

Our Values

To Love

The New Testament sums up the entire law as a call to “love your neighbour as yourself” (Galatians 5:14). The Bible teaches that we are only able to love because God first loved us (1 John 4:10). This love is expected to characterise the way in which the DoWMAT operates, makes decisions, builds relationships, and carries out its day-to-day business: each person putting the needs of others before their own, with a commitment to the flourishing of all. The exposition of love in 1 Corinthians 13 reminds us that love is patient, kind, forgiving, generous, humble, trusting, respectful, hopeful, resilient and enduring. Those who learn and work in the DoWMAT, and all who come into contact with it, can expect to experience that love in the way that they are treated.



To Learn



The DoWMAT is a Christian learning community that is committed to enabling all to live a life of freedom and transformation as a result of the hope and wisdom that learning brings. Learning is at the heart of the Church of England’s vision for and commitment to education. Growing in wisdom is celebrated in the Bible and all are exhorted to listen, to seek guidance, to acquire knowledge and to learn discretion (Proverbs 1: 1-6), largely through human relationships and interactions. Jesus’ teaching, as summed up in the Beatitudes (Matthew 5:3-10), describes human beings who are learning to live a life that is characterised by humility, compassion, mercy, righteousness and peace. The learning that takes place within the DoWMAT is expected to be recognisably rooted in these godly characteristics and focused upon enabling the holistic development of people who are made in the image of God.

To Serve

Service and servant leadership, was a striking feature of the way in which Jesus lived his life. The example he gave to his disciples in washing their feet (John 13:1-17) provides us with a role model for the way in which we should seek to live in community with others. Putting the needs of others before our own, supporting people in their growth and development as holistic human beings, enabling people’s gifts and talents to come to the fore as a result of our service to them are all defining characteristics of the way in which the DoWMAT operates. In serving others and meeting their needs through generosity of spirit, we manifest God’s grace and love for others (1 Peter 4:8-11).



These core values underpin all aspects of our Trust as we strive to make a positive difference to the lives of all DoWMAT pupils whilst they are at school and in later life. Through these values, we can be sure our community is one of hope; a place of transformation and trust, where all are treated with respect and dignity.

OUTSTANDING PROFESSIONALS | COLLABORATIVE PARTNERSHIPS | STRONG SYSTEMS | CONFIDENT LEARNERS

GOVERNANCE FRAMEWORK

The Diocese of Worcester Multi Academy Trust (DoWMAT) is a charitable company, responsible for the strategic direction of each academy within the Trust.

In a multi academy trust (MAT) there is only one legal entity accountable for all the academies (schools) within the Trust and this is the multi academy trust (MAT) itself and not the schools that are its constituents. This means that the MAT has legal responsibility for the governance of its schools, although MATs may delegate specific powers to local governing bodies which function as committees of the DoWMAT Board.

The DoWMAT has one set of Articles which govern all the academies in the Trust and a master funding agreement with the Secretary of State. Each academy also has a Supplemental Funding Agreement.

The DoWMAT has three layers of Governance; the Members, the Board of Directors and the Local Academy Boards. Each has a specific role to support the Trust to achieve its primary aim; to deliver excellence in education and the very best outcomes for children and young people so that they can achieve of their best - in line with the MAT Vision and Values and the Church of England Vision for Education.

Members

‘Members play a limited but crucial role in safeguarding academy trust governance. While they must ensure they do not stray into undertaking the Academy Trustees’ role, they should assure themselves that the governance of the trust is effective, that Academy Trustees are acting in accordance with the trust’s charitable object(s) and that they, the Members, use their powers to step in if governance is failing. Academy trusts are founded by Members, who may then appoint additional Members to join them. The first Members are the signatories to the memorandum of association which is drawn up when the academy trust is first established. These first Members agree the academy trust’s first articles of association, which include the academy trust’s charitable purpose. Members should not be involved in the day-to-day business of the academy trust and must ensure they do not assume the powers of the Academy Trustees.’ (Academy Trust Governance - Structures and Role Descriptors: October 2020)

The DoWMAT has five members, as follows:

