

**Dartmoor  
Multi Academy  
Trust**

...everyone in our Trust.

# CEO Recruitment Pack

**Ambition  
Co-operation  
Transformation**

# Introduction.



## **Appointment of the CEO**

The opportunity to become CEO at The Dartmoor Multi Academy Trust offers a chance to join an ambitious, committed, and collaborative Trust which aspires to provide the highest quality of education for all local children so that all pupils from all backgrounds are able to succeed.

We are excited about the opportunities that a cross-phase Trust is able to offer our communities, and we are committed to creating an ambitious, forward thinking learning environment for all our children, young people, and staff so that everyone in our Trust flourishes, grows and succeeds.

Devon is an exciting place to make a difference, and the incoming CEO has an opportunity to leave a lasting legacy which is centred in the service of our communities; specifically, driving school improvement and creating a strategy for growth and development which serves as many children and their families as possible.

If you are committed to the education of children and young people in an area characterised by opportunity and challenge, we encourage you to explore this further.





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# 1. Welcome from the Trust Board.

Dear Applicant,

On behalf of the Dartmoor Multi Academy Trust, we would like to thank you for your interest in the post of Chief Executive Officer.

This is a wonderful opportunity to be part of the exciting challenge of taking the Trust into its 8<sup>th</sup> year and onwards. With much work having taken place over the last 4 years to establish good working practices, systems and processes we aim to consolidate our position and look to grow in the coming years.

Established in January 2018 with 16 schools coming together in a shared spirit of collaboration to provide the best education for all our students, no matter what their background, we are now 15 primaries, 3 secondaries and one all-through school. Our schools are diverse, ranging in size from one of the largest schools in Devon to one of the smallest in the country.

We are privileged to live in a beautiful and tranquil part of the country, however, that rural isolation means that we have to work harder than ever to secure the resources to enable our students to flourish. The challenge for the new CEO will be to champion, at regional and national level, the students, and staff in our often overlooked communities.

We want the very best for our students and staff, so crucially, you will be an inspirational and authentic leader, able to articulate a shared vision in a way that is relevant to all communities, displaying values and behaviours fully aligned to the Trust and its ethos and values. You will be passionate about the Trust's mission and recognise the importance that academic rigour and a systematic improvement programme plays in raising standards, especially with regards to our vulnerable groups; those children in receipt of the pupil premium and those with SEND. An education that is not only excellent academically, but also offers every child the opportunity to develop as an individual. In a time of falling rolls across the county you will need a sharp eye and a relentless focus on value for money. It is a difficult line to tread, but one that we are confident is achievable for a trust of this size.

This is an exciting time in our history, and we are looking for a dynamic person, passionate about transforming the life chances of young people, to lead us into the next stage of our growth. If you have the vision and energy to lead the hard working Principals and over 850 staff who serve over 4500 children and their parents and carers, then we very much welcome your application.

Yours faithfully,

Dartmoor Multi Academy Trust Board

## 2. About the Trust.

The Trust is currently made up of 3 secondary schools, 15 primary schools, and an all-through specialist SEMH school. It also includes an extended wrap around care offer from 9 months. Each school is supported by the professional services team, helping over 4500 children and over 850 staff to thrive – this is a truly exciting Trust to be involved with.

As a family of schools, we are committed to deepening connection with the diverse range of communities we serve. Our ambition is to ensure that the education we provide to our children is expansive, rich, and rooted in the firm foundations of trust, respect, and cooperation.



### 3. Our Mission, Vision and Values.

Our family of schools is driven by a shared vision of excellence, creativity, and community engagement. We are a values driven organisation and share a strong sense of purpose. We behave in a way which places our students at the forefront of our actions and decision making. We champion equality of opportunity, and respect for our colleagues, our students, and our communities.

We believe in fostering an environment where every learner can thrive, and our team plays a pivotal role in making this vision a reality. We believe that every role contributes to our students achieving. Therefore, everyone in our Trust truly matters to us and we have a commitment to continuous professional development and learning for all. Through our innovative myTalent development approach, we want to ensure our teams have the opportunity to achieve their very best and ensure that we realise our mission, vision, and values.

#### Our Mission

To provide the highest quality of education for all local children to ensure that pupils from all backgrounds are able to succeed.

#### Our Vision

Everyone in our Trust will flourish, grow, and succeed.

#### Our Values

The values of this Trust are complemented by the Christian ethos of our Faith schools. In our broad and inclusive approach, we offer a home for all, and we accept all for who they are, and who they are becoming. Our values are:

**Ambition** - Inspiring ambitious learning for all, rooted in commitment, responsibility, curiosity, and aspiration.

**Co-operation** - The flourishing of individuals and building of positive relationships underpinned and sustained through dignity and respect.

