

# Dunstan Catholic Educational Trust Director Application Pack



St Gildas



Our Lady of Mount Carmel



St Joseph and St Teresa



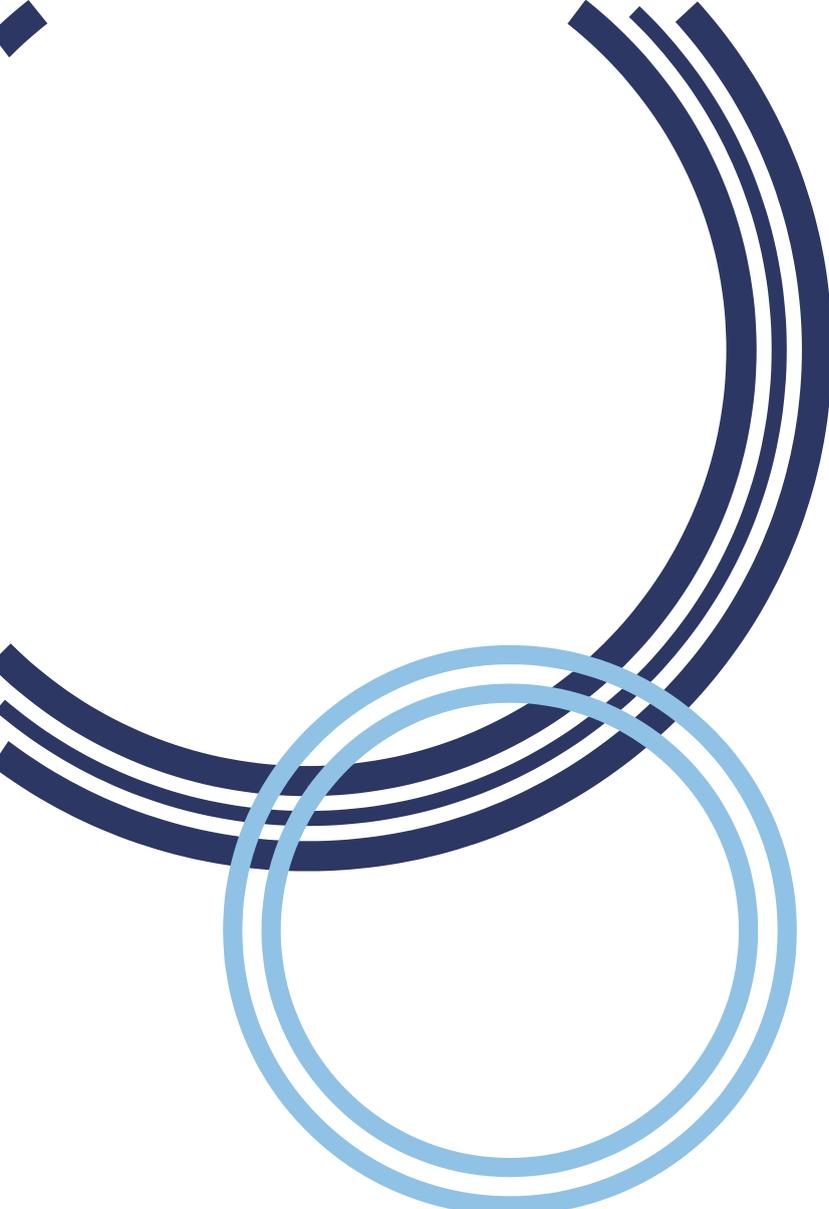
St Joseph's Burnham



St Joseph's Bridgwater



Corpus Christi



# Contents

Welcome.....	3
Our Schools .....	4
Role and How to Apply .....	7
Director Role Description and Person Specification .....	8



# Welcome

Thank you for being interested in joining our Trust Board.

Governors and leaders of six schools in the Dunstan Partnership are working together to open one of the first Multi Academy Trusts (MATs) being established within the Catholic Diocese of Clifton. The target opening date is 1 March 2022 so it offers an exciting opportunity to be part of a trail blazing enterprise!

