and we positively welcome applications from all sections of the community.

Applicants with disabilities will be invited for interview if the essential job criteria are met.

Job description

POST: DIRECTOR OF FINANCE & OPERATIONS

SALARY: GRADE 16 SCP 45-49 (£51,466-£55,221)

ADDITIONAL ALLOWANCE TO SUPPORT NAMED TRUST PRIMARY

SCHOOLS

Purpose

- ★ To provide strong financial and operational leadership within our school.
- * The Director of Finance and Operations is the school's leading support staff professional and works as part of the Senior Leadership Team to assist the Headteacher to ensure the school meets its educational aims.
- ★ The Director of Finance and Operations is responsible for providing professional leadership and management of the school support staff in partnership with teaching staff to enhance their effectiveness in order to achieve improved standards of learning and achievement in the school.
- ★ The Director of Finance and Operations promotes the highest standards of business ethos within the administrative function of the school and strategically ensures the most effective use of resources in support of the school's learning objectives.
- * The Director of Finance and Operations is responsible for, but not exclusive to, the Financial Resource Management/Administration Management/Management Information and IT Infrastructure/Human Resource Management/Facility and Property Management/ Health and Safety Management of the School.

Duties and Responsibilities

LEADS AND MANAGES

- ★ Financial Management, Budgeting, Income Generation, HR and Community Liaison
- * Direct reports Finance, Business Operations, IT

OVERALL RESPONSIBILITY

* To provide strategic leadership and management of the school's strategic and business resources to support the school in its primary function of teaching and learning.

- * To be responsible for providing high quality financial support, Business Support and Business Services functions, including Facilities, Administration, Catering, Marketing, GDPR, Health and Safety
- ★ Designated Health and Safety Officer/Deputy Health and Safety Officer
- * Responsible for managing all school support staff

DUTIES

- ★ To lead the planning, development and delivery of financial and accounting services within the school, working with external partners where necessary.
- ★ To support named Trust Primary Schools with budget setting and monitoring and advice on financial matters including contracts and value for money recommendations
- * To advise governors and headteacher on the resourcing needs of the school in relation to current and future finance requirements, costs of new initiatives and the scope for efficiencies.
- * To effectively oversee all aspects of the school accounting and ordering systems and on a monthly basis report to the headteacher.
- ★ To prepare the annual budget, monitor out-turn reports and maintain professional standards in the reporting and recording of accounts.
- ★ To monitor the budget and prepare for approval by Trust Board, annual estimates of income and expenditure.
- ★ To prepare and maintain school income and expenditure accounts and balance sheets.
- * To ensure the preparation and production of budgets and regular updates for budget holders and stakeholders within the school are delivered in a timely manner.
- * To ensure the accounts are used as a mechanism for informing the wider process of the budgetary cycle of consultation, decision making, monitoring and evaluation, with reference to the School Development Plan.
- ★ Develop income generating activities including preparation of and submission of bids for funding to external agencies.
- ★ To achieve Annual Income generation targets as set by the Headteacher.
- * Be responsible for the security of all data in school and ensure all areas of data protection are adhered to.
- * Support the business operations manager with the development of the marketing strategy for the school.
- * Attend Senior Leadership Team, full Governing Body and appropriate Governors' subcommittee meetings and support the duty rota as necessary as part of the Leadership Team.
- ★ To represent the Headteacher in a range of meetings and forums as appropriate.
- * To manage all support staff unless otherwise stated, supporting their training and development needs and dealing with professional conduct matters.

- * Take overall responsibility for the effective management of finance, operations and the school site, including lettings, IT, electrical and business support functions
- ★ To ensure resources are provided and maintained for the learning process.
- * To be responsible for, or supervise income generation, community liaison, lifelong learning and maximise income from school premises and catering.
- ★ To liaise with the Tanfield Association and its members, planning alumni events such as school tours and annual student activities.
- ★ To be conversant with government regulations, Education Acts and statutory instruments as they affect the daily running of the school.
- ★ To ensure the effective use of resources and prepare information for capital projects.
- ★ To develop and monitor effective project plans ensuring best practice at every stage.
- ★ To prepare staff payroll in line with posts of responsibility and national agreements on pay structures, reporting to the Resources termly
- ★ To check and authorise the monthly payroll and liaise with external partners over such matters.
- * To audit equipment, furnishings and furniture, keep records and ensure all are in good order.
- ★ To regulate and monitor staff expenditure in line with school development plans.
- ★ To negotiate, manage and monitor licences, insurances and contracts on behalf of the school and in conjunction with the Trust
- ★ To support the Health and Safety lead, ensuring a safe working environment for pupils and staff and provide support/deputise where appropriate

LEADERSHIP AND STRATEGY

- * Attend Senior Leadership and Governor Sub-Committee meetings as appropriate.
- ★ Negotiate and influence strategic decision making within the school's Senior Leadership Team.
- ★ Understand the implications of government policies and educational trends and developments.
- ★ In the absence of the Headteacher, take delegated responsibility for Financial and other decisions.
- ★ Plan and manage change in accordance with the school development/strategic plan.
- ★ To lead and manage all school non-classroom support staff.
- ★ Develop and implement performance management for support staff.
- ★ Uphold the ethos and policies of the school.
- ★ Financial Resource Management