**Transformation** - Character, confidence and care nourished and developed through a horizon of hope and growth.

# 4. Our Trust Goals 2024/25.

## Our Goals

Our goals form a road map for change through which we use our individual and collective strengths to improve our schools and provide an excellent experience for everyone we serve. Through these goals we commit to positive impact on our local communities and wider influence and reach.

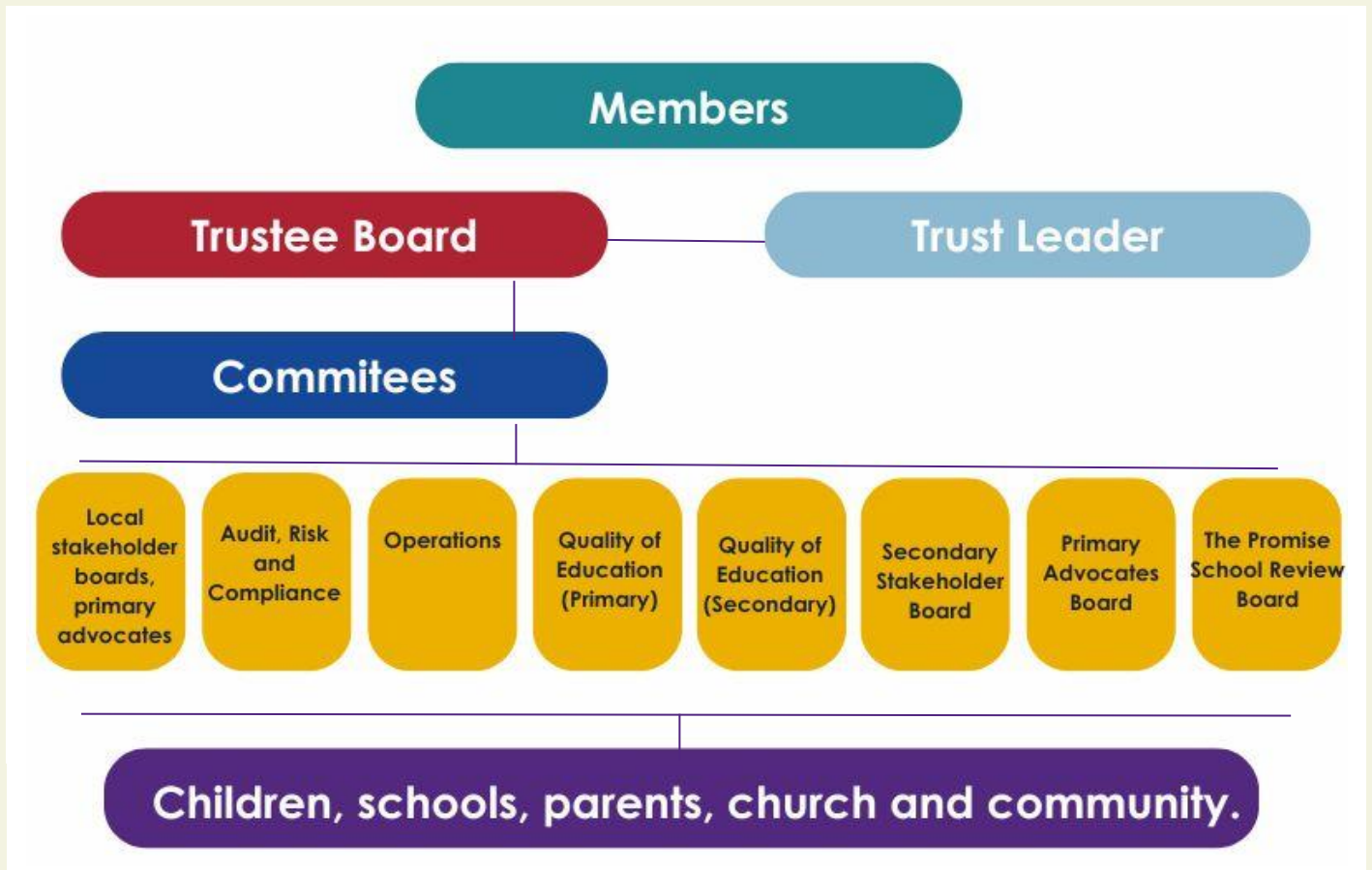
Quality	Curriculum	People	Facilities	Finance	Reach
Exceptional education provision to underpin excellence in teaching, learner experience & outcomes.	Innovative and relevant curriculum which is both knowledge rich and experiential.	Ambitious, ethical and aligned people to model and lead at all levels.	Excellence in the physical and digital learning environments.	Sustainability in finance to underpin investment and resourcing	Civic and system leadership to ensure impactful external engagement

## Our Trust Model of Excellence

Our Trust objectives are framed within our model of excellence which supports the end goals of all of our schools.

