



The Little Way Catholic Educational Trust

Director Recruitment Pack

November 2022

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Welcome

Dear Applicant,

Thank you for considering becoming a Director in our brand-new Multi-Academy Trust which has a target opening date of 1st September 2023.

Governors and leaders of the seven Catholic primary schools in the Little Way Partnership of schools based in Gloucestershire, are looking to open our third Multi Academy Trust (MAT) within the Catholic Diocese of Clifton. This presents an amazing opportunity to use your skills, knowledge and expertise in a strategic role to give back to your local communities as a Foundation Director appointed by the Bishop.

There is much to be done by the schools who are working collaboratively to complete a proper process of due diligence between now and the anticipated MAT opening date. The first critical decision-making milestones are getting formal approval of the MAT application by the Diocesan Academy Board in early 2023 and the Regional Schools Commission for the Southwest, in late Spring 2023. Currently there are four working groups reporting to the Project Core Group, who in turn report to each school's governing body. As such, the development of MAT proposals in all aspects, including details of the MAT vision and governance structure included in this pack, need to be treated as 'works in progress' because the final decision would be taken by the Trust Board of Directors, once formally established.

If you are interested in applying for the position of a Foundation Director and would like to have a more detailed conversation before making the decision to apply for the post, please contact Bill McEntee, Governance Officer, in the Department of Schools and Colleges at the Diocese via bill.mcentee@cliftondiocese.com to arrange a mutually convenient time to talk.

We look forward to hearing from you!

Little Way Partnership Schools

Proposed MAT vision and values

Kindness is my only guiding star. In its light, I sail a straight route, I have my motto written on my sail:
'To live in love.' St Therese of Lisieux

Our Trust family is united in its shared mission to develop our Catholic ethos in order to transform the lives of every child, family and community we serve, in Jesus' name.

Our vision is to empower every child to excel academically, socially, morally, culturally and spirituality in order that they may flourish as individuals. Assured of the love of God, we strive to educate children within an inclusive and compassionate community which celebrates the gifts and talents of our pupils and removes barriers to learning. We strive to be a community of life-long learners, contributing to a just and loving society.

Our Trust family is a partnership of equals who work collaboratively so that everyone can grow and learn together. We celebrate the diversity of our schools, retaining our individual characteristics, whilst working together for the greater good of our whole community.

Through honesty, respect, service and solidarity we value each other as one family.

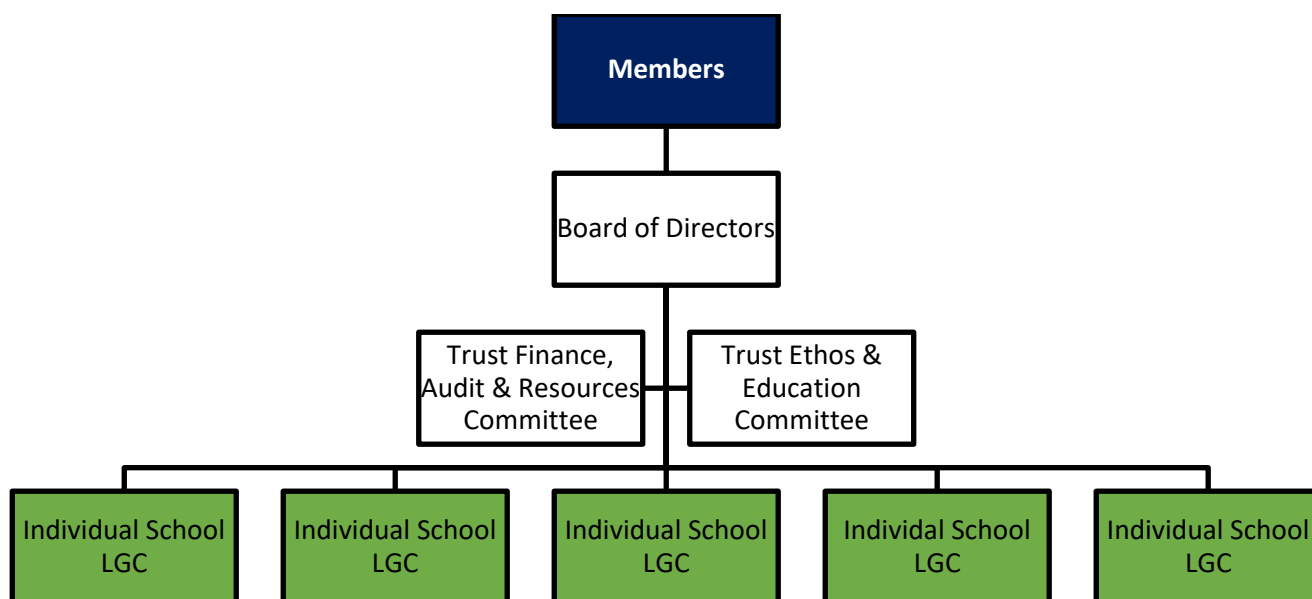
All are welcome.