There is much to be done by the schools collaboratively to complete a proper process of due diligence between now and the anticipated MAT opening date. The first critical decision-making milestones are getting formal approval of the MAT application by the Diocesan Academy Board in September and Regional Schools Commission for the South West in October 2021. Currently there are five working groups reporting to the Dunstan Partnership Working Party who in turn report to each school's governing body. As such, the development of MAT proposals in all aspects, including details of the MAT vision and governance structure included in this pack, need to be treated as 'works in progress' because the final decision would be taken by the Trust Board of Directors once formally established.

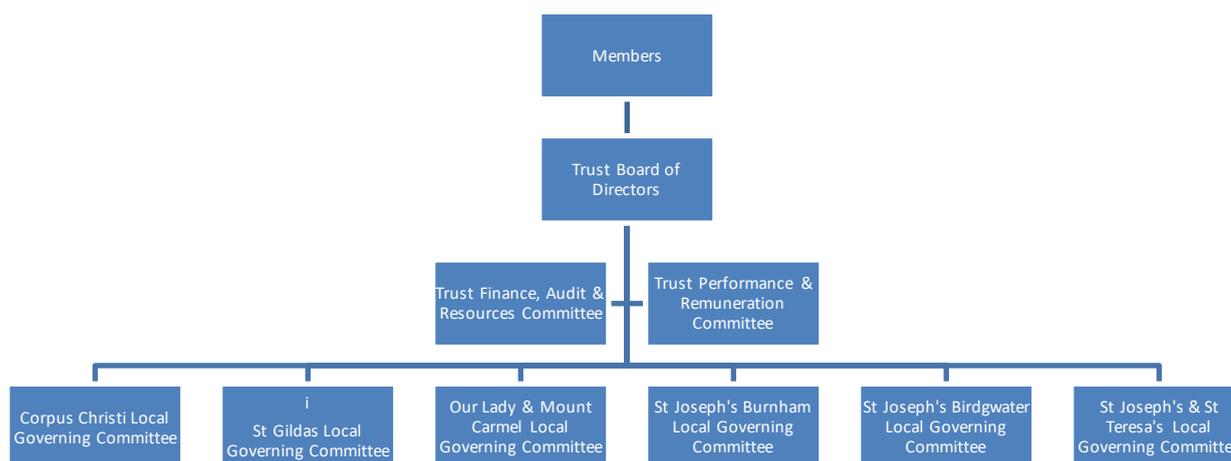
## Proposed MAT vision and values:

The Dunstan Partnership exists to develop a united community of schools where the teachings of Christ inspire everyone to flourish, to enjoy their journey in lifelong learning, and to become the best person they can be.

Core Values –

- Community
- Respect
- Opportunity

## Proposed MAT Governance Structure:



Five Members will be appointed by Clifton Diocese who will also support the recruitment and appointment of eight board directors in total (5x foundation and 3 co-opted for their skills). As the multi-academy trust is a single legal entity it is overseen by a single governing board which is ultimately accountable to the Department for Education (DfE) for the performance of all schools it oversees. Directors of multi-academy trusts as charitable companies are subject to Company Law and Charity Law and the regulatory framework set by the Department for Education. It is

therefore critically important that applicants understand the associated role and responsibilities.

The Trust Board's Scheme of Delegation is expected to clarify the different roles and responsibilities of the committees it opts to establish. There are two types of committees in MATs. Trust committees have a trust wide remit e.g. finance, staffing, audit, estates and their membership must be composed by a majority of directors. Local Governing Committees usually have a single school oversight role, but could oversee more than one school, and their membership is composed of local governors. Their delegated remit is typically focused on holding the headteacher to account for the quality of standards and pupil outcomes, meeting the needs of the most vulnerable and disadvantaged pupils, including those with special educational needs and disabilities (SEND), wellbeing and spiritual development, attendance, safeguarding, health and safety, community engagement.

In recognition of the enormous value local governors offer to the quality and impact of governance upon outcomes for children, all existing Dunstan Partnership school governors are invited to complete and return to their Clerk the CES model governing body skills audit if they would like to transfer into the MAT on their existing terms of office at the point of opening.

