

Application Pack

Chief Executive Officer



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Welcome

Dear Candidate,

Thank you for your interest in the role of Chief Executive Officer (CEO) for the St Clare Catholic Multi Academy Trust (MAT). As a Board we have worked for the last 12 months to prepare for the onboarding of our first group of schools this September but our journey began with the Bishop's vision for two substantial Catholic MATs for the Roman Catholic Diocese of Hallam. We hope to continue to grow towards this vision to provide a stable and sustainable foundation for our Catholic and Joint Catholic- Church of England schools into the future.

As a Board we rely on the CEO to be our principal adviser, our accountable officer and the leader of our school leaders. We are looking for a committed Catholic with a track record of leadership in education and with values that match the social teaching of the Church.



St Catherine's Catholic Primary School - Sheffield

I hope you find this pack useful. You can also find more information on our website to help you understand more about St Clare Catholic MAT and all of our schools.

If you would like to have an informal phone call to find out more about the role, please do get in touch with us via the contact information provided in the "how to apply" section.

I wish you good luck with your application journey.

Kevin Smith

Chair of St Clare Catholic Multi-Academy Trust

About St Clare Multi Academy Trust

St Clare's is one of two new Catholic Multi Academy Trusts created in the Diocese of Hallam, with schools across South Yorkshire.

We were formed, along with our sister trust, St Francis, in response to the vision of the Bishop of Hallam for all schools in the Diocese to be part of high achieving Catholic MATs with a strong moral purpose to deliver the best possible experiences for all pupils with a particular commitment to those who are most vulnerable.



Emmaus Catholic and CofE Primary School - Sheffield

In May 2022 we reached a milestone as we received approval from the Regional School's Commissioner to open in September 2022 with the first 13 schools who had resolved to join our trust.

We are building on existing relationships to form a strong family of schools, where all are equal partners, giving and receiving support in the work of school improvement. Working together, we aim not only to preserve, but to strengthen and share the strengths found in the individual character of each of our schools, so that every child benefits from the best of what we do across the trust in a school that maintains a distinct ethos in service of its community.

Central to this work is our aim to be an employer of choice, connecting our expertise and resources to ensure that every member of staff in every school has access to great professional development, nurture and support.



St Ann's Catholic Primary School - Sheffield

Our Trust and St Clare

St Clare of Assisi was born into a wealthy Italian family in 1193. From an early age she dedicated her life to God, with a particular draw to care for the poor and to simplicity.



When she was 18 years old, Clare heard Francis of Assisi preach. Clare was inspired by his words and asked Francis to help her in dedicating her life to God. She left behind the wealth and luxury she had been born into, seeking to follow more closely the example of Jesus.

She was soon joined by other women who became known as the 'poor ladies' and this was the foundation of the Order of Saint Clare, an order that carries on their work to this day.

Our logo is taken from a famous image of St Clare. It comes from a story about Clare taking the Eucharistic Host from the chapel at a time when Assisi was under threat from invaders. Her prayers for protection and her faith in God's presence are believed to be the reason why Assisi was spared invasion. The logo also shows the idea of the light of Christ which was St Clare's guide and the guide for all those who took inspiration from her.

St Clare is known for her simple and ordinary life of prayer and her service of others. In her prayer, St Clare taught her sisters to gaze at, consider, contemplate and imitate Jesus. Hers was a life not complicated by seeking to impress others, but instead she found joy and confidence by seeking to be fully the person God created her to be.

Our trust takes great joy in having been given the name of this great woman. We take inspiration too in the close ties between St Clare and St Francis in the way we work in partnership with our sister trust, St Francis CMAT.



Notre Dame High School - Sheffield

Our Ethos

We build community and relationships between schools, rooted in prayer and responding to the call of Jesus Christ to live in love and fellowship

We follow principles of subsidiarity, solidarity and the common good. These are the main ideas in Catholic Social Teaching, applying the model of Jesus to the way we work with one another. They tell us that decisions should be made as close as possible to the people they affect, that we all have a responsibility to stand with each other especially in times of need and that in all our decisions we should think about the whole community, especially those whose voice may not be heard.

Our trust exists to serve the schools in their work of Catholic/Christian education and care. We believe in local leadership. Our job is to help each individual school community flourish in its own unique way.



St Marys Primary School - Sheffield

We do this by standing by each other in times of challenge, by encouraging and celebrating each another and by doing together things that we can't do alone to make our schools even better.

We know each other. The foundation of everything we do will be quality relationships between people across schools. We will be transparent and open with one another and interested to understand the unique characteristics, strengths and challenges of each school.

We do no harm. This is very important as we begin to form our trust. The purpose of coming together is to find ways to make things even better for pupils, staff and parents but along the way we must also take care not to damage the many great things we love about our schools.

