

# Chief Executive Officer Candidate Pack



Diocese of Norwich  
Education  
Services Company



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# Welcome from the Chair

Dear Candidate,

We are delighted that you are interested in becoming the Diocese of Norwich Education Services Company (DoNESC) Chief Executive Officer (CEO). This role has been held by Howard Nelson for the past six years and we are all sad to see Howard move to new pastures. Howard has made an amazing contribution across all aspects of our business and has been a major force in embedding our values, ethos and culture throughout the organisation.

The core function of DoNESC is to support and enable the schools in both our Diocesan academy trusts - the Diocese of Norwich Education Trust (DNEAT) and St Benet's - so that they provide an education of the highest quality to their pupils. This is achieved by providing a range of effective, value for money services delivered by a motivated and skilled team. This role is one of the four senior roles within the Diocese of Norwich's Education Department. The CEO will work directly with the CEOs of the two MATs, the Diocesan Director of Education and the Directors / Trustees of all these organisations.

Our aim is to recruit an individual who will lead us as we continue our journey to provide strong support to our schools and young people. To fulfil this role, we are looking for an exceptional candidate, who will work closely with all stakeholders, has clarity of vision and the ability to lead a multi-disciplinary team of professionals. They will seek innovative opportunities to develop our business model as we grow our Diocesan MATs to ensure their sustainability including expansion beyond our current geographic footprint. As more schools join the MAT's this will see joint turnover grow to around £100m over the next five to six years.

Norfolk and the East of England is a fabulous place in which to live and work and this is an opportunity for the right person to help children across the region gain the best from their education and achieve more than we, or they can imagine.

We look forward to meeting you.

**Susan Martin ACIB MBA BSc**

Chair of Diocese of Norwich Education Service Company





# The essence of this amazing role

You will need to read the detail contained in this pack to more fully understand this unique CEO role, which is strategically demanding, exciting and hugely impactful on the lives of children and adults across our organisations. You will provide excellent leadership in ensuring DoNESC provides the best possible services to the schools in DNEAT and St Benet's, in effect acting as Chief Operating Officer (COO) for both. Whilst you are accountable to the DoNESC Board you are also a senior member of the MAT teams answerable to their CEOs and Boards.

As CEO of DoNESC you are one of four senior leaders of equal status driving the Diocesan education vision forward and maximising the operational and relational benefits of working in this group of organisations. We are only halfway through our growth plans at present as we seek to encourage all the Church of England schools in the Diocese to join one of our two MATs. Currently the joint income of our MATs is £50m, and they consist of 49 schools (two secondary) and 1,550 staff. The CEO of DoNESC is the finance and operations lead across the MATs and with the MAT CEOs needs to be able to grow this organisational structure to a turnover of some £100m and 110 schools employing some 3,000 staff. At the heart of our success is ensuring schools have access to the best possible, cost-effective services and quality and value for money are hallmarks of the DoNESC brand. The ability to inspire all staff to deliver services that meet that challenge will be central to your success.

There is great collegiality and support from the MAT CEOs and the Diocesan Director of Education as well as our Boards of Directors and Trustees. Our Christian vision and values hold us together and have helped us develop an educational approach that delivers good academic outcomes but also enables children to flourish and develop to their full potential. You will need to fully embrace this way of working and ensure that all your staff demonstrate this in their work with all the schools.

Our success has been enabled by an entrepreneurial and innovative approach to education, something that the academy trust model enables. Having senior experience in both the private and public sector will be an advantage as we operate in a world driven by government education policy but where we seek to learn from external practice elsewhere.

You too will need to be comfortable liaising with those outside the organisation and develop credible and meaningful relationships, for example with the Department for Education. The successful applicant will quickly become a passionate advocate for what we are doing we are sure!





