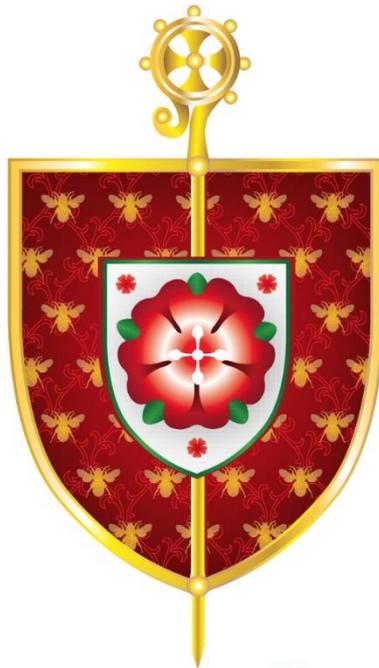


Department for Education

# Multi-Academy Trusts



DIOCESE OF SALFORD

InforCAtion for prospective Directors  
and Application form

*Stay with us, Lord, on our journey*

# Diocese of Salford

## Multi Academy Trust (CAT) Non-Executive Director information

Thank you for taking the time to read this brief introductory guide relating to the role of CAT Director. The prospect of being in a position to positively influence thousands rather than hundreds of children will be a great motivation to many who read this information for others it may present an enormous challenge.

The Diocesan Trustees are seeking to identify and appoint, from within and beyond our Catholic communities, individuals who have the desire, determination and disposition to make a difference, to lead on improvements for all children and to secure, for future generations, the highest quality of Catholic education across every corner of the Diocese.

### **Context:**

The Bishop, supported by Diocesan Trustees and the Diocesan Department for Education took the decision in January 2016 to approve a memorandum which enabled schools to consider the option of converting to academy status.

This significant change in diocesan policy was triggered by the potential risk of a diocesan school being forced to convert and by a growing desire, from a significant number of schools, to explore alternative forms of governance given the changing relationship with Local Authorities.

In May 2016 the Trustees published a proposal which would see the creation of a number of cross phase Multi-Academy Trusts based broadly on existing school and LA partnerships.

In February 2019 the original 9 CAT model was refined to a 3 CAT model outlined in the table below.

### **Multi-Academy Trusts Table**

| Name of Trust               | Romero Catholic Academy Trust                  | St Theresa of Calcutta CAT                     | Emmaus Catholic Academy Trust                             |
|-----------------------------|--|--|---|
| LA areas                    | Lancashire<br>Blackburn w Darwen<br>Calderdale | Rochdale<br>Bury<br>Bolton<br>Wigan<br>Salford | Oldham<br>Tameside<br>Stockport<br>Trafford<br>Manchester |
| Number of primary schools   | 48   | 60   | 59  |
| Number of secondary schools | 9  | 11   | 10  |

The proposed CATs are largely based on the existing LA structure within the diocese and diocesan deaneries.

It is envisaged that CATs will initially be established with a smaller number of schools and that over time more schools will convert and become full and active academies within their designated CAT.

**There is currently no time frame in which all schools will be required to convert.**

## Governance structure:

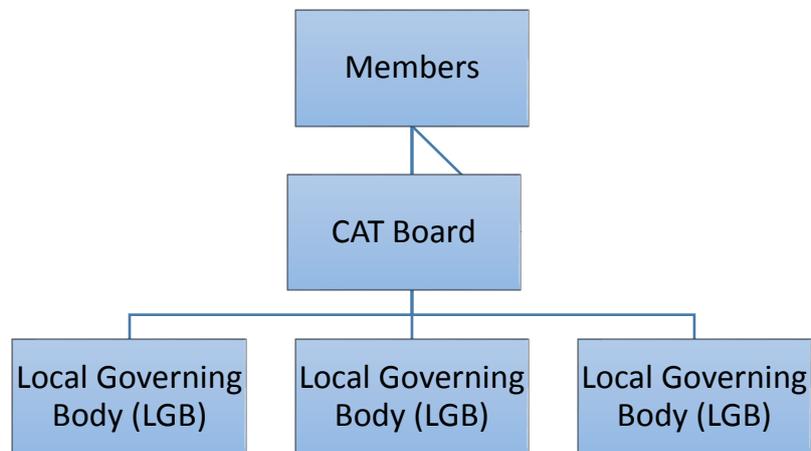
Each of the Diocesan sponsored CATS would have a similar governance structure:

**Members:** The first level of Governance. We envisage 5 members, one of whom will be the Bishop. The Members will not be involved in the day to day running of the CATs or academies.

**Trust Board Directors:** Each Trust Board will be made up by a maximum of 8 Directors. These voluntary non-executive Directors (known in charity law as Trustees) will be appointed by the Members and the majority will be classed as Foundation Directors.