More details about MAT members, directors and governors can be found in the DfE publication called 'Academy Trust Governance Structures and Roles'. **N.B.** This also includes the statutory duties associated with the role: [Governance structures and roles - GOV.UK \(www.gov.uk\)](http://www.gov.uk) Please also refer to Part 8 of the Academies Financial Handbook: [2019 Academies Financial Handbook \(publishing.service.gov.uk\)](http://publishing.service.gov.uk)

## Our Schools

The six schools are: Corpus Christi Catholic Primary School in Weston-Super-Mare (North Somerset LA), St Gildas Catholic Primary School in Yeovil, Our Lady of Mount Carmel Catholic Primary School in Wincanton, St Joseph's Catholic Primary and Nursery School in Burnham on Sea, St Joseph's Catholic Primary School in Bridgwater and St Joseph's and St Teresa's Catholic Primary School in Wells (Somerset LA).



**Corpus Christi** is a one form entry school located in the large seaside town of Weston-Super-Mare. The school is situated in a residential area. The number on roll is below Published Admission Number but the recent Reception intake is full, there are a high number of Catholic pupils on roll. Corpus Christi form part of the Holy Trinity Catholic Federation with St Joseph's in Burnham.

The school accommodation is spread over four blocks and is quite spacious. The building is in a good state of repair with a planned programme of works. There is no capacity for new building on the part of town the school is located but Weston is undergoing significant expansion to the north of the town which has had an impact on pupil numbers with the pupils moving to the new schools nearer to home. We have a large playground and use of the communal field across the road.

The school was judged Require Improvement in their last Ofsted and Section 48 Inspections and are due for re-inspection. There has been significant work carried out on improving teaching and learning and middle leadership and the school has made good progress over the last 2 years.

Results over time have improved but remain slightly below national. The main focus of the Federation Improvement plan is to improve the effectiveness of feedback to accelerate the progress the pupils make.



**St Gildas** is a one form entry primary school based in Yeovil, which is a large town. The school is situated in an urban area with limited access and very little outside space. There is no onsite parking for staff or parents. The school is split into two buildings; one is spread over 4 floors with lift access and the other is a split-level building.

The pupil profile is: below national average for Free School Meals, Educational Health and Care Plan and Special Needs Support pupils and well above national for English as and Additional Language. The school experiences high pupil mobility due to hospital migration and extensive new buildings on the outskirts of the town. The travel time from the outside of Yeovil to the school can take up to 40 minutes.

The school was judged good in both the Section 48 and Ofsted Inspections June 2017 were both good. The quality of teaching and learning across the school is variable but robust plans are in place to address this. Results over time have been below national in attainment and progress and this is a focus for whole school improvement.



**Our Lady of Mount Carmel** has six classes (Early Years Foundation Stage (EYFS), year 1, year 2, year 3/4, year 4/5 and year 6) and is situated in the centre of Wincanton. It is a wonderful school site with a main building comprising of the offices, staffroom and three classes plus other small areas. There is the middle block with two further classes and the hall block with the EYFS area, the hall, kitchen, Special Educational Needs and Disabilities Co-ordinator room and Emotional Support room. We have a very good-sized playground area and a large astro turf area too. We also have a pond and reflection area.

We have 152 children on roll with 35% Catholic pupils and 25% English as an Additional Language pupils. Our Pupil Premium is 42% of which 17% are Services. Our Special Educational Needs is 9%.

Our Lady's Ofsted in May 2017 was GOOD and our Section 48 is also GOOD. Staffing has been stable until this academic year. In 2019 our phonics results were above National, as were results in Key Stage 1 (KS) in reading and writing with a slight dip in maths (0.6%). In KS2 our results were above National in all areas.

The current main drive-in school improvement is to close the gap (from Lockdown) and ensure children receive a broad and balanced curriculum.



**St Joseph's, Bridgwater** is a one form entry primary on the outskirts of Bridgwater. The buildings are generally in a good state of repair as a result of well-planned maintenance. There is a detailed future plan works. The site consists of one main building on one level with classrooms off a long corridor, a playground and a large field, there is also an outdoor heated swimming pool.