# Place in the Diocese and its Education family

The Diocese of Norwich is one of the oldest in England and includes the majority of Norfolk (except the west of the county beyond Downham Market which is within the Diocese of Ely) and a small part of Northeast Suffolk, including Lowestoft and going as far south as Kessingland. There are 577 parishes and 642 churches – the largest numbers in England apart from Oxford but serving a much smaller population of less than a million people overall. The Diocese is often described as rural, which of course it is yet the bulk of its population live in towns of more than 40,000 people, such as King's Lynn, Lowestoft and Great Yarmouth, let alone the city of Norwich itself (Greater Norwich has a population of around 210,000).

There are 108 church schools in the Diocese, all but two of them primary schools, educating over 16,000 pupils. 85% are classed as small (less than 210 pupils) and 50% very small (less than 105 pupils). A quarter of Norfolk's primary pupils are in Church of England schools (this rises to over 50% in rural areas), and the Christian distinctiveness of our schools has been nurtured as a priority in the past decade. We are proud of the work our schools do in enabling children and adults to flourish and live out the words of Jesus in John 10:10 where he said, 'I have come that they may have life, and have it to the full.'

Our first Diocesan Multi Academy Trust (DNEAT established in 2013) will soon have 40 schools and nearly 6000 pupils within it. Our second trust, St Benet's (established in 2018) has grown to 11 schools and over 2,000 pupils and is entering a phase of rapid growth establishing a hub of schools in north east Norfolk. We have set out an Education Vision which sees all our schools joining our academy trusts and benefitting further by being part of a close-knit Diocesan family. To support this growth, we established DoNESC as the vehicle to provide a pioneering model of managing and leading non-academic services in schools thereby enabling our academic staff in the central teams and in our academies to focus on school improvement. You will need to be a strong advocate for this vision and be able to articulate how DoNESC contributes to the approach. You will also need to be able to explain how non-academic services underpin school improvement.





The Diocesan Board of Education (DBE) is the legal entity that has strategic oversight of all our schools and academies. It is the sponsor of our two MATs and appoints the Members of the MATs. It also appoints three of the eight Directors who make up the board of DoNESC. However, it is Trustees and Governors who are responsible for running academies and schools. Understanding these relationships and how the Diocesan family works together, and is hence stronger together, is a vital part of the DoNESC CEOs role.

## The Diocese Education Family

Diocese of Norwich Board of Education

LA maintained  
VA / VC  
Schools

DNEAT

St Benet  
MAT

D of N Education Services Company (DONESC)



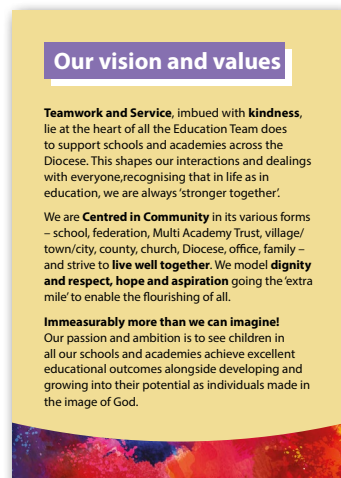
# Vision and values

The Church of England approach to education is articulated in its [VISION FOR EDUCATION](#) published in 2016. This underpins the culture and values in church schools and academies and of course in its MATs and DoNESC.

All church schools and academies have an additional denominational inspection (the Statutory Inspection of Anglican and Methodist Schools – SIAMS) which seeks to understand how effective the school's distinctive Christian vision is in enabling pupils and adults to flourish. Each school or academy has its own theologically rooted Christian vision based on a Bible verse or passage which is the foundation of its culture and the way it operates.

Our MATs have developed their own vision and values which can be seen on their websites – [DNEAT](#) and [ST BENET'S](#). DoNESC and the wider central education teams have also developed their own vision and values statement which has been produced on a pocket-sized card which can be seen below. Our approach with staff is one of encouraging and enabling them to have freedom to develop – our MATs are not corporate, centralised top-down organisations.