- * Evaluate information and consult with the Senior Leadership Team and Governors to prepare a realistic budget for school activity.
- * Keep abreast of The Academy Trust Handbook and ESFA regulations, and carry out financial activities in line with the Trust Financial Procedures Manual
- ★ Discuss, negotiate and agree the final budget and submit the proposed budget to the Headteacher and Trust Board for approval and assist in the overall financial planning process.
- ★ Use the agreed budget to actively monitor and control performance to achieve value for money.
- * Identify and inform the Headteacher and Governors of the causes of significant variance and take prompt corrective action.
- * Propose revisions to the budget if necessary on a termly basis, in response to significant or unforeseen developments.
- * Provide ongoing budgetary information to relevant stakeholders.
- * Advise the Headteacher, Governors and Trust if fraudulent activities are suspected or uncovered.
- * Maintain a strategic financial plan that will indicate the trends and requirements of the school development plan and will forecast future year budgets.
- ★ Identify additional finance required to fund the school's proposed activities.
- * Seek and make use of specialist financial expertise.
- * Maximise income through lettings and other activities.
- ★ Present timely and fully costed proposals, recommendations or funding bids.
- * Put formal finance agreements in place with suitable providers for agreed amounts, at agreed times and appropriate agreed costs and repayment schedules.
- ★ Monitor the effectiveness and implementation of agreements.

BUSINESS SUPPORT (ADMINSTRATION) MANAGEMENT

- * Support the Data, Exams and Cover Manager to manage whole school administrative and marketing function and lead all non-classroom support staff.
- ★ Design and maintain administrative systems that deliver outcomes based on the school's aims and goals.
- * Manage systems and link processes that interact across the school to form complete systems.
- ★ Define responsibilities, information and support for staff and other stakeholders.
- ★ Develop process measures that are affordable and that will enable value for money decisions for those managing resources.
- ★ Establish and use effective methods to review and improve administrative systems.

- ★ Use data analysis, evaluation and reporting systems to maximum effect by ensuring systems are streamlined to maximise efficiency and avoid duplication.
- ★ Benchmark systems and information to assess trends and make appropriate recommendations.
- * Prepare information for publications and returns for DfE, LA and other agencies and stakeholders within statutory guidelines.

IT NETWORK AND MANAGEMENT INFORMATION SYSTEMS

- ★ Oversee the management of the IT network ensuring the school is compliant with all IT legislation and best practice principles
- ★ Consider approaches for existing use and future plans to introduce or discard technology in the school.
- * Maintain and be responsible for CCTV in school ensuring compliance at all times
- * Support the IT and Electrical Manager to produce a 3-year ICT development plan including replacement schedule of ICT equipment
- ★ Negotiate and manage IT contracts, licences and purchase of all IT equipment ensuring best value
- ★ Ensure that all required IT services are carried out within budget
- ★ Ensure the school website is compliant with DfE requirements and secure
- * Consult with relevant people and other parties to introduce new technology or improve existing technology for different purposes.
- * Ensure the school has a strategy for using technology aligned to the overall vision and plans for the school ensuring value for money.
- * Communicate the strategy and relevant policies, including Data Protection for use of technology across the school.
- ★ Establish systems to monitor and report on the performance of technology within the school.
- * Ensure resources, support and training are provided to enable work colleagues to make the best use of available ICT.
- \star Ensure contingency plans are in place in the case of technology failure.
- ★ Ensure data collection systems providing information to stakeholders are streamlined to maximise efficiency of the data supplied.

ELECTRICAL MANAGEMENT

* Oversee quality assured electrical works ensuring compliance with all legislative testing and inspection requirements.

- ★ Develop, with others the policies and strategies for improved service delivery.
- ★ Development and implementation of new initiatives
- * Ensure that all required electrical services are carried out within budget
- * Ensure that all statutory compliance activities are undertaken within the required timescales and fully certificated and recorded.

HUMAN RESOURCE MANAGEMENT

- * To liaise with external partners on all matters relating to HR and payroll services for all school staff.
- ★ Ensure the school's equality policy is clearly communicated to all staff in school.
- * Ensure that all recruitment, appraisal and staff development policies and procedures comply with legal and regulatory requirements.
- * Manage recruitment for all staff and appraisal and development for all non-classroom support staff.
- * Monitor the relevant legal, regulatory, ethical and social requirements and the effect they have on the school and staff.
- ★ Ensure people have a clear understanding of the policies and procedures and the importance of putting them into practice.
- \star Monitor the way policies and procedures are actioned and provide support where necessary.
- ★ Seek and make use of specialist expertise in relation to HR issues.
- ★ Evaluate the school's strategic objectives and obtain information for workforce planning.
- ★ Identify the types of skills, knowledge, understanding and experience required to undertake existing and future planned activities.
- * To oversee employment clearance for all new staff including DBS Checks and Preemployment Occupational Health Checks. Liaising with the Local Authority to ensure contracts of employment are issued.
- ★ To carry out induction for all new staff including setting up access to relevant systems.
- ★ To advise the Governing Body on the assessment of salaries, expenses, absence and maternity procedures, redundancy and other matters of dismissal.
- ★ To maintain confidential staff records and ensure that staff records held in school by others are confidential.
- \star To arrange cover for staff absence due to sickness, leave of absence, other leave requests, training and attendance at meetings.
- * To record, monitor and report to the Headteacher and Governing Body on staff absences.