We are not afraid to take risks and try new things to get the very best for our children and young people. We will try new ideas and, whether things work as we intended or not, we will learn from what happens so that we continually improve.

Our Vision

Every Catholic Christian school exists to help each child and young person to grow and thrive spiritually, socially, morally and academically. Every school has strengths and expertise in this work.

Every school aims to meet the needs of each individual, so that every child has a great education. There are many successes in meeting this aim and there is much to celebrate in every school.

Whatever the successes and achievements, there is always ambition to go further. Every school will have governors, leaders and staff who can see how things could be better still. Every school will have children who are not thriving, often because the challenges that they face are hard to overcome.



Sacred Heart School - Sheffield

Our vision in forming St Clare CMAT is to preserve and protect the unique character of each school while helping each to build on their strengths and overcome challenges in new ways by working together.

We will do this by:

- Finding simple ways to help staff share expertise and strengths, so that we build the range of expertise in every school
- Helping schools to work together to solve shared challenges and, where it helps, pooling our resources to draw in help that we could not afford individually
- Freeing up time and money in schools by sharing common tasks and, where appropriate, buying services together to get the better value for money
- Coming to the help of one another when a community is facing a difficult time

Our aim is that every child and member of staff will benefit from this work, but we expect and believe that the greatest benefit will be for those children who are facing the greatest challenges. This is in line with our Catholic Christian mission to serve our brothers and sisters, especially at the times when they are in greatest need.

Our Academies

	School	Phase	Age Range	Area
	All Saints Catholic High School	Secondary	11 to 18	Sheffield
	Emmaus Catholic and CofE Primary School	Primary	3 to 11	Sheffield
HOLY (TRINITY	Holy Trinity Catholic and Church of England School	All-through	3 to 16	Barnsley
	Notre Dame High School	Secondary	11 to 18	Sheffield
Burney Comments	Sacred Heart School	Primary	4 to 11	Sheffield
	St Alban's Catholic Primary and Nursery School	Primary	2 to 11	Doncaster
St. Ann's Catalor Princip Shand	St Ann's Catholic Primary School	Primary	4 to 11	Sheffield
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September 2011	St John Fisher Primary	Primary	4 to 11	Sheffield
+	St Marie's School	Primary	4 to 11	Sheffield
St. Mary's Catholic Primary School	St Mary's Primary School	Primary	5 to 11	Sheffield
The second secon	St Thomas of Canterbury School	Primary	3 to 11	Sheffield
	St Wilfrid's Catholic Primary School	Primary	4 to 11	Sheffield

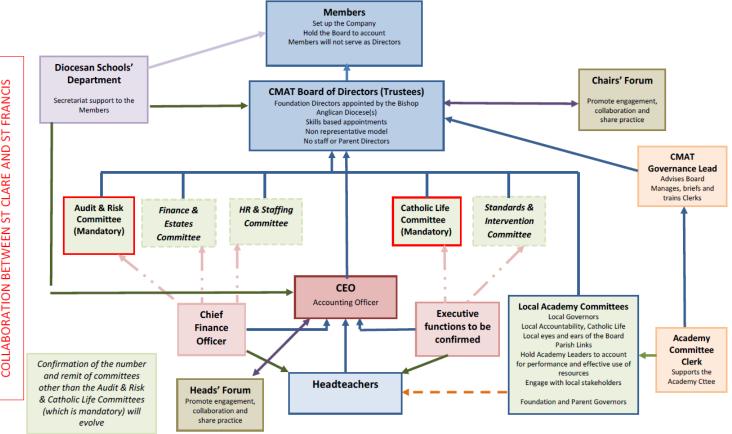


CHART KEY

Mandatory Committee

Safeguards the Diocesan Vision for Catholic Education, briefs and supports the CMAT Members

Formal Accountability to the CMAT Board

Updates on Progress

Provides Support and Challenge

Provides guidance, advice and support

Collaboration and practice sharing

Board of Directors



Kevin Smith – Chair

Kev is Deputy Regional Director for Healthcare Public Health at NHS England for the North East and Yorkshire. He has been a Medical Consultant for 17 years working in the NHS and Civil Service at National and Regional level. He was Executive Director of Primary Care managing a budget of over £80 million and was regional clinical lead for the roll out of the Covid vaccination programme. He has extensive experience of appointing staff at Director level across Local Authorities, NHS and Civil Service and is ACAS trained for grievance and appeals processes. Key is a Fellow and Examiner of the Faculty of Public Health and a Senate Award Fellow of the University of Sheffield. He has been an honorary senior lecturer at four Yorkshire universities. He is experienced in public sector leadership and the development of new partnerships between organisations. Kev was chair of governors at St Marie's school and led the appointment of Head and Deputy Head teachers at the school. He is a Eucharistic Minister at St Vincent's Crookes. He has four children in schools within the Trust.