Currently the school is 96% full. The children come from a wide area around Bridgwater and beyond currently there are a low number of Catholics. The profile of students is below national SEN support, in line with national EAL and FSM and above national Education Health Care Plan (EHCP).

The school has recently moved from RI to Good under the new OFSTED (Oct 19) framework and also is rated good for section 48. The school has consistently good or better teaching from a stable staff. Results across KS1 and KS2 have improved for the last 3 years. Phonics has also improved over the last 3 years so it is now in line with the national average. The current main drive of the school improvement plan is to maintain a broad and balanced curriculum.



**St Joseph's Burnham on Sea** is a slightly larger one form entry school with an attached nursery in a small seaside town. St Joseph's forms part of the Holy Trinity Catholic Federation with Corpus Christi. The school is spread over two buildings which are generally in a good state of repair. The school is functioning at full capacity and the accommodation is crowded. We have a large playground and field.

The school has a PAN of 34 for each class and we are near capacity and have a nursery with 41 three and four year olds. We feed from the local area of Burnham. The profile of students is below national average for Special Education Needs and Disability, Educational Health Care and Plans and is in line nationally for Free School Meals. We have a low number of Catholic pupils on roll.

The school was judged as outstanding in its last Ofsted inspection and as a result hasn't been inspected for many years, the school was judged as good in the last Section 48 Inspection. The teaching remains good and there is a mixture of experienced and newer staff. The results in all Key Stages are good with attainment being consistently above national. The main focus of the Federation Improvement plan is to improve the effectiveness of feedback to accelerate the progress the pupils make.



**St Joseph's and St Teresa's** is a 5 class primary school situated in the town of Wells, they feed from their local and surrounding areas. They are currently over PAN and have 51% of Catholic pupils on roll.

The school accommodation is in one block and it is in a good state of repair with a planned programme of works. The outside space is a reasonable size. The school is placed in a built up area and access is restricted with little parking for parents.

The school is organised into mixed age year groups with some large classes in Key Stage 2. The profile of students is below national average for Free School Meals, Special Education Needs and Disability, English as an Additional Language and, Education Health and Care Plans.

The school was judged as Good in their last inspection (2016) and outstanding in the Section 48 inspection in 2017. The teaching remains good and there is a mixture of experienced and newer staff. The leadership costs are high. The results over time are in line or above national in all Key Stages with Phonics results being consistently high. The main focus of the School Improvement plan is curriculum, writing, well-being and developing middle leadership.

# Role and How to Apply

<b>Role title:</b>	Director
<b>Location of schools:</b>	Somerset and North Somerset
<b>Term of office:</b>	Four years
<b>Contract:</b>	Pro bono (voluntary) with reimbursement of out-of-pocket expenses
<b>Commitment:</b>	An average of one day per month but more as a shadow director (i.e. before officially in post) to help shape the development of proposals in the application and pre-opening phases (Summer - Autumn Terms 2021)
<b>Closing date:</b>	Tuesday 31 August at 12.00 noon
<b>Interview date:</b>	Tuesday 7 September
<b>Target opening date:</b>	1 March 2022
<b>Nomination form:</b>	<a href="https://schools.cliftondiocese.com/form-5">https://schools.cliftondiocese.com/form-5</a>
<b>Eligibility Declaration:</b>	<a href="https://schools.cliftondiocese.com/form-6">https://schools.cliftondiocese.com/form-6</a>
<b>Skills Audit:</b>	<a href="https://schools.cliftondiocese.com/form-7">https://schools.cliftondiocese.com/form-7</a>
<b>DBS Self Declaration:</b>	<a href="https://schools.cliftondiocese.com/form-4">https://schools.cliftondiocese.com/form-4</a>

With the support of Clifton Diocese, the MAT seeks to operate with eight board directors in total (5x foundation and 3 co-opted for their skills). The 5 x Foundation Directors are to be appointed by Bishop Declan.