**Local Governing Body:** Each academy will retain the existing governing body and the responsibilities of each LGB will, in the main, be very similar to the existing range of responsibilities.

## **Organisational chart:**



## The Role of a Director:

Directors will have a critical role in enabling CATs to grow in a sustainable way and may offer specific support in such areas of finance, audit or HR or simply serve as strong independent board members who have **oversight of three broad areas** – very similar to those of school governors;

**Strategy** Supporting clarity of purpose, vision and Catholic ethos, overseeing governance and decision making, scrutinising plans.

**Financial Stewardship** Building financial capacity, fostering a culture of audit and value for money.

**Performance** Ensuring consistently high standards, providing challenge at CAT and school level, recruiting great leaders, holding them to account and managing risk.

As CATs become larger Directors will need to place greater emphasis on:

Culture across all CATs schools creating a sense of one organisation, family and equality;

|                     |  |
|---------------------|--|
| Skills              | actively recruit high calibre board members with the skills to govern a growing organisation;  |
| Executive oversight | the need to create a central executive team directly accountable to the Trust Board which will enable Directors to most effectively fulfil their statutory responsibilities; |
| Structures          | as the CATs expand it will become increasingly necessary to ensure clarity of role, remit and reporting arrangements at all levels of governance within the CAT;             |
| Process             | Standardised and robust systems in relation to policy development, reporting, analysis of school level data, financial planning and HR;                                      |
| Risk                | developing a more sophisticated understanding of financial, organisational and educational risk ensuring the board remains strategic with clearly articulated priorities.    |

### **Time Commitment:**

Trust Boards will meet three times a year (termly) with meetings lasting 2 to 3 hours. In addition Directors will sit on at least one sub-committee e.g., HR, Finance, Audit, Performance. Sub-committees will meet three times a year (termly) with meetings lasting 2 hours. All meetings will take place within the geographical boundaries of the CAT. It must be stated that these time commitments are the likely minimum and may in particular circumstances need to exceed this as is the case, with for example, the Board chair or Committee chair who may need to commit more time than that outlined above.

### **Person Specification:**

The Members will seek to appoint up to 8 Directors to each CAT Board. The majority of these Directors, will be classified as Foundation Directors and clear evidence of faith commitment and an understanding of the teachings of the Catholic church will be required (see attached application form).

All Directors will be required to demonstrate:

- a willingness to devote the necessary time to the role;
- an ability to hold others to account for their professional practice;
- a successful track record/experience of strategic vision, change and growth management;
- experience of school governance - this is desirable but certainly not essential;
- any of the following areas of expertise; Governance, Business, HR, Finance, Communications, Marketing & PR and Asset Management.

It is technically acceptable for a current school governor to also become a CAT Director. Potential conflict of interest however suggests that it will not be desirable to join the board of a CAT in which the school, at which you are currently a governor, plans to join.

Members are particularly hopeful that potential Directors with previous or current experience as Chair of Governors of successful or improving schools, will consider refocussing their experience for the benefit of a greater number of schools.

Diocesan Trustees however welcome interest from prospective Directors in any part of the Diocese.

**Thank you on behalf of the Diocesan Trustees for taking the time to read the above information. Securing high quality, authentic, Catholic education across the whole of the Diocese is the Trustees**

**principal aim. Such aspirations cannot be achieved without the ongoing highly valued voluntary commitment of school governors and Trust Board directors.**

**If you wish to express an interest in being considered for a Trust Board director position, or would like more information. Please contact Angela Williams ([angela.williams@dioceseofsalford.org.uk](mailto:angela.williams@dioceseofsalford.org.uk))**

## ACADEMY FOUNDATION DIRECTOR APPLICATION FORM

|                           |  |
|---------------------------|--|
| <b>Name of Applicant:</b> |  |
|---------------------------|--|

### SECTION A: DIOCESAN GUIDANCE AND PERSON SPECIFICATION FOR FOUNDATION DIRECTORS

#### **Context**

The Board of Directors of a CAT as a corporate body will provide a mix of knowledge, experience, skills, qualities and behaviours that as a whole is more than the sum of the parts.

#### **Balance**

The Directors will need to keep in mind the corporate effectiveness of the Board and ensure the behaviours are balanced to create synergy and effectiveness. Operating as a corporate body, as a team, the Board, will need to combine the roles of: ideas generator; specialist; resource investigator; shaper; implementer; team worker; completer finisher; and monitor evaluator.