Quality	Curriculum	People	Facilities	Finance	Reach
Effective and inclusive pedagogical practice. ..... Exemplary behaviour rooted in relationships and belonging.	Ambitious and inclusive curriculum underpinned by robust assessment. ..... Entitlement, equity and opportunity for all.	Rigorous and ethical leadership underpinned by ambition, transformation and co-operation. ..... Continuous professional development and learning as an entitlement.	Ambitious and inclusive facilities, resulting in positive learning environments for all. ..... Facilities that meet the need of our schools and communities.	A sustainable trust that recognises the responsibility of spending public funds wisely. ..... Investing funds as needed, to ensure the biggest impact for our pupils is achieved.	School at the heart of the community. ..... Trust engagement and system influence.

## 5. Our Trust Governance Structure.



Our governance structure consists of:

**Members** - have ultimate control over the Trust, with the ability to appoint some of the trustees, and the right to amend the Trust's articles of association.

**Trustees** - responsible for the same three core governance functions performed by the governing body in a maintained school: setting direction, holding the Principal to account, and ensuring financial probity. As charity trustees, they must also ensure compliance with charity law requirements. The Board of Trustees are responsible for deciding the governance structure and the delegated powers of the Trust.

**The Primary Advocates and Local Stakeholder Boards** - provide a place where individual pupil, staff, community, and parent voice are heard and understood; where their lived experience of our provision and offer is felt and triangulated.



The Articles of Association set out what the Board can delegate, and to whom, as well as the constitution of the Board.

The Board supports in the following areas:

- Holding the Trust Leader/CEO and Executive Team to account.
- Setting the strategic direction of the Trust.
- Guaranteeing there is strong governance within the Trust to ensure effective accountability and ongoing Trust/ school improvement.
- Ensuring financial integrity of the Trust.

### Local Governance in Primary and Secondary phases

Our local layer of governance is arranged into two models, with Advocates across our primary schools and Local Stakeholder Board (LSB) governors in our secondary schools.

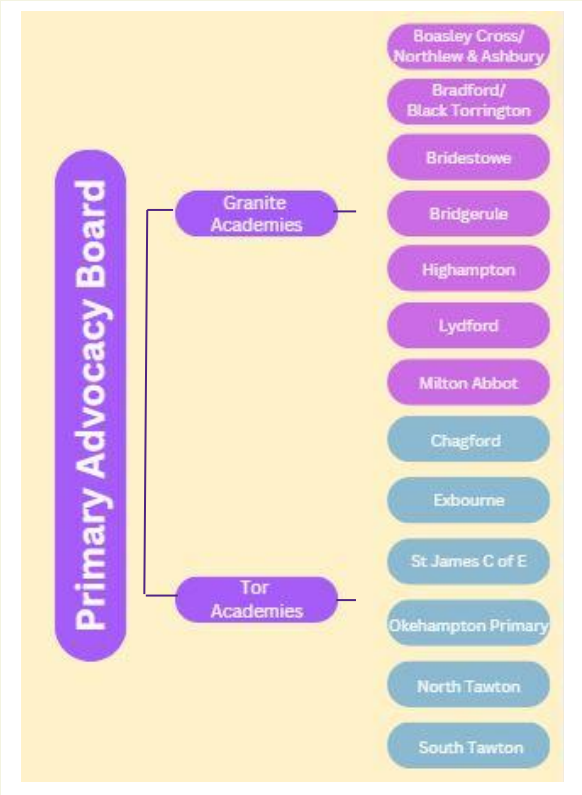
### Primary Advocacy Board

The Advocate role replaces that of a 'traditional' school governor, within primary schools in Dartmoor Multi Academy Trust.

Advocates provide assurance that:

- The strategic vision of Dartmoor Multi Academy Trust – 'to provide the highest possible education for all local children, in order to ensure pupils from all backgrounds are able to succeed' is being enacted.
- Stakeholders in the school (parents, pupils, staff, and community) are listened to, respected, and involved, and this is evident through the lived experience of the school.
- Christian values are promoted and evident through the lived experience of our Church schools.

This is achieved through a combination of visits to the school, a presence at school events, and ongoing dialogue with all the stakeholders.

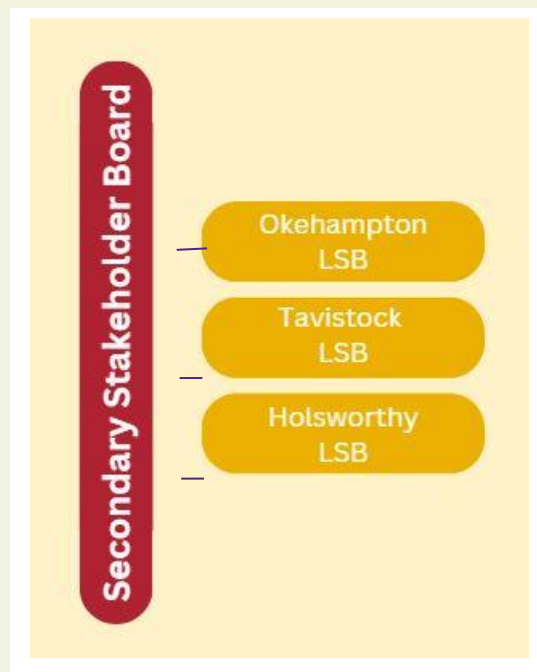


## Local Stakeholder Boards

Local Stakeholder Boards (LSB) have four key roles:

- To advise/act as a critical friend to the Principal.
- To advise the Trust Board about local issues that might affect the academies.
- Represent the interests of the community within the Trust.
- Represent the school/s in its community.