Proposed MAT roles and responsibilities

In line with the articles of association, Members would be appointed by Clifton Diocese who will also support the recruitment and appointment of eight foundation board directors in total. The multi-academy trust is a single legal entity, so it is overseen by a single governing board which is ultimately accountable to the Department for Education (DfE) for the performance of all schools it oversees. Directors of multi-academy trusts, as charitable companies are subject to Company Law and Charity Law and the regulatory framework set by the Department for Education (DfE). More details about MAT members, directors and governors can be found in the DfE publication called 'Academy Trust Governance Structures and Roles'.

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

Proposed MAT Governance Structure



Our Schools



The Catholic School of Saint Gregory the Great is a two-form entry school located in the centre of Cheltenham, a regency town that has much diversity – this is reflected in the characteristics of the children who attend the school.

The children speak 29 different languages and 60% of the school has English as a second language. 76% of the school are Roman Catholic and there are also children from a mixture of other faiths and none – we serve a number of different Catholic parishes and are situated opposite St Gregory's Church. Pupil premium figures are broadly in line with national and the SEND proportions are slightly higher than national average. The school is a trauma-informed school where relationships are at the heart of practice.

The number on roll is above the Published Admission Number (PAN) and there is an admissions waiting list for all year groups. Children travel to the school from a range of areas: from the local estates within easy walking distance as well as the suburbs and Cotswold villages further afield.

The school accommodation is on one site and is a building of differing ages that has been built onto over time. It is generally in a good state of repair and has benefitted from funding to keep on top of essential repairs over the last decade. The school has a large all-weather sports pitch which has recently been re-laid and a new outdoor learning area and wellbeing hub.

The school was judged Outstanding in their last Ofsted and Diocesan Section 48 Inspections and are due for re-inspection. There has been significant work carried out on developing the subject and wider curriculum over the past seven years and the school has a strong senior leadership team who are bringing on middle leaders.

Children typically start Early Years Foundation Stage (EYFS) at the school with low start points but Key Stage 2 (KS2) results over time have been above national for maths and reading and recently have gone above national for writing too. Two thirds of the intake come from the attached nursery and pre-school which is on the same site as the school but has a different management structure and Ofsted registration – this setting also provides wraparound care for children 51 weeks a year.



St Mary's is a single form entry, standalone primary academy school, of seven classes, situated in Churchdown, on the outskirts of Gloucester. We are currently over PAN (220 vs 210). 89% of pupils are baptised Catholic. We serve the parishes of Our Lady's, Churchdown and St Patrick's, Brockworth.

The school accommodation is on one level with seven classrooms, three workrooms and an integrated hall. The building was built in the 1970s / 80s, although the kitchens and entrance hall were refurbished around eight years ago. The buildings, in particular the areas of flat roofing, need investment in the medium term. The school enjoys expansive grounds and shares a car park with Our Lady's Church. St Mary's Playgroup operates on the school campus but is privately run.

The school is situated in an area of relative deprivation although the intake is typically from a wider area and would be generally average ability. The percentage of pupils eligible for Free School Meals (FSM) and on the SEND register is lower than national. The proportion of English as an Additional Language (EAL) pupils is marginally above national.

The school was judged as outstanding in their last Ofsted inspection (2007) and good in the Diocesan Section 48 inspection in 2019.

The school has a track record of high academic standards and statutory testing outcomes are invariably above / well above national. Outcomes at KS2 are consistently high. The quality of provision is high, and the staff team is a balance of experienced professionals and talented younger staff. The staff profile is strong and there is shared purpose and sense of aspiration across the staff team. Staff retention is high as is morale.

The leadership team, and structure, is well-established with a Head Teacher (HT) / Deputy Head Teacher (DHT) / Senior Teacher. Governance is a strength of the school; recruitment and retention are strong, and governors are closely involved with the development of the school.

The school has been an academy since 2011 and is financially strong and well managed.



St Joseph's Catholic Primary School is currently a one form entry school located in the Cotswold village of Nympsfield. St Joseph's is a school of choice, we do not have a natural intake from the village. Most parents drive to school, it can be very busy at school drop off and collection! The school building has grown over time and the classes flow naturally through learning stages. The classrooms are generally on the ground floor, however, Year 4 and 5 are upstairs. The building is in a good state of repair having recently undergone a planned programme of decorating works.