#### **Collective Characteristics**

Collectively the Foundation Directors will need to have, grow, develop and strengthen the following characteristics as they fulfil their responsibilities. Together the Board of Directors will need to:

- protect the Catholic character and mission of the academies;
- understand their accountability, role and responsibilities;
- be self-aware and effective;
- work effectively with headteachers, senior managers, the DDfE and Government agencies, etc.;
- be driven by a shared vision, values and principles;
- provide a positive role model for others;
- focus on outcomes for children and young people;
- be able to form strong, productive relationships based on trust and mutual understanding;
- lead with courage, humility and resilience to secure aims and objectives;
- work collaboratively;
- lead CAT-wide strategic thinking and planning and policy;
- create, drive, monitor, evaluate, report and review the strategic framework for the CAT;
- be innovative and creative;
- problem-solve;
- be able to analyse information, weigh evidence, make judgements and take decisions;
- manage change effectively;
- communicate complex arguments in an accessible manner;
- challenge and support;
- consult as necessary;
- negotiate effectively;
- create a high-achieving culture.

## **Seven Principles of Public Life**

The Seven Principles of Public Life enunciated by the Nolan Committee are a useful context for considering the work of the Board of Directors.

### **Selflessness**

- Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

### **Integrity**

- Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

### **Objectivity**

- In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

### **Accountability**

- Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

### **Openness**

- Holders of public office should be as open as possible about all decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

### **Honesty**

- Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects public interest.

### **Leadership**

- Holders of public office should promote and support these principles by leadership and example.

## **Person Specification**

### **Essential Criteria**

A Foundation Director must:

- be a practising Catholic;
- understand the duty to ensure the Catholic Character of the academies is preserved and developed and that they are conducted in accordance with the Articles of Association;
- have the support of his/her parish<sup>1</sup> priest or the priest in the parish where he/she worships regularly.

### **Desirable Criteria**

A Foundation Director will significantly benefit from experience of:

- management at a strategic level in a professional or voluntary setting, possibly involving stakeholder;
- management, relationship management, inspection and review, etc;
- creative problem-solving in a collaborative context in either a professional or voluntary setting working in:
  - o finance and administration;
  - o procurement;
  - o facilities management;
  - o information technology;
  - o human resources management;
  - o legal services;
  - o inspection and reporting;
  - o commercial settings;
- working on:
  - o the Board of Directors of a company;
  - o being a chair or vice-chair of a governing body;
  - o setting the strategic direction of a school, monitoring the effectiveness of plans to improve the quality of education provided and standards achieved, and evaluating the impact of the leadership on the capacity of the school to improve;
  - o working with a school that successfully improved, initially having been in an Ofsted or LA category of concern.

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<sup>1</sup> 'Parish' is to be understood as what is defined as 'parish' now and in the future, which will cater for potential changes to parish boundaries

### Selection and appointment

- All potential Foundation Directors will self-select against this guidance and submit a request to be appointed to the position of Foundation Director by the Director of Education of the Diocesan Department for Education, on behalf of the Bishop and Trustees (see Appendix 2ai).
- The Director of Education will moderate the process of appointment.
- Five Foundation Directors will be appointed to the membership of the Board of Directors of each CAT.
- If there are less than five applications the DDfE will approach potential Foundation Directors and ask them to consider offering their service to the Bishop, Trustees and Diocese.
- If there are more than five applications the Director will select the necessary number based on the applications.
- On appointment, the Director of Education will complete the 'Undertaking to the Founder Member' appended to the Articles of Association.

### SECTION B:

#### FOUNDATION DIRECTOR SELF-REVIEW CHECKLIST FOR POTENTIAL FOUNDATION DIRECTORS

| Essential criteria   | Fully meet | Partially meet | Do not meet |
|--|------------|----------------|-------------|
| <ul style="list-style-type: none"> <li>• be a practising Catholic;</li> </ul>  |            |                |             |
| <ul style="list-style-type: none"> <li>• understand the duty to ensure the Catholic Character of the academies is preserved and developed and that they are conducted in accordance with the Articles of Association;</li> </ul> |            |                |             |
| <ul style="list-style-type: none"> <li>• have the support of his/her parish priest or the priest in the parish where he/she worships regularly.</li> </ul>   |            |                |             |

### SECTION C:

#### FOUNDATION DIRECTOR SELF-REVIEW CHECKLIST FOR POTENTIAL FOUNDATION DIRECTORS

| Desirable Criteria  | Fully meet | Partially meet | Do not meet |
|---|------------|----------------|-------------|
| <ul style="list-style-type: none"> <li>• management at a strategic level in a professional or voluntary setting, possibly involving stakeholder management, relationship management, inspection and review, etc;</li> </ul> |            |                |             |
| <ul style="list-style-type: none"> <li>• creative problem-solving in a collaborative context in either a professional or voluntary setting;</li> </ul>  |            |                |             |