In the Diocese of Norwich we have summarised what is special about church schools in our [FLOURISHING TOGETHER](#) booklet which aims to give parents information as to why they might choose a CofE school or academy. In addition, you will need to take an active role with the other senior leaders in demonstrating that working in this Diocesan family of schools is well supported and it makes us an employer of choice in East Anglia.



## Church of England Vision for Education







## 5. The governance and executive structure of DoNESC and our Diocesan MATs

DoNESC is a private company with two shareholders – our two MATs, DNEAT and St Benet's. It is established to service the needs of the two trusts with any surplus being reinvested back into the trusts. In practice we seek to set a budget that breaks even.

The DoNESC Board is supportive and well informed. It is made up of seven Directors – two from each trust and three appointed by the Diocese of Norwich. There is a healthy balance of support and challenge in our regular full board meetings (there are no subcommittees).

Directors had previously agreed to recruit to a new role of Deputy CEO this academic year. This is still planned but will not be enacted until the new CEO is appointed and a strong financial proposal agreed by Directors and Trustees.





# Diocese of Norwich Education Services Company

## Chief Executive Officer

Head of Governance  
(HANNAH MONK)

Financial Controller  
(DAVID FANNON)

Head of  
Safeguarding  
(LOUISE VEERAN)

HR Manager  
(JO LEACH)

Estates Manager  
(DARREN WILLIAMS)

PA to CEO  
(WENDY  
ALLSOP)

Governance  
Officers x2

Governance  
Administrator  
x1

Governance  
Improvement  
x1

Management  
Accountants  
x4

Finance  
Administrator  
x5 inc.  
team leader

HR  
Officers x4

HR  
Administrators  
x2

Contracts &  
Compliance  
Admin. x1

Estates  
Officer x1

**Deputy CEO to be recruited once CEO appointed**

The governance and central team structures of the two trusts can be seen on their websites – [DNEAT](#), [St Benet's](#). The MAT Boards, on recommendation of their CEOs, approve a detailed Service Level Agreement (SLA) with DoNESC. The CEO of DoNESC therefore works closely with the CEOs in developing the SLA and presenting it to the trust boards. The SLA has to demonstrate best value and be directed to agreed needs in our schools.





## Success of our MATs with their current academies

We are able to confidently demonstrate a strong track record of school improvement in our MATs. This has been hampered by data not being available during the pandemic so is best measured by success in Ofsted inspections.

**DNEAT** was established in 2013. The continuing impact of the trust over time is reflected in an increase in the proportion of its schools with Ofsted good or better grades. This was 53% in September 2017 rising to 84% in December 2023 and now being in line with national averages.

**St Benet's** has been in operation for a shorter period of time (2018) and usually when a school becomes an academy it isn't inspected for 3 years. Therefore, St Benet's has only had two inspections to date. Both went well with the highlight being at Diss Junior Academy, one of the trust's founding schools. Ofsted judged the school 'Good' in every category which was a huge success for that community particularly as the school had never been judged as such since graded inspections began.





# Our growth plans

A key role of the DoNESC CEO is to grow the organisation to support our two trusts as they expand to include all 108 schools in the Diocese by 2030. You will lead on cross-organisational business planning for this significant growth. This growth must take place within a detailed financial plan that all three Boards have agreed, and which will need support from the Department of Education.

The table below sets out a route towards all schools in the Diocese of Norwich becoming academies. These are the high-level numbers. There are more detailed plans supporting this to ensure growth is managed effectively and school improvement continues successfully.

YEAR	NO. NEW SCHOOLS PER YEAR - ST BENET'S	NO. NEW SCHOOLS PER YEAR - DNEAT
2022-23	4	6
2023-24	8	6
2024-25	5	4
2025-26	4	3
2026-27	5	4
2027-28	5	2
2028-29	4	3
Subtotal	35	28
Current no. schools	11	37
Total**	46	65
Total pupils	6440	9700

\*\*Total of 111 includes three community schools in our MATs

This translates into a turnover for the three organisations growing from just over £53m to a projected £103m.