Matthew Davis

Matthew is an Associate Professor and Director of Culture and Values for Leeds University Business School. He is an organisational psychologist who works with public and private sector organizations to develop insights and strategies to support hybrid working, workplace design and sustainability. Matthew is a Chartered Psychologist and Certified Management and Business Educator. He is experienced in designing and delivering a range of undergraduate, postgraduate and executive education. Matthew has professional expertise in organizational change, socio-technical systems design, selection and assessment. He is a member of ethics committees for the Ministry of Defence and British Psychological Society. He was a Foundation Governor at All Saints Catholic High School and is a children's liturgist in Sacred Heart Parish Sheffield. Matthew has two children in schools within the Trust.



Kathryn Thomas

Kath has 20 years' experience in Catholic primary education from newly qualified teacher to Headteacher, retiring in 2018 from St. Mary's, Herringthorpe. Prior to this she worked as an electronic engineer, in areas such as telemetry and audio systems, from design through to installation of systems. As a class teacher Kath has taught across all the phases in primary education from Foundation to Upper Key Stage 2. Before becoming Deputy then Headteacher Kath led in a range of subject areas such SENCO, Religious Education, ICT and Science. She has a wide range of experience working with the many outside agencies involved in education at all levels. Kath also worked as a Specialist Leader of Education before being appointed as Headteacher. Kath attends the Parish of the Immaculate Conception Herringthorpe where she is Chair of the Parish Renewal Group, is part of the Alpha course team and Baptismal Preparation team.



Aden Wass

Aden is a recently retired teacher following 24 years of working in two Catholic secondary schools as a teacher and middle leader. During that time, he completed the NPQH. With a great depth of knowledge of schools and the education system, he is highly skilled in interpreting data and also has extensive experience of financial planning, monitoring, decision making, compliance and control. Aden has experience in recruitment of staff in an education setting, career development, and performance management with much of his experience developing his abilities with practical risk management and strategic planning within schools. He also has full knowledge of SEND and prevent and safeguarding legislation in the education sector. For 19 years, Aden has provided service as a Foundation Governor in a Catholic primary school where the majority of that time has been spent as the Chair of Governors. He is a Eucharistic Minister at St Mary Magdalene Catholic Church Maltby.



Fr Christopher Posluszny

Fr Chris is Cathedral Dean at St. Marie's, and Parish Priest of Our Lady Queen of Heaven & St. Oswald, Wybourn, and of Holy Family, Arbourthorne. He is also chaplain to the Slovak Community, very many of whom are from the Roma Community. Fr. Chris worked as a health care chaplain for thirteen years, including ten years at the Sheffield Children's' Hospital. He was a foundation governor at Emmaus Catholic and Church of England Primary School, St Marie's Primary School, and All Saints High School. Fr. Chris is also a member of the Diocesan Board of Trustees, and of the Diocesan Building Committee. He is regularly involved in catechetical programmes for adults, young people and children in both English and Slovak.

David Igoe

David is a dental surgeon and dental practice owner. He has over 20 years' experience of financial management in business, in addition to experience of risk management. David has previously been an elected parent and Foundation Governor at St. Marie's School, Sheffield and Notre Dame High School, Sheffield. He has served as Chair of the Finance and Premises Committee of Notre Dame High School and of the Finance Committee at St. Marie's Primary School. David has children at schools within the St Clare Catholic MAT.

Job Description

Chief Executive Officer (CEO) of St Clare Catholic Multi-Academy Trust

Accountable to: **The Board of Directors.** The Board is accountable for the performance management, pay and other benefits to the post-holder.

Hours: Full time. It is expected that the post holder will work flexibly to meet the demands of the St Clare Catholic MAT and its governance structure.

Duration: Permanent.

Purpose

Working closely with its Board of Directors, the post-holder will provide visible strategic and inspirational leadership across St Clare Catholic MAT. They will drive achievement of high standards in all areas, particularly by ensuring the provision of sustainable, outstanding education and financial performance while preserving and developing the Catholic character of the St Clare family of schools.

The post-holder will, by personal example, promote the Catholic ethos and Mission of the Diocese, and ensure that the values and virtues of the Catholic Faith permeate all aspects of life in each academy. In the case of joint Catholic/Church of England Schools the post-holder will ensure that this is achieved through respect of both traditions.

Principal Duties

- Provide operational leadership of St Clare Catholic MAT.
- Lead by example and promote the Catholic ethos of St Clare Catholic MAT.
- Establish and embed a culture of subsidiarity, solidarity and collaboration for the common good across the St Clare family of schools.
- Develop and Maintain high educational and financial performance across all Academies and staff within St Clare Catholic MAT.
- Direct line management of all Headteachers and identified Executive Leaders employed in St Clare Catholic MAT.
- Effectively discharge the role of Accounting Officer for St Clare Catholic MAT. In particular ensuring compliance with all aspects of the law / regulations pertaining to Academies and Academy Trusts. Including responsibility for use of public funds,

- responsibility as an employer and responsibility for the education, safety and wellbeing of pupils.
- Work collaboratively with the Board and its committees, particularly in developing the vision, priorities and strategy for St Clare Catholic MAT.
- Establish, motivate and lead a fit for purpose, high performing and sustainable central team.
- Ensure that the trust has a clear strategy for and capacity to deliver support of continuous school improvement in each school within St Clare Catholic MAT.
- Be committed to wider system leadership and support engagement with all strategic and operational partners.