| Desirable Criteria   | Fully meet | Partially meet | Do not meet |
|--|------------|----------------|-------------|
| <ul style="list-style-type: none"> <li>working in a setting that is underpinned by a cycle of formal structured planning, monitoring, evaluation, review and reporting;</li> </ul>   |            |                |             |
| <p>working in:</p> <ul style="list-style-type: none"> <li>finance and administration;</li> <li>procurement;</li> <li>facilities management;</li> <li>information technology;</li> <li>human resources management;</li> <li>legal services;</li> <li>inspection and reporting;</li> <li>commercial settings;</li> </ul> |            |                |             |
| <p>working on:</p> <ul style="list-style-type: none"> <li>the Board of Directors of a company;</li> </ul>  |            |                |             |
| <ul style="list-style-type: none"> <li>being a chair or vice-chair of a governing body;</li> </ul>   |            |                |             |
| <ul style="list-style-type: none"> <li>working with a school that successfully improved, initially having been in an Ofsted or LA category of concern.</li> </ul>  |            |                |             |

**SECTION D:  
REQUEST TO BE APPOINTED AS A FOUNDATION DIRECTOR  
PERSONAL INFORMATION**

|                     |  |                |                     |                    |  |
|---------------------|--|----------------|---------------------|--------------------|--|
| <b>Title</b>        |  | <b>Surname</b> |                     | <b>First names</b> |  |
| <b>Nationality</b>  |  |                | <b>Former names</b> |                    |  |
| <b>Home address</b> |  |                |                     |                    |  |
|                     |  |                |                     | <b>Postcode</b>    |  |
| <b>Tel No.</b>      |  |                | <b>Email</b>        |                    |  |
| <b>DOB</b>          |  |                | <b>Occupation</b>   |                    |  |

Are you an elected member of a Local Authority?

Yes

No

If yes, please give details: \_\_\_\_\_

\_\_\_\_\_

Are you an employee of a Local Authority?

Yes

No

If yes, please give details: \_\_\_\_\_

\_\_\_\_\_

Are you an employee of a school within the CAT?

Yes

No

If yes, please give details: \_\_\_\_\_

\_\_\_\_\_

Are you a parent of a pupil attending any school within the CAT?

Yes

No

If yes, please give details: \_\_\_\_\_

\_\_\_\_\_

I wish to apply for a position of Foundation Director on the

\_\_\_\_\_ **Catholic Academy Trust**

**I meet the Essential criteria as follows:** (insert relevant evidence in box below)

**I meet the Desirable criteria as follows:** (insert in the box below)

Applicant's  
signature

Date

**SECTION E:  
ENHANCED DBS (formerly CRB) DISCLOSURE**

DO NOT SUBMIT YOUR APPLICATION FORM UNTIL THIS SECTION HAS BEEN FULLY COMPLETED

FORMS SENT IN WITHOUT THIS SECTION COMPLETED WILL BE RETURNED TO THE APPLICANT

**This section needs to be completed by the Chair of the Board of Directors or Company Secretary of the Multi-Academy Trust to which you are applying BEFORE submitting your application.**

|   |  |  |  |
|---|--|--|--|
| <b>DATE OF DISCLOSURE:</b>  |  | <b>DISCLOSURE CERTIFICATE N<sup>o</sup>:</b> |  |
| <b>I confirm that I have seen the above DBS certificate, held in the name of the applicant, and that I am satisfied that a valid DBS certificate is in place for them and that their application can be considered for appointment.</b> |  |  |  |
| <b>SIGNATURE:</b>   |  | <b>DATE:</b>                                 |  |
| <b>POSITION IN CAT:</b>   | <b>Chair of the Board of Directors*</b><br><div style="text-align: right;">*Please delete as applicable</div> <b>Multi- Academy Trust Secretary*</b> |  |  |

**If you do not have a current DBS certificate you must agree to the appropriate checks being undertaken prior to the consideration of your application.**

**Please ensure that the final section over the page is completed by your parish priest.**

|   |  |         |            |
|---|--|---------|------------|
| <b>PRIEST'S REFERENCE:</b>  |  |         |            |
| Please provide below the <b>details of your parish priest or the priest where you attend Mass regularly</b> who can testify that you are able to fulfil the requirements for diocesan compliance and ask him to sign this section |  |         |            |
| Title   |  | Surname | First Name |
| Name of Parish  |  |         |            |
| Town/City   |  |         |            |
| Applicant's roles & functions within your parish, if any:   |  |         |            |
| <b>CERTIFICATION BY PRIEST</b>  |  |         |            |
| I certify that the applicant regularly attends Mass on Sundays and Holydays of Obligation and, to the best of my knowledge, fulfils the requirements of a practising Catholic as detailed in the Scheme of Delegation             |  |         |            |
| Signature   |  | Date    |            |

The completed form should be sent to:

**Director of Education**  
**Diocese of Salford**  
**Cathedral Centre**  
**3 Ford Street**  
**Salford**  
**M3 6DP**