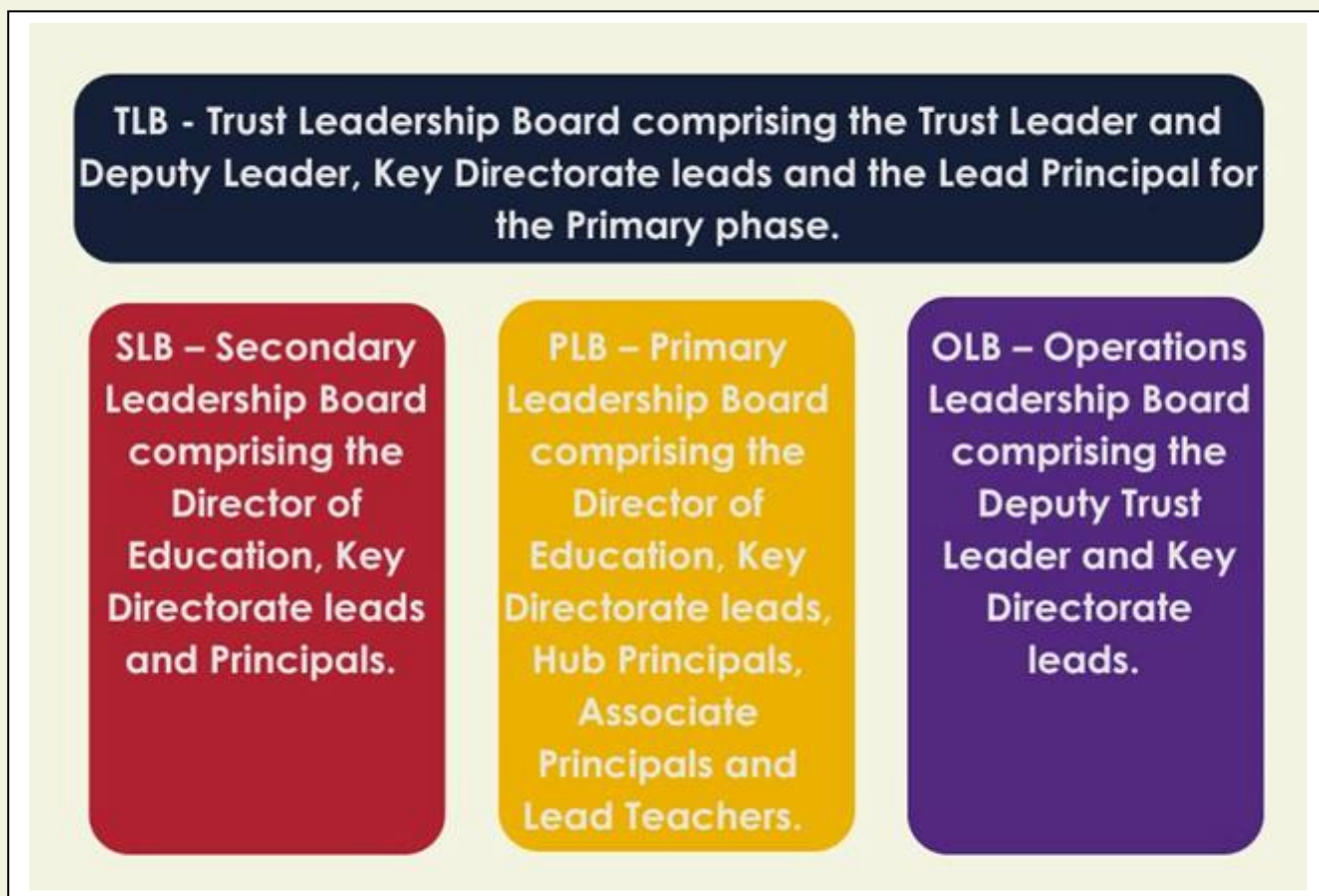
The most important element of the LSB is to be able to capture the voice of the stakeholders and community to communicate this upwards through the Trust.



## Secondary Stakeholder Board

The Secondary Stakeholder Board holds LSB Chairs to account on their actions plans which support Academy Improvement Plans.