**N.B.** More details about 'Academy Trust Governance Structures and Roles' and, in particular, the statutory duties associated with the role of a company director and charity trustee can be found via the DfE publication called: [Governance structures and roles - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/governance-structures-and-roles)

We are looking to recruit board directors who have a strategic level expertise in one or more of the following areas:

- Strategic Planning
- Corporate Governance
- Project Management
- Risk Management
- Change Management
- Financial Management
- Employment Law and Practice
- Education
- Safeguarding
- Health and Safety

We seek a diverse range of skills, knowledge and experience to support the Trust Board in fulfilling its mission, vision, values and Catholic ethos for the benefit of all pupils and communities served by the Trust, as well as enable compliance with its statutory duties as a charitable company accountable to the Department for Education as the regulator of academies.

Whilst this is a voluntary role, it offers many personal and professional rewards, such as boardroom experience, and the opportunity to use your skills to support pupils in your local Catholic schools and communities.

To be appointed as a Foundation Director, who make up the majority of the Trust Board's membership, you must be a practising Catholic. Co-opted Directors will be expected to write to the Bishop confirming their commitment to upholding the Catholic ethos and vision.

Everyone involved in governance is expected to demonstrate a commitment to the Nolan principles and personal

attributes detailed in 'A Competency Framework for Governance' published by the Department for Education. You can find more details via: [Governance handbook and competency framework - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/governance-handbook-and-competency-framework)

If you are interested in applying for the position of a Foundation or Co-opted Director and would like to have a more detailed conversation before making the decision to apply for the post, please contact either Claire Emery, external project manager via: [claire@emerysupportservices.co.uk](mailto:claire@emerysupportservices.co.uk) or Colleen Collett, Director of Schools and Colleges (Clifton Diocese) via [colleen.collett@cliftondiocese.com](mailto:colleen.collett@cliftondiocese.com) on 07943301789 to arrange a mutually convenient time to talk.

To apply, **all** applicants are asked to fully complete the foundation director\* nomination (form 5) -, declaration of eligibility (form 6) and director skills audit (all links shown on previous page) and submit to the Clifton Diocese by the closing date/time

*\*If applying to be a Co-Opted Director, rather than Foundation, please enter N/A in the 'Church Section' and in the 'Referee 1' section*

The Trust is committed to diversity and inclusion and safeguarding to promote the welfare of children and young people. All successful applicants will be appointed subject to the MAT opening and satisfactory completion of all recruitment processes. This includes obtaining an enhanced Disclosure and Barring Service (DBS) Certificate and Section 128 clearance.

The Diocesan privacy notice can be found via its website: [Privacy Notice | Clifton Diocese](#)

## Director Role Description and Person Specification

### **Objects of the Multi Academy Trust**

The Trust's core purpose is described as the Objects in its Articles of Association. They are as follows:

4(a) The Company's objects ("the Objects") are specifically restricted to the advancement of the Catholic religion in the Diocese by such means as the Diocesan Bishop may think fit and proper by, but without prejudice to the generality of the foregoing, the establishing, maintaining, carrying on, managing and developing of Catholic schools in the United Kingdom conducted in accordance with the principles, and subject to the regulations and discipline of the Catholic Church.

4(b) Subject to the approval of the Diocesan Bishop, during the period that the objects in 4(a) are being fulfilled and form the majority of the activities of the Company, the advancement of education by the establishing, maintaining, carrying on, managing and developing of schools which are not Catholic in the United Kingdom.

### **Role Description**

#### **Legal Duties:**

Under charity law, Trust Directors have the ultimate responsibility for directing the affairs of the Trust, and ensuring that it is solvent, well run and delivering the charitable outcomes for which it has been set up.

#### **Duty of Compliance – Directors must:**

- Preserve and develop the Catholic character of the academies within the Trust in accordance with the Articles of Association, Church Supplementary Agreement and the Scheme of Delegation; comply with the provisions of Canon Law, the teachings of the Catholic Church and such determinations made by the Bishop, his Trustees, or the Department of Schools and Colleges on their behalf.
- Ensure that the Trust complies with charity law and with the requirements of the Education Funding Agency as regulator; in particular ensure that the charity prepares reports on what it has achieved and annual returns and

accounts as required by law.