We have large, well-kept grounds which include a large playing field, an outdoor learning area, garden, a new log trail and St Joseph's Church is at the side of the school grounds.

Our pupil profile is: 174 children on roll with 28% Catholic pupils. We are below the national average for Free School Meals (14%), Pupil Premium (15%), Educational Health and Care Plan (4%) and English as an additional language (2%).

The school was judged Good in its last Ofsted and Outstanding in their last Diocesan Section 48 Inspection. The current main drive in school improvement is to develop the role of the subject leader to ensure children receive a broad and balanced curriculum.



The Rosary Catholic Primary School is a one form entry Primary School serving two parishes. It was founded in 1875 and the current building was opened in 1967. There are extensive school grounds, and the school has access to a field on the site, which is leased from our neighbours, St Rose's Special School.

Our pupils come from a wide range of socio-economic backgrounds and different ethnicities, although the majority are of white British heritage. We have an increasing percentage of children whose first language is not English, currently 22%. 7 of these pupils are refugees- 3 Ukrainian, 2 Afghan and 2 Syrian. We also have 31% of pupils eligible for Pupil Premium and 22% Special Educational Needs or Disabilities.

School type

We are a single academy trust, formerly a Voluntary Aided Catholic Primary School. The school is a member of the Little Way Partnership (consisting of a Secondary school, 7 Primary schools and an independent Special School.) The Rosary School is also a member of the Stroud Association of Schools, (64 primary schools) and the local Stroud 'Hills and Valleys' cluster (13 schools). From September 2022, we became part of a 'challenge hub' with 4 other Stroud area primary schools. We will be sharing a School Improvement Partner and supporting and challenging each other, to raise achievement in our schools.

Pupil roll

The number on roll was 180 in October census 2022. (Previously 189 in 2021)

The school is undersubscribed in YR-Y5. The September 2022 intake was 19, 11 below our PAN of 30, which follows the pattern of 20 in September 2022 and 19 in 2021.

There have been a significant number of In-Year Admissions since September 2020, due to the closure of 3 local primary schools and other families moving to Stroud. Most of these pupils were behind age-related expectations. There have been further In Year Admissions since September 2021 and in again in September 2022.

In the most recent census, 65 pupils are baptised Catholic. There are 40 pupils whose religious faith is described as Christian, 5 as Hindu, 4 as Muslim and 33 as 'Other' with another 33 stating no religious affiliation. This means that while we are a faith-based school, only around 35% of pupils are Catholic. This is lower than the 50% previously.



St Thomas More Catholic Primary School is a single form entry, which meets the needs of the local area and the majority of pupils live less than a mile from the school. The school serves mainly the Hester's Way area in Cheltenham, which is identified as being in the top 10% of most deprived wards in England, 2019. Our PAN is 30 and every year group is full, apart from Year 6 where we have a bulge year and two classes. The school has a Pre-School

provision on site for 3-4 year-old pupils to support a smooth transition and the majority of pupils (80% in 2022) go on to join our Reception class. However, the majority of pupils (77% in 2022) start Reception with skills that are below Age Related Expectations.

The school was judged as 'Requires Improvement' in the last Ofsted inspection in June 2019. The school currently works as a Project Group with support from the Local Authority. The school has been through turbulent times but now has a strong Senior Leadership Team consisting of a Head Teacher and two Assistant Heads.

The school has a distinctive Catholic identity despite only having 37% of children who are baptised Catholic. Pastoral care and pupil wellbeing is at the heart of our ethos and our curriculum. In the last Diocesan Section

48 Inspection in May 2017, the school was judged as 'Good'.

The school receives Pupil Premium funding for 43% of pupils and 41% of our pupils are in receipt of FSM which is double the national average. 44% of pupils have EAL speaking 25 different home/first languages. 20% of our pupils are on our SEND register and 2% of our pupils have an Education & Health Care Plan. The greatest SEND need is for Social, Emotional and Mental Health. 19% of our pupils currently on role are mobile and in Key Stage 2, 25% of our pupils are mobile pupils.

Attendance is rigorously monitored at St Thomas More and our whole school attendance target is set at 96%. Attendance for the last academic year 2021/22 was 94.01%, which was above national.



St. Peter's Catholic Primary School is a two-form entry school located in the centre of Gloucester. The school serves the 3 catholic parishes of Gloucester, the 2 catholic parishes of the Forest of Dean and Newent catholic parish. Our school family is enriched with a diverse range of ethnicities and 54% of our school population speak English as an additional language. Our SEND and Pupil Premium percentages are broadly in line with national.

Our school is a new state of the art building (completed Feb 2012) and all classes have direct access to the outside environment. Our school grounds include a football pitch, sports pavilion, forest school area, 2 Multi Use Games Areas, a fruit orchard, two ponds and a wrap-around playground.