## 6. Trust Leadership Model.



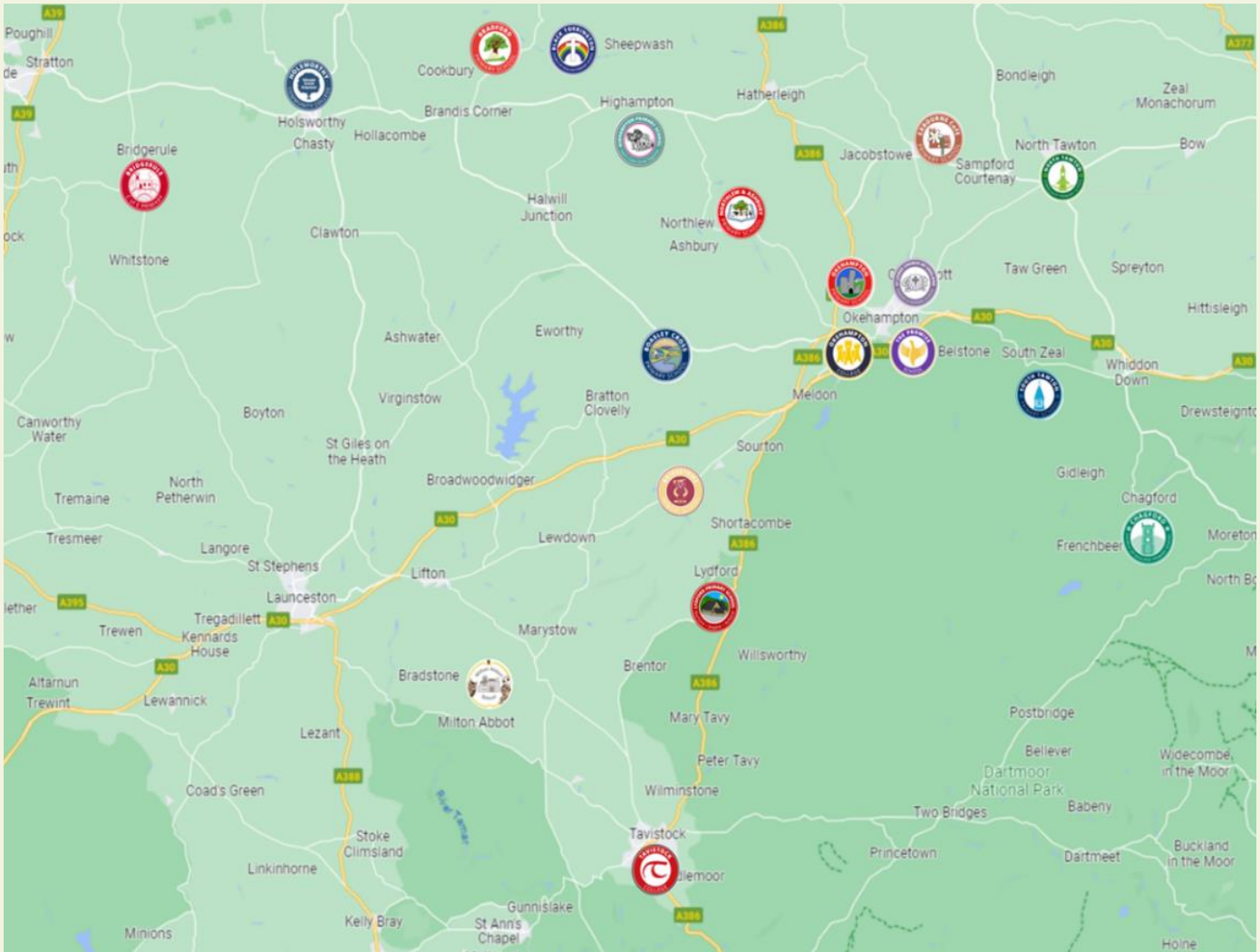
## 7. Our Trust Schools.

Our schools are located within or near the beautiful landscape of the Dartmoor National Park in Devon. They range in size in the secondary and the primary phases - from the very smallest primary in the county, to one of the largest. We are rightly proud of our collective commitment to these diverse settings. Such schools demand an appreciation of the passion which our communities have for all of our schools, in balance with an understanding of the challenges their rural isolation can present. Please visit individual school websites below to find out more.



School	Pupil numbers	SEN	% Eligible for Free School Meals
Black Torrington C of E Primary School	7	28%	14%
Boasley Cross Primary School	42	5%	7%
Bradford Primary School	24	13%	0%
Bridgestowe Primary School	92	23%	11%
Bridgerule C of E Primary School	76	14%	8%
Chagford C of E Primary School	143	9%	8%
Exbourne C of E (VC) Primary School	27	22%	26%
Highampton Primary School	27	26%	22%
Holsworthy Community College	540	30%	29%
Lydford Primary School	27	11%	0%
Milton Abbot	67	23%	12%
Northlew and Ashbury C of E (VC) Primary School	16	19%	31%
North Tawton Community Primary School	165	13%	13%
Okehampton College	1195	17%	18%
Okehampton Primary School	434	19%	28%
South Tawton Primary School	202	9%	6%
St James C of E Primary School	247	10%	23%
Tavistock College	1324	16%	22%
The Promise School *	80	100%	50%