1. Worcester Diocesan Academy Trust (Corporate member)
2. Sir Roger Fry (appointed by WDAT)
3. Margaret James (appointed by WDAT)
4. Hugh Richards (Chair of the Directors / Trustees)
5. Vacancy (appointed by the members)

The Board of Directors

The Board is the multi academy trust's key strategic decision maker and is accountable and responsible for all the academies (equally) in the academy trust. It may delegate certain responsibilities to the Executive Leader (CEO) in certain circumstances and, in accordance with the academy trust's scheme of delegation, a committee or an individual, but the Trust Board remains accountable and is responsible for all decisions made. The Trust Board must make decisions in the best interest of pupils, not personal interests, and welcome a diverse range of viewpoints when debating decisions. The academy trust is also the employer of all central staff and those within its academies.

The DoWMAT Board (appointed by the Members) manages the business of the Trust; maintaining a strong focus on the three core functions of governance:

- Ensuring clarity of vision, ethos and strategic direction.
- Holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff.
- Overseeing the financial performance of the organisation and making sure its money is well spent.

The Board is also responsible for ensuring compliance with the Trust's charitable objects and with company and charity law, and adherence to the Trust's funding agreement with the Secretary of State.

The Trust Board is a corporate body, which means:

- No Director can act on her/his own without proper authority from the full Board.
- All Directors carry equal responsibility for decisions made.
- The over-riding concern of all Directors has to be the welfare of the trust as a whole.

Directors will not have a financial interest in providing services for the MAT.

For DoWMAT, the Members will appoint a minimum of five Directors. The Directors may appoint up to two co-opted Directors. The term of office for each Director is four years.

There will be no parent members on the DoWMAT Board of Directors and therefore, each Local Academy Board must include two parent members.

The DoWMAT Board of Directors is as follows:

1. Hugh Richards (Chair) (appointed by the members)
2. Phil Mitchell (Vice Chair) (appointed by the members)
3. Tim Reid (appointed by the members)
4. Claire Davies (CEO / appointed by the members)
5. Alan Soper (appointed by the members)
6. Rev. Ruth Walker (appointed by the members)
7. Sam Porter (appointed by the members)

8. Chris Stephens (co-opted, appointed by the Board of Directors)
9. Nigel Petrie (co-opted, appointed by the Board of Directors)

The Board of Directors publish a Scheme of Delegated Authority (SoDA) which is reviewed annually. The SoDA sets out and explains the ways in which the Directors fulfil their responsibilities for the leadership and management of DoWMAT and the respective roles and responsibilities of the Members, the Board, CEO, Executive Team and the Local Academy Boards. The aim of the SoDA is to provide clarity to the Directors and the LABs on the extent of their responsibilities, authority and powers and to provide a framework within which the Company is expected to operate.

The Board of Directors operates two Committees, each with a minimum of three directors:

1. Finance and Audit
2. Quality of Education (to include Safeguarding)

In addition, there is provision for ad hoc Hearing and Appeals Committees, as required. The members of Hearing and Appeal Committees shall be appointed by the Board and shall be made up of at least 3 directors. No person may sit on both committees.

Local Academy Boards

Each academy within the Worcester Diocese Academy Trust (DoWMAT) retains its own local governance arrangements. On joining the Trust, the former Governing Body of a school becomes a Local Academy Board (LAB). This reflects the change in legal status from the pre-academisation, 'Governing Bodies', and the fact that they are expected to act as 'Boards' at a local level in holding their executive (the Headteacher and SLT) to account. The existing members will continue from their existing point in their term of office, rather than starting afresh for another 4-year term. This should ensure some consistency and avoid all LAB members potentially leaving at the same point in time. When reading government guidance, references to a Local Governing Body (LGB) apply to the LABs.