- Ensure that the Trust does not breach any of the requirements or rules set out in the Articles of Association, Church Supplementary Agreement, Scheme of Delegation, funding agreement or the Academies Financial Handbook and that it remains true to the charitable purpose and object set out there.
- Act with integrity and avoid putting yourself in a position where your duty to the Trust conflicts with your personal interests or loyalty to any other person or body.

#### **Duty of Care – Directors must:**

- Use reasonable care and skill in their work as Directors, using their personal skills, knowledge and experience as needed to ensure that the Trust is well run and efficient.
- Ensure that robust and compliant systems are in place to ensure the safeguarding of all students, staff and volunteers within the Trust.
- Seek external professional advice on all matters where there may be material risk to the Trust or where the Directors may be in breach of their duties.
- Use the Trust's funds and assets reasonably and responsibly and only in furtherance of its aims and objectives.
- Avoid undertaking activities that may place the Trust's funds, assets or reputation at undue risk.
- Take particular care when investing the Trust's funds or borrowing funds.

#### **Specific duties of Directors of a Trust:**

To contribute to the work of the Board of Directors in ensuring high standards of achievement for all child and young people across the Trust. As a Foundation Director you are also there to support any Bishop's directives and his overall diocesan vision.

#### **Strategic Direction:**

Directors must ensure that the Trust has a clear vision, mission and strategic direction that will enable the Trust to fulfil its objects and is focused on achieving these. Directors must work in partnership with the Chief Executive Officer and other senior staff to ensure that:

- The Trust has a clear vision, set of Catholic values and strategy and that there is a common understanding of these by Directors, staff and those sitting on Academy Committees or Local Governing Bodies.
- Operational plans and budgets support the vision and strategy.
- The views of stakeholders (parents, pupils, local communities and staff) are regularly sought and considered through the development of effective links within the Trust's community.
- There is regular review of the external environment for changes that might affect the Trust.
- There is regular review of the need for the Trust and for the services it provides or could provide, and regular review of strategic plans and priorities.

#### **Performance of the Trust:**

Directors are collectively responsible for the performance of the Trust, for its impact upon stakeholders and for its corporate behaviour:

- To ensure that the Trust measures its impact and progress towards its strategic objectives and to regularly consider reports its performance.
- To ensure that there are appropriate policies in place to ensure that the aims and objects are met in line with the requirements of the Articles of Association and Scheme of Delegation.
- To ensure that the Trust's Catholic values are understood and put into practice by Directors, Academy Representatives/Governors and staff.
- To ensure that there are complaints systems in place for stakeholders.
- To ensure that there are processes for members, Directors, Academy Representatives/Governors, staff and other stakeholders to report activity which might compromise the effectiveness of the Trust.
- To recruit a Chief Executive Officer in partnership with the Bishop's representative and to hold them to account for the management and administration of the Trust.
- To ensure that the Chief Executive Officer receives regular, constructive feedback on their performance in managing

the Trust and in meeting their annual and longer-term objectives.

**Compliance:**

Directors must ensure that the Trust complies with all legal and regulatory requirements:

- To ensure, with professional advice as appropriate, that the Trust complies with all constitutional, legal, regulatory and statutory requirements.
- To understand and comply with the constitution and rules that govern the Trust as outlined in the Articles of Association and Scheme of Delegation.

**Management of resources:**

Directors must be custodians of the Trust's assets, both tangible and intangible, taking care over their security, and how they are used:

- To ensure that the Trust's financial obligations are met and that there are adequate financial controls in place to ensure all money due is received and properly applied, and that all assets and liabilities are recorded.
- To act reasonably and prudently in all matters relating to the Trust and always in the interests of it, the Diocese and the Catholic Church.
- To ensure that Directors take professional advice when needed and record the advice received.
- To be accountable for the solvency of the Trust.
- To ensure that the Trust acts in accordance with employment law and that it exercises a duty of care to its employees.
- To ensure that intangible assets such as organisation knowledge and expertise, intellectual property, the Trust's good name and reputation are recognised, used and safeguarded.
- To review the condition and use of assets owned by the Trust.
- To ensure that the major risks to the Trust are regularly identified and reviewed and that systems are in place to mitigate or minimise these risks.