\* Projected to reach 85 by February 2025



### **Our Primary Schools**

<https://dartmoormat.org.uk/schools/primary-schools/>  
<https://www.miltonabbot.devon.sch.uk/>

### **Our Secondary Schools**

<https://dartmoormat.org.uk/schools/secondary-schools/>

### **Our All Through School**

The Promise School is a new Free School, which is an all-through special school for children with SEMH, aged 4-16. The Promise School opened in September 2022, using interim accommodation. From Easter 2023 it moved into a purpose-built brand-new school to serve the West Devon and South Hams areas.

<https://www.thepromiseschool.org.uk/>

## 8. Why Dartmoor Multi Academy Trust?

You will be reading this at a time when schools and Trusts of schools play an even more vital role in ensuring that our society, and most especially the next generation, can grow. While we must restore, repair, rebuild, we must also reimagine the entitlement and provision that is needed to give children opportunities in a world we cannot predict.

Set against this wider context, it is an exciting time to join us in the development of our Trust. We are proud of all that has been achieved historically, but we remain ambitious to improve the Quality of Education that our children receive. A vital part of this mission includes the deepening and broadening of our connection with, and service to, our communities. Our Trust is now extending its reach more intentionally into true Civic Leadership. We believe we are an important part of the transformation needed to ensure that all can thrive and succeed.



### What do we offer?

This is a unique and exciting opportunity to shape education and local communities within Devon by providing our children and young people with the best possible start in life. Dartmoor Multi Academy Trust is committed to supporting their staff, and as CEO we will invest in your development to allow you to grow professionally.

### We commit to:

- Investing in your on-going professional development through CEO leadership programmes
- Executive coaching
- Flexible and dynamic working
- Providing a highly skilled and supportive Board to support you as the incoming CEO.



**Staff benefits:**

- Cycle-to-work scheme
- Techscheme
- Comprehensive health and wellbeing package
- 3 additional paid days holiday over Christmas
- Excellent pension scheme
- Highly competitive salary.

**About Devon**

Undoubtedly, one of the best things about our Trust community is the opportunity to work in one of the most beautiful parts of the country. Its varied and stunning landscapes offer a range of activities to be enjoyed. Devon has two coastlines which include the fascinating Jurassic coast of the south, and the sandy beaches of the north.

Devon boasts two of the country's 15 National Parks and Dartmoor, with its high granite tors, provides the breathtaking backdrop to our schools. The Trust is located very near to an extensive cycle network which takes you around the county, from Drake's Trail to the Granite Way. This makes our immediate setting quite simply spectacular.

The historically significant Cathedral city of Exeter sits approximately 30 minutes' drive from many of our schools. There are major rail stations in Plymouth and Exeter, with regular links to London within two-and-a-half hours. Devon is well served by Exeter Airport and has ferry links to the continent from Plymouth.

We hope that you will have the same passion for our county, and our communities as we do.





## 9. The Role.

The success of the Dartmoor Multi Academy Trust will be underpinned by two fundamental beliefs:

**Students come first:** First and foremost, the purpose of the Trust is to enable students to achieve their potential, and it is this principle that drives how we make decisions and how we act. It is expected that anyone who joins or forms part of the Trust shares this philosophy.

**We are team players:** Whilst every colleague has a specific role to fulfil, we expect all staff to communicate with compassion, treat others with positive regard, collaborate and behave with professionalism. In our colleagues we seek energy, passion, initiative and cooperation, as well as acting in a way that promotes a positive image of the Trust in the wider community.

We are:

**Ambitious:** Inspiring an ambitious learning for all, rooted in commitment, responsibility, curiosity and aspiration.

**Co-operative:** The flourishing of individuals and building of positive relationships underpinned and sustained through dignity and respect.

**Transformative:** Character, confidence and care nourished and developed through a horizon of hope and growth.

We believe that every role contributes to our students achieving. We are a values driven organisation and strongly feel a shared sense of purpose. We behave in a way that puts our students at the forefront of our actions and decisions making, we champion equality of opportunity and respect our colleagues, our students and our community. We believe passionately that all individuals are entitled to learn and should be encouraged to do so.

**Core Purpose**

The DMAT CEO is responsible for the education of all the young people in the Trust's academies. They lead the Executive Team of the Trust, ensuring the Trust and all its schools are successful over time in a sustainable way. They provide high level strategic leadership and management across all aspects of the Trust's activities. They ensure that the Trust provides high quality education for all its pupils through the effective and efficient use of resources and people. As a system leader, the CEO represents the Trust with a wide range of stakeholders and partners and enables the Trust to fulfil its civic responsibilities. They are the Accounting Officer for the Trust, responsible for ensuring the Trust meets its statutory and legal requirements.