Strategy, Innovation and System Leadership

- Supporting the Board's development of a robust strategic vision for St Clare Catholic MAT by engaging with Headteachers and other internal and external stakeholders to implement the Diocesan Vision.
- Holding to account on behalf of Directors the St Clare Catholic MAT Central Team
 (e.g., the Chief Finance Officer and other senior professional and administrative service
 staff) and the Headteachers/Heads of School. Providing leadership and direction to
 them in delivering agreed strategies, improvement plans and programmes.
 Developing and implementing a workforce strategy incorporating effective
 deployment of staff across the Catholic MAT, performance management and the
 succession planning and development of future Catholic leaders.
- Working in close co-operation with the Chair of the Board and other Directors to
 ensure that the Catholic MAT's strategic priorities, as agreed with the Board, are fully
 aligned with its distinctive Catholic character, effectively integrated within the Catholic
 MAT's operational plans and programmes and are delivered accordingly.
- Ensuring an effective strategy for building educational and leadership capacity ahead
 of need, in particular working to grow system leadership within senior and middle
 leaders across the Catholic MAT and increasing the Catholic MAT's capacity to
 improve and provide support to others.
- To provide a translation of the Board's Strategic plan into the implementation of a clear operational plan to deliver this, alongside policy development.
- Providing a critical interface between Directors, Clerk, Local Academy Committees, Headteachers and Central Team members within St Clare Catholic MAT to ensure that protocols and processes exist to promote effective joint working and ease of communication.

Sustained High Performance and Improving Standards

- Working with the Heads' Forum, ensure that St Clare Catholic MAT has the capacity to support the provision of consistently high quality Catholic Education in every school.
- Develop and maintain an effective school improvement service to which all schools in the trust contribute and from which all benefit.
- Promoting an attitude and a culture which values innovation and creativity.
- Ensuring that rigorous quality assurance systems exist throughout St Clare Catholic MAT designed to monitor and review the overall effectiveness of its provision and services and promoting continuous improvement across all areas.
- Championing individual and collective learning and development across all academies in St Clare Catholic MAT.
- Oversee the company's fiduciary activity, including budgeting, reporting, and auditing ensuring that St Clare Catholic MAT and its academies are financially sustainable.
- Assure all legal and regulatory documents are filed and monitor compliance with laws and regulations.

Catholicity and Catholic Formation

- Acting as the driving force for the ongoing development of the Catholic Life of St Clare Catholic MAT, working in close liaison with the Diocesan Schools' Department, role modelling what system leadership means within Catholic education.
- Provide Christ-centred strategic leadership to permeate throughout the whole St Clare Catholic MAT, providing a role model for Catholic vision and values.
- Inspired by Christ, lead by example with integrity, creativity, resilience and clarity drawing on own expertise and skills and that of those around them

Collaboration, Partnerships and External Engagement and Communications

- In close co-operation with the Board of Directors, to provide leadership in developing and sustaining partnership working at a local, regional, and national level, to ensure the best for the children within St Clare Catholic MAT.
- Ensuring that the full organisational strengths and resources of St Clare Catholic MAT are deployed to the maximum beneficial effect when working with partners to deliver sustained improvement.
- Developing and maintaining effective relationships with key partners/stakeholders on behalf of St Clare Catholic MAT including but not exclusive to:
 - Regional Director (RD);

- Department for Education (DfE);
- Education and Skills Funding Agency (ESFA);
- o Diocese of Hallam Schools' Department;
- Catholic Education Service:
- Local parishes and parents/carers;
- Local Authorities:
- Trade Unions;
- Directors;
- School Leaders;
- Local Academy Committees;
- Local teaching schools;
- Other MATs.
- Developing programmes of local and regional engagement and communication within St Clare Catholic MAT and its diverse communities, designed to deepen the Catholic MAT's own understanding of those it exists to serve and to enhance its provision; being sensitive to the individual ethos and needs of each of the St Clare Catholic MAT academies.
- Engage with the Diocesan Director of Schools and Department officers by reporting to and/or attending regular Joint CEO meetings thus contributing to the wider diocesan Catholic MAT strategy.
- Collaborate closely with the CEO of St Francis Catholic MAT to share best practice and provide MAT to MAT support.
- Develop and maintain St Clare Catholic MAT's