**Good Governance:**

Directors must ensure that the Trust's governance is of the highest possible standard:

- To ensure that the Trust has a governance structure that is appropriate to its size and complexity, stage of development, meets the requirements of the Articles of Association, Church supplementary Agreement and Scheme of Delegation and reflects the diversity of its stakeholders.
- To ensure that there are effective mechanisms for individual academies within the Trust to be both supported and held to account by the governance structure.
- To ensure that decisions are made with a view to promoting the education and wellbeing of children and young people.
- To ensure that decisions taken by the Board of Directors are recorded in writing by means of minutes.
- To ensure that the Board's delegated authority to Directors, Chief Executive Officer, Academy Representatives/Governors and staff is recorded and that reporting procedures from such back to the Board are recorded in writing and complied with.
- To ensure that the responsibilities delegated to the Chief Executive Officer are clearly expressed in the Scheme of Delegation and understood and directions given to them come from the Board as a whole or other properly authorised route.
- To ensure the Board regularly reviews the Trust's governance structure and its own performance to an agreed programme.
- To ensure that major decisions and policies are made by the Directors acting collectively.
- To ensure that the Board has within its membership the skills it requires to govern the Trust well.
- To ensure that the Board has access to, and considers, relevant external professional advice and expertise.
- To ensure that there are systematic, open and fair procedures for the recruitment of Directors and of the Chief Executive Officer.
- To ensure that all members of the Board receive appropriate induction on their appointment and that they continue to receive appropriate advice, information and training (both individually and collectively).
- To ensure that Directors have a Code of Conduct and comply with it and that there are mechanisms for the removal of Directors who do not abide by the Director's Code of Conduct.

## **Person Specification**

The Board of Directors considers the following as key skills and attributes for membership of the Board:

### **Personal Qualities:**

- Commitment to the Catholic ethos and values of the Trust.
- Commitment to the education and welfare of children and young people.
- Commitment to equal opportunities and the promotion of diversity.
- Independence of thought and sound judgment.
- Ability to work as part of a team.
- Commitment to seeking and taking account of the views of stakeholders, e.g. parents and pupils.
- Respect for the work and views of other Directors and staff.
- Willingness to devote time, enthusiasm and effort to the duties and responsibilities of a Director.
- Willingness to make and stand by collective decisions, even if they offered an alternative view during discussions.

### **Aptitude and Skills:**

- Understanding and acceptance of the legal duties, responsibilities and liabilities of Directorship of a Catholic Trust.
- Ability to challenge current thinking, the method of governance and management of the Trust in a constructive manner and in its best interests.
- Ability to evaluate and interpret management information and other data/evidence.
- Ability to play a strategic role to successfully effect change and meet the objectives of the Trust.
- Eagerness to reflect and learn, even in the role of Director.
- Willingness to act as an ambassador for and publicly support the Trust.

### **Knowledge and Experience:**

Specific professional knowledge and experience in **at least one** of the following:

- Charity law and governance.
- Directorship, trusteeship or management of a complex organisation with multiple sites/subsidiaries.
- Budget setting, planning and monitoring.
- Understanding of the academies system in England.
- Data analysis.
- Management of change.
- Monitoring and evaluating performance
- Recruitment and human resources involvement, including employment legislation.
- Business development.
- Risk management.
- Property and estate management.
- Marketing, media and Public Relations.

### **Other Requirements:**

- Willingness to attend meetings of the Board and other meetings as required.
- Willingness to participate in the evaluation of the Board's work.
- Willingness to attend on a regular basis appropriate training provided by the Diocese or other appropriate body

The Board of Directors has a Code of Conduct underpinned by the seven principles of public life as identified by the Nolan Committee: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

### **Conclusion**

Whilst the role of a Director bears a high level of accountability, it is a rewarding role in that it contributes to development of the pupils and students they serve and supports the overall mission of the Church.