The DMAT is a Trust with mixed Articles and in the process of moving to Majority Articles. We have both church and secular schools in our Trust. The CEO of the DMAT is tasked with celebrating and promoting the Christian ethos and distinctiveness of our Church Schools to ensure that they flourish.

**Ethics and Professional Conduct**

As a leader of an educational charity the DMAT CEO will be expected to demonstrate consistently high standards of principled and professional conduct. The postholder will always uphold and demonstrate The Principles of Public Life (The Nolan Principles). The DMAT CEO is responsible for upholding public trust in Trust, civic and system leadership, and should maintain high standards of ethics and behaviour. As a leader of our Trust, their academy communities and the profession, the new DMAT CEO will serve in the best interests of the Trust's pupils, conducting themselves in a manner compatible with their influential position in society.

**Core Responsibilities**

There are six interlinked areas of The DMAT CEO's core responsibilities. These are:

- Strategic leadership - Trust values, culture and strategy
- Quality of Education
- Finance, sustainability and compliance
- People strategy
- Governance and accountability
- System leadership and civic responsibility.

**Strategic Leadership – Values, Culture and Strategy**

- Establish and sustain the Trust's values, culture, and strategic direction in partnership with the Trust Board.
- Provide leadership that enables the Trust to achieve its strategic objectives and secure its future sustainability.
- Create a safe, inclusive and positive culture across the Trust and its schools.

- Develop operational objectives that are appropriate, deliverable and aligned to securing a sustainable future through the Trust's strategic direction.
- Enable the Trust's organisational design and operational systems to meet its current and future requirements and manage change effectively.

### Quality of Education

- Tackle educational inequality, upholding and securing ambitious educational and behavioural standards for all pupils.
- Promote further support for the most disadvantaged and those with additional and special educational needs and disabilities within a safe and secure environment.
- Enable the Trust to establish and sustain a broad, rich and coherent curriculum entitlement for all pupils, supported by effective curricular leadership and delivered through high quality teaching in all its schools.
- Ensure the Trust has high quality, expert teaching in all the Trust's schools, built on an evidence-informed understanding of effective teaching and how pupils learn.
- Ensure that priority areas for improvement are identified.
- Enable the Trust and its schools to engage with appropriate evidence-based strategies for improvement and ensure their effective implementation.

### Finance, Sustainability and Compliance

- Ensure that sound financial management systems are in place.
- Prioritise and allocate financial resources appropriately, ensuring efficiency, effectiveness and probity in the use of public funds.
- Ensure rigorous approaches to identifying, managing and mitigating risk
- Ensure the long-term sustainability of the Trust and its schools through effective financial and estates management.
- Direct the Trust's activities to achieve the most efficient, effective and sustainable provision of education to the highest quality, prioritising and making the most effective use of the resources available.
- Ensure the organisation complies with all statutory and legal requirements including safeguarding, health, and safety.

### People Strategy

- Lead and effectively manage the activities and performance of the Trust's executive team.
- Enable a people strategy that identifies talent, supports and develops all staff and sustains a culture of staff well-being and high staff professionalism.
- Ensure the Trust has high quality employment practices that promote equality, diversity and inclusion, including ethical practices of recruitment and retention of staff.

- Ensure staff have access to high quality professional development, aligned to balance organisational and individual needs.
- Ensure the Trust has a strong talent management and succession planning programmes across all areas of the organisation's work.

### **Governance and Accountability**

- Promote a culture of accountability that is recognised and accepted as an essential element of improvement at all levels and across all aspects of the Trust's work.
- Understand the role of relevant regulatory bodies and ensure the Trust and its schools respond to their requirements.
- Understand and welcome the role of effective Trust governance, upholding the obligation to give account and recognising that Trust Boards are ultimately responsible and accountable for the Trust's work.
- Develop and maintain effective relationships with the Trust Board recognising their key role in holding the CEO and executive team to account.
- Ensure the Trust Board receives quality information in the level of detail needed to make informed decisions and fulfil its functions and legal obligations.
- Ensure positive communications that promote the Trust and its work and present the Trust effectively when dealing with the media.

### **System Leadership and Civic Responsibility**

- Promote and enable ways in which the Trust's schools and their local boards engage meaningfully with their communities and are responsive and accountable to them.
- In line with the Trust's civic role, work with civic partners and stakeholders in the local area, region and/or nationally to contribute to the Public Good, ensuring the value of the child and coherent public service for children and families.
- Foster and engage in the collective leadership of the sector building strong local systems to address disadvantage and improve the quality of education for all pupils.
- Exert external influence on behalf of the Trust by active engagement with sector organisations, regulators, policy makers, local and national government, industry and other partners.
- Give public assurance of high standards of probity.

### **Accounting Officer Responsibilities**

- Give assurance (to Parliament and the public) of high standards of probity in the management of public funds, particularly regularity, propriety and value for money.
- Adhering to the Seven Principles of Public Life.