★ To monitor and check claims for employment eg additional hours, supply and travel claims.

FACILITIES MANAGEMENT

- ★ Ensure the supervision of relevant planning and construction processes is undertaken in line with contractual obligations.
- ★ Ensure the safe maintenance and security operation of the school premises.
- ★ Manage the maintenance of the school site including the purchase and repair of all furniture and fittings.
- * Ensure the continuing availability of utilities, site services and equipment.
- * Follow sound practices in estate management and grounds maintenance.
- ★ Monitor, assess and review contractual obligations for outsourced school services.
- ★ Ensure a safe environment for the stakeholders of the school to provide a secure environment in which due learning processes can be provided.
- ★ Ensure ancillary services eg catering, cleaning etc are monitored and managed effectively.
- ★ Liaise with Kajima in all matters relating to the letting of the school premises to external organisations, for the development of the extended services and local community requirements.

HEALTH AND SAFETY

- ★ Supporting the Operations Manager, act as the school's Deputy Health and Safety Coordinator and Deputy Fire Officer.
- ★ Plan, instigate and maintain records of fire practices and alarm tests.
- * Ensure the school's written health and safety policy statement is clearly communicated and available to all people.
- * Ensure the health and safety policy is implemented at all times, put into practice and is subject to review and assessment at regular intervals or as situations change.
- * Enable regular consultation with people on health and safety issues.
- \star Ensure systems are in place to enable the identification of hazards and risk assessments.
- * Ensure systems are in place for effective monitoring, measuring and reporting of health and safety issues to Senior Leadership Team, Governors and where appropriate the Local Authority.
- ★ Ensure the maximum level of security consistent with the ethos of the school.

- ★ Liaise with the school's Data Protection Officer on all issues relating to the General Data Protection Regulations 2018.
- ★ Ensure the school has appropriate policies and procedures in place to enable it to comply with the requirements of the General Data Protection Regulations 2018.
- * Ensure the school is registered with the Information Commissioners Office and that all information required is provided.
- * Ensure that the school makes available relevant Privacy Notices.
- ★ To provide training for all school staff and Governors with regard to the General Data Protection Regulations 2018.

SAFEGUARDING

- * Promote and safeguard the welfare of children and young persons.
- * Keep up to date with safeguarding legislation, KCSIE and PREVENT training.

GENERAL

- ★ The Director of Finance and Operations is expected to support the school's behaviour and emotional wellbeing policy, rewarding appropriate behaviour with praise and making relevant staff aware of inappropriate behaviour.
- * To comply and engage with policies and procedures.
- ★ Contribute to the overall ethos/work/aims of the school.
- * Establish constructive relationships and communicate with other agencies/ professionals.
- * Attend and participate in regular meetings.
- * Participate in training and other learning activities and performance management development as required.
- * Recognise own strengths, areas of expertise and use these to advise and support others.
- * Ensure that all work is completed with a commitment to equality and anti-discriminatory practice, as a minimum to standards required by legislation.
- * The duties and responsibilities are subject to NJC Conditions of Service.

The details of this job description are not exhaustive and other duties relevant to the post may from time to time be required. Variation, in consultation with the post holder, may occur to the duties and responsibilities without changing the general character of the post.

This job description is not necessarily a comprehensive definition of the post. It will be reviewed annually.

Person Specification

Attributes	Essential	Desirable	How Identified
Qualifications	Qualified to degree level Recognised management/business related professional qualification.	Evidence of relevant CPD	Application
Experience	Managing budgets, financial reporting, procurement and fixed assets	Kaleiv	Application Interview
Knowledge and skills	Able to deliver value for money initiatives Able to understand national & regional educational services and advise on appropriate strategies. Able to strategically influence decision making within the schools. Able to use a range of ICT packages Ability to manage work/life balance effectively Highly developed interpersonal skills Ability to work under pressure and meet deadlines, whilst maintaining accurate detail Excellent interpersonal and communication skills to a wide variety of audiences		Application Interview References

	Good leadership, project management and organisational skills. Able to deliver value for money	
Character	Strong moral purpose and drive for improvement Motivated, enthusiastic and flexible Mission aligned Good sense of humour Strong attention to detail and clarity Ability to receive and act on feedback Excellent interpersonal skills A desire to develop yourself Ability to work under pressure Commitment to the full life of the school Values driven Excellent record of attendance	Application Interview References

TANFIELD SCHOOL

Headteacher

Steven Clough BSc (Hons) NPOH

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