Developing a strong, credible and trusting relationship with the Department for Education's Regional Director will be essential in delivering this plan.







# Job description

## DoNESC Chief Executive Officer

**Location:** East Tuddenham, Nr Norwich

**Start date:** January 2024 or earlier

**Salary:** Competitive

### **Our vision for education in the Diocese: Immeasurably more than we can imagine!**

Our passion and ambition is to see children in all our schools and academies achieve excellent educational outcomes alongside developing and growing into their potential as individuals made in the image of God. Our culture is one of high aspiration rooted in our Christian values as demonstrated in the life and teachings of Jesus Christ. We have a desire to see Norfolk, and our schools in North East Suffolk, and its education system recognised as a place of aspiration, achievement and hope whether living in a rural area, coastal community, market town or the city of Norwich.





## Main purpose of the role

The DoNESC CEO will work closely with the Chief Executive Officers (CEOs) of the Diocesan Multi Academy Trust's (MATs), the Diocesan Director of Education (DDE) and Directors / Trustees, as we collectively deliver the Diocesan vision for education

The purpose of the role is to:

- Provide strategic leadership and professional management of all education support roles and services (these include Finance, ICT, Human Resources, Estates, Governance, Procurement and Contracting, Health & Safety, Safeguarding, Data Protection / GDPR and Administration within head office) enabling our MATs to provide high quality, holistic education for all, operating at the heart of their communities
- Ensure high quality, customer focused, value for money services are provided to both MATs and their academies, informed by regular service user feedback, thereby enabling teaching and support staff in their delivery of the MAT's vision
- Seek innovative and entrepreneurial solutions to keep DoNESC, our MATs and the Diocese of Norwich at the forefront of the education sector attracting staff, pupils, parents, and volunteers to join us as we grow
- Take the lead role on Risk Management across the Diocesan MATs and DoNESC ensuring Trustees, Directors and senior leaders are engaged in monitoring risk
- Be a highly visible and credible leader within the Diocesan MAT's senior staff team collaboratively implementing the strategic vision







## Key responsibilities:

### a) Strategic Leadership

- Advise Directors, Trustees and MAT CEOs on all matters relating to financial strategy across DNEAT, St Benet's and DoNESC thereby enabling financial stability and sustainability
- Work closely with the Diocesan Director of Education (DDE) and MAT CEOs on developing and delivering a strategic growth plan that enables all the Diocesan VA and VC schools to join our Diocesan MATs
- Seek innovative opportunities to develop our business model and grow DoNESC and the Diocesan MATs to ensure their sustainability including expansion beyond our current geographic footprint
- Lead on implementing our ambition to be Net Zero Carbon by 2030 being cognisant of the wider Church of England / Diocesan plans
- Build and develop a culture of high performing teams within DoNESC focused on serving our schools as valued customers and ensuring succession planning is in place at all levels
- Communicate clearly and frequently at all levels across the organisations
- Ensure there is a clear effective mechanism for gathering service user evidence of service effectiveness
- Provide clear information, advice and recommendations to Boards, Committees and MAT CEOs in relation to the service areas within DoNESC's remit
- Lead Risk Management across the organisations including the oversight of business continuity planning
- Ensure the Diocese and its MATs are represented and influential in national, regional and local networks and are alert to new trends and current best practice in the education sector
- Establish a high level of credibility, visibility and professionalism and manage strong working relationships with internal and external staff and partners
- At all times be a positive role model for the Christian values of the Diocese