The school was judged Good by OFSTED (April 2018) and Outstanding in the Diocesan Section 48 Inspection (March 2022). The school has been developing an ambitious curriculum which nurtures and develops all children 'to live, love and learn together as a school family to build a better world'. Over time, children consistently make good progress with Reading and Maths above national. Writing is in line with national and is a priority on our School Development Plan.

At St. Peter's relationships matter; we are a restorative practice school. All children are valued for their uniqueness and encouraged to be the best they can be. Our staff team is committed to ensuring that all children are happy, safe and successful and we are all very proud of our school.



St Catharine's Catholic Primary School is a small school located on the High Street in Chipping Campden, a town in the North Cotswolds. It sits on the border of Gloucestershire, Warwickshire and Worcestershire and is over 150 years old. There are currently 5 classes

29% of the school's pupils are Catholic, and St Catharine's serves the Catholic parishes of Chipping Campden and Stow-on-the-Wold- an area covering approximately 20 square miles. (See the map below. Pupil Premium (9.3%), EAL pupils (7.6%) and SEND (12.7%) proportions are lower than national average. However, these statistics can be rather deceptive, for example with a number of hard-working single parent families not eligible for Pupil Premium but struggling financially, nonetheless.

Role and How to Apply

Role title:	Foundation Director
Location of schools:	Gloucestershire
Term of office:	Four years
Contract:	Pro bono (voluntary) with reimbursement of out-of-pocket expenses
Commitment:	An average of one day per month but more as a shadow director (i.e., before officially in post) to help shape the development of proposals in the application and pre-opening phases.
Closing date:	16 th January 2023
Interview date:	(date and time to be confirmed)
Target opening date:	1 September 2023
Application form:	https://schools.cliftondiocese.com/form-5
Eligibility Declaration:	https://schools.cliftondiocese.com/form-6
Director Skills Audit:	Form 7 Clifton Diocese Schools and Colleges
Safeguarding Declaration:	Form 4 Clifton Diocese Schools and Colleges

With the support of Clifton Diocese, the MAT seeks to operate with eight foundation directors in total to the Trust board, appointed by Bishop Declan.

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

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

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

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

To be appointed as a Foundation Director, who make up the Trust Board, you must be a practising Catholic.

Everyone involved in governance is expected to demonstrate a commitment to the Nolan principles and personal attributes detailed in 'A Competency Framework for Governance' published by the Department for Education. You can find more details via: [Governance handbook and competency framework - GOV.UK \(www.gov.uk\)](#)

If you are interested in applying for the position of Trust Director and would like to have a more detailed conversation before making the decision to apply for the post, please contact Bill McEntee, Governance Officer at the Diocese at bill.mcentee@cliftondiocese.com to arrange a mutually convenient time to talk.

To apply, **all** applicants are asked to fully complete the safeguarding declaration (form 4), foundation director nomination (form 5*), eligibility declaration (form 6) and director skills audit (form7). All links are shown on previous page and submit to the Clifton Diocese by the stated closing date/time via: bill.mcentee@cliftondiocese.com

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

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

Director Role Description and Person Specification

Objects of the Multi Academy Trust

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

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

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

Role Description

Legal Duties:

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

Duty of Compliance – Directors must:

- Preserve and develop the Catholic character of the academies within the Trust in accordance with the Articles of Association, Church Supplementary Agreement, and the Scheme of Delegation; comply with the provisions of Canon Law, the teachings of the Catholic Church and such determinations made by the Bishop, his Trustees, or the Department of Schools and Colleges on their behalf.
- Ensure that the Trust complies with charity law and with the requirements of the Education Funding Agency as regulator; ensure that the charity prepares reports on what it has achieved and annual returns and accounts as required by law.
- Ensure that the Trust does not breach any of the requirements or rules set out in the Articles of Association, Church Supplementary Agreement, Scheme of Delegation, funding agreement or the Academies Financial Handbook and that it remains true to the charitable purpose and object set out there.
- Act with integrity and avoid putting yourself in a position where your duty to the Trust conflicts with your personal interests or loyalty to any other person or body.

Duty of Care – Directors must:

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

Specific duties of Directors of a Trust:

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

Strategic Direction:

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

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

Performance of the Trust:

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

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

Compliance:

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

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

Association and Scheme of Delegation.

Management of resources:

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

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

Good Governance:

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

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

Person Specification

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

Personal Qualities:

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

Skills:

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

Knowledge and Experience:

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

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

Other Requirements:

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

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

Conclusion

Whilst the strategic leadership role of a director bears a high level of accountability, it is a rewarding role in that it contributes to development of the pupils they serve and supports the overall mission of Clifton Diocese.