- Having oversight of financial transactions (under Trustees' control, measures to prevent losses or misuse, multi-person operation of accounts and records, accurate accounting records).
- Completing annual statement on regularity, propriety and compliance.
- Taking personal responsibility for assuring compliance to the Board.
- Advising on Board intent or action if incompatible with the articles, funding agreement or handbook.
- Notify the ESFA if they consider the Board is in breach of the articles, funding agreement or handbook.

## Safeguarding

Safeguarding is everyone's responsibility, and the CEO must inspire, supervise, and motivate teams to ensure safeguarding best practice is being implemented across the Trust and ensure that there is compliance with the Trust's policies and procedures on safeguarding and child protection at all levels in the Trust.

*The duties and responsibilities listed above describe the post as it is at present and will be reviewed annually to reflect plans, growth, and the development of the Trust. The post holder is expected to accept any reasonable alterations that may from time to time be necessary.*

## 10. Person Specification.

### Person Specification

Area to be assessed	Essential criteria	Desirable criteria
<b>Safeguarding</b>	Must be able to demonstrate a commitment to the safeguarding and well-being of children and young people.	Advanced Safeguarding Experience
<b>Qualifications/Experience</b>	<p>Sustained period of successful Headship in Mainstream School Setting.</p> <p>Demonstrable experience of Education Sector finance and compliance.</p> <p>Tangible and successful leadership of large / complex organisation.</p> <p>Demonstrable experience in working with schools in a rural setting.</p>	<p>Masters' Level Degree or above.</p> <p>NPQH, NPQEL or equivalent</p> <p>Experience of working across 0-19 age range</p> <p>Experience of being a Trustee of a MAT.</p>
<b>Knowledge/Skills</b>	<p>Knowledge and experience of Risk and Risk Management.</p> <p>A deep commitment to Inclusion and Social Justice.</p> <p>Excellent interpersonal skills - demonstrating capacity to build strong working relationships with others.</p> <p>Successful experience of visioning, planning and implementing change.</p> <p>Excellent written and verbal communication skills</p> <p>A 'can do' approach to developing inclusive learning environments.</p> <p>Tenacious practice of ensuring that the wishes of children and young people are heard and</p>	<p>Understanding the SEN Code of Practice and experience of working in a Specialist Provision.</p>



	<p>inform decision-making.</p> <p>Calm in manner, approachable and flexible.</p> <p>Proactive approach to continuing professional development.</p> <p>Prioritise and manage time effectively and be able to work under pressure.</p> <p>Understanding of the challenges around rural locations and infrastructure, with the ability to overcome challenges in order to reach every academy.</p>	
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## 11. Terms of Appointment.

The position attracts a competitive salary commensurate with its status and responsibilities. This role will be based in Okehampton and there is a requirement to travel to schools within the Trust and to be a visible leader.

### **Equal Opportunities**

Promoting equal opportunities is fundamental to the aims, values and ethos of Dartmoor Multi Academy Trust. The Trust has a commitment to champion equality of opportunities throughout the community and actively promotes co-operation and collaboration.

The Trust recognises the enormous benefits of diverse leadership, and actively and warmly encourage applications from a wide range of backgrounds.

### **Safeguarding Statement**

The Dartmoor Multi Academy Trust is committed to safeguarding and promoting the welfare of children and expects all staff to share in this commitment. Any offer of employment made will be subject to receipt of satisfactory references and the satisfactory outcome of a Disclosure and Barring Service (DBS) check with children's barred list.

### **KCSIE online checks In line with the latest Keeping Children Safe in Education guidance**

The People Team will be conducting a search of online records that are publicly available e.g., LinkedIn, news articles, etc. Such searches are only being conducted on candidates who have been successfully shortlisted and all data will be held securely in line with data protection regulations. Any concerns identified during such searches will be discussed with the candidate during the interview.

Due to our commitment to environmental sustainability, we provide a digital copy of this document. If for any reason you require this document in any other format, please contact us directly.

## 12. How to apply.

Ready to join the Dartmoor Multi Academy Trust family? We welcome your interest in joining our vibrant family of schools and the exciting opportunity this role brings.

For further information and to apply for this post please visit mynewterm

<https://mynewterm.com/trust/Dartmoor-Multi-Academy-Trust/145340>

The closing date for application is 27<sup>th</sup> September 2024.

Shortlisting date: 4<sup>th</sup> October 2024

Interviews: w/c 14<sup>th</sup> October 2024

Should you have any queries regarding this position please contact Peter Elliot, Trustee for the Dartmoor Multi Academy Trust by emailing at the following address:

[pelliott@dmatschools.org.uk](mailto:pelliott@dmatschools.org.uk)

### GDPR personal data notice

According to GDPR guidelines, we are only able to process your sensitive personal data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

We look forward to hearing from you.