## b) Financial Leadership and Management

- Keep ahead of all funding and legislative changes that apply to the education sector and advise the Boards and MAT CEOs to enable them to make informed financial decisions
- Ensure that both MATs have access to high quality Chief Financial Officer (CFO) support and challenge, and act as the Chief Financial Officer for at least one of the MATs
- Ensure robust financial management of the MAT's activities, resources and assets in line with the ESFA Academy Trust Handbook, Company House requirements and organisational business plans
- Access benchmarking information to review best value for money and to make suitable recommendations
- Liaise with auditors and implement audit requirements and recommendations throughout the Trusts achieving clean audits at all times
- Produce an annual Value for Money (VFM) report for each MAT, and every three years commission an external VFM report
- Oversee bid writing to secure external funding to support and develop the MATs strategic plans
- Lead on procurement and contracting ensuring best value in the acquisition of supplies and services through effective procurement and tendering processes
- Ensure all contracting and procurement activities are fully compliant with all public sector legislation and regulatory requirements







### c) Operations Leadership and Management

- Lead the various teams within DoNESC (e.g. finance, HR, governance, estates) and ensure all HR processes and policies are carried out effectively
- In conjunction with the MAT CEOs, line manage the Head of Safeguarding
- Ensure the development and maintenance of appropriate ICT infrastructure and systems to support the objectives and aims of the MATs, ensuring good support for all staff
- Oversee the MATs response to cyber security and compliance with legal requirements
- Advise on compliance with GDPR requirements across the MATs and DoNESC
- Develop and implement strategies for MAT premises management to ensure that the quality of the estate and the learning environment for students is improved, sustainable and well maintained
- Co-ordinate the capital planning programme for the MATs leading the submission of bids to the DfE for the Condition Improvement Fund (CIF) and managing the appropriate use of the School Condition Allocation (SCA)
- Oversee the effective implementation of Health and Safety requirements across the MATs and compliance with Health and Safety law
- Contribute to ensuring there is an effective approach to staff wellbeing across DoNESC, the MATs and their schools





## Safeguarding

The safety and well-being of children is central to our ethos and we expect all staff and volunteers to share this commitment. Successful applicants will be required to provide references and undertake the Independent Safeguarding Authority checks including an enhanced Criminal Records Bureau disclosure and comply with the Safeguarding Policy and child protection practices of DoNESC.

## Equalities

The Diocese and its MATs have a strong commitment to achieving equality of opportunity in its schools and academies and in the employment of people. The postholder will ensure that the MATs meet their statutory obligations in relation to all aspects of equalities legislation.

## Culture and ethos

- Proactively promote and demonstrate the Diocese's vision and values in all aspects of work
- Challenge, motivate and empower others to set high aspirations and attain ambitious outcomes
- Treat everyone as a valued individual who is loved by God
- Promote and demonstrate a culture of continuous improvement which includes keeping abreast of educational developments and best management practice
- Work collaboratively developing the concept of family across the Trusts and their academies
- Ensure regular open and honest communication in all professional duties
- Recognise the importance of serving the wider community and promoting inclusivity





# DoNESC Chief Executive Officer

## Person specification



EDUCATION AND PROFESSIONAL QUALIFICATIONS	DESIRABLE	ESSENTIAL
Degree or equivalent.		■
Qualified Accountant (CIMA, ACCA, ACA) or equivalent.		■
Evidence of continuous professional development.		■
Master's degree and/or a relevant professional qualification.	■	

EXPERIENCE AND KNOWLEDGE	DESIRABLE	ESSENTIAL
Track record of success of senior leadership and strategy development within a comparable organisation.		■
Track record of successful leadership of support services and/or multi-disciplinary teams.		■
Awareness and understanding of key issues in relation to finance, ICT, human resources, estates, procurement and contracting, health and safety, and safeguarding.		■
Experience of efficient and effective budget, financial, risk and resource management to achieve accountability and a strong performance culture.		■
Experience of successfully leading organisational growth.		■
Proven success in building effective partnerships and links with internal and external stakeholders.		■
Experience of working effectively with a Board/Governing body in an equivalent setting.	■	
Experience of working in BOTH the public and private sectors.	■	