The DoWMAT remains committed to the principle of local governance by local people; recognising and valuing the effort taken by members of the LABs who support our academies in three key areas:

1. **Guardian of the Vision and Values:** Our DoWMAT Local Academy Boards have an important role to play in upholding the Christian distinctiveness of their academy by ensuring our Christian vision and values underpins all aspects of academy life. In this way, we can be assured that our pupils grow and learn in schools where their individual qualities are nurtured to instil fulfilment, self-worth, the skills to contribute to society and confidence in the future.
2. **Supporting the drive for school improvement:** Our DoWMAT Local Academy Boards play a crucial role in enabling our academies to deliver on their moral purpose; delivering the very best in educational provision for their pupils. By creating safe and stimulating environments, full of engaging learning opportunities, our academy teams will empower all pupils to develop a love of learning and achieve of their best.

3. A critical friend for financial decisions: Our DoWMAT Local Academy Boards hold a wealth of knowledge on good financial practice and the importance of making sound, cost effective operational decisions. Our Headteachers value the input and oversight these members are able to offer as they navigate through a challenging financial landscape in the pursuit of high quality, sustainable provision.

This support from our Local Academy Boards makes all the difference to our academy leaders and greatly contributes to ensuring that all DoWMAT pupils attend a successful academy which is providing a good education whilst supporting their holistic well-being.

Members of the LABs will be separate from the Board of Directors. No one person will serve on both a LAB Board and the Board of Directors.

Each Local Academy Board must have two parent members as there are no parent members on the DoWMAT Board of Directors.

The members of a LAB will appoint their own Chair, unless they need support from the DoWMAT to do this. The LAB will also appoint their own members in accordance with their Instrument of Governance.

The Instrument of Governance will change on joining the MAT to be as follows. Note: these are the minimum requirements to allow a LAB to function effectively.

Voluntary Aided Instrument of Governance	Voluntary Controlled Instrument of Governance
2 Parents	2 Parents
Headteacher / Head of School (ex-officio)	Headteacher / Head of School (ex-officio)
1 Staff member	1 Staff member
5 Foundation governors (one of whom should be the Vicar (ex-officio) or an agreed Bishop's representative, two who are appointed by the DBE and two by the PCC	3 Foundation governors (one of whom should be the Vicar (ex-officio) or an agreed Bishop's representative, one appointed by the DBE and one by the PCC
0 Co-opted governors	2 Co-opted governors
Total number of members: 9 (minimum)	Total number of members: 9 (minimum)

There will be no requirement for any Local Academy Board members to end their term early in order to reduce the board down to 9 members (9 is the minimum).

Additional co-opted governors can be brought onto the LAB when a specific skill / need is identified (to ensure a diverse range of skills and experience).

We will wish to ask LABs for an updated table of their LAB make up on an annual basis from September 2022 – and to inform us of any mid-year changes.

Certain responsibilities are delegated to the LAB by the DoWMAT board of Directors, as stipulated in the DoWMAT Scheme of Delegated Authority. LABs are free to form committees to oversee aspects of governance and operation delegated to the LAB.

General Principles for DoWMAT Governance

It is DoWMAT's stated expectation, that:

The Board and Local Academy Boards will work collaboratively and in partnership at all times.

All those with a governance role within the Trust, should be aware of, accept and act upon, 'The 7 Principles of Public Life', as set out by Lord Nolan.

The Board will fully consult LABs before putting in place any arrangements which directly affect academies and before taking any decisions on policy or procedural matters.

The Board expects that Local Academy Boards and Headteachers will be delegated the full responsibility and decision making authority for the strategic direction and day-to-day operation of their academies, unless there is a cause for concern.

The DoWMAT Board of Directors will put in place effective arrangements for monitoring and evaluating the performance of Local Academy Boards and academies.

Local Academy Boards will submit all minutes and key documents (Headteacher's Reports etc) to the Central DoWMAT team.

The DoWMAT Board of Directors will take action, including the full or partial withdrawal of delegated authorities to individuals, groups and Local Academy Boards should the individual, group, or Local Academy Board fail to carry out their duties and responsibilities effectively.

It is expected that the DoWMAT Board of Directors and the Local Academy Board members will follow their respective Code of Conduct and that this document will be brought to their attention and signed at the start of each academic year.

A representative from each Board (The DoWMAT Board of Directors and the individual Local Academy Boards) should attend the LAB Chairs meeting with the CEO each half term.