# DoNESC Chief Executive Officer

## Person Specification

SKILLS AND CAPABILITIES	DESIRABLE	ESSENTIAL
Well-developed strategic planning capabilities with the ability to work with others to develop a compelling vision for the organisation, underpinned by a strong moral purpose.		■
Ability to communicate effectively with a variety of audiences and be an effective ambassador of the MATs and the Diocese.		■
Ability to build a positive organisational culture, encourage reflection, delegate responsibility, build teams, strive for continuous improvement and inspire staff to achieve their full potential.		■
Ability to think innovatively and creatively, to work strategically, and to anticipate and solve problems.		■
Proven track record of developing business plans and managing the introduction of new initiatives.		■
Ability to prioritise, plan, organise, analyse and process complex information quickly and rigorously, when under pressure acting with decisiveness and determination when dealing with difficult situations.		■
Strong negotiation skills and the ability to influence others to the benefit of the MATs, schools and academies.		■
An understanding of educational legislation and policy in relation to Schools and Academies.	■	
ATTITUDES AND PERSONAL QUALITIES	DESIRABLE	ESSENTIAL
Empathy with and commitment to maintaining the Christian ethos and values of the Diocese and its MATs.		■
Inspirational ability to motivate and empower others to carry the Diocese's educational vision forward internally and externally.		■
Resilient and persistent, but adaptable to context and people.		■
Collaborative leader – someone who can provide clear direction and shared purpose for all colleagues, external partners and stakeholders.		■
Ability to translate a visionary / innovative concept into a practical implementation plans.		■
Commitment to raising standards and optimising the opportunities that can be offered to pupils and the community.		■
Constructively challenge the work of self and others to continually improve own and team performance.		■
Supportive of the aims and purpose of the Church of England and the Diocese of Norwich.		■
Worshipping member of a Christian community.	■	



OTHER	DESIRABLE	ESSENTIAL
Willingness to work outside of normal working hours as required.		■
Ability to travel effectively and independently to carry out duties.		■

THIS JOB DESCRIPTION IS NOT AN EXHAUSTIVE DOCUMENT BUT IS A REFLECTION OF THE DUTIES AND RESPONSIBILITIES APPLICABLE AT THE TIME OF ISSUE. Details and emphasis are subject to amendment and revision in the light of the changing needs of DoNESC.

UPDATED – April 2023

## Additional information, terms and conditions

### Competitive package including:

- Contributory pension scheme - eligible for the Local Government Pension Scheme (LGPS)
- 27 days holiday per annum (plus statutory public and Bank Holidays and discretionary holiday over the Christmas and New Year period)
- Relocation package of up to £5,000

DoNESC operates a flexible working approach with its staff. However, presence in the office would be expected 3 days of the working week. Office location is Orchard House, Hall Lane, East Tuddenham, NR20 3LR. You will be required to travel to academies within the Trust so a driving licence and access to a vehicle is essential.

## Living and working in the East of England

East Anglia is much underrated as a place to live and work. Currently our operation is mainly based in Norfolk but who knows what the future holds! Please take time to explore the web link below which shows you all about Norfolk and what a wonderful place it is <https://www.norfolk.gov.uk/jobs-training-and-volunteering/living-and-working-in-norfolk>

With our offices being at East Tuddenham just off the main A47 there is good access from the city of Norwich, to market towns such as Wymondham and Dereham, as well as a plethora of beautiful villages. Driving to work from such places would vary from 15 to 30 minutes.



## How to apply:

If you would like to discover more about this exciting opportunity, need any further information or you wish to have an informal discussion, please contact our retained consultant at Academicis, Caroline Olsen: [colsen@academicis.co.uk](mailto:colsen@academicis.co.uk) or 01223 907979 / 07500 889504

Please email your application to:

[colsen@academicis.co.uk](mailto:colsen@academicis.co.uk)

Closing date: 5pm, Monday 5th June 2023

Shortlisting date: Friday 9th June 2023

Interviews: Thursday 22nd and Friday 23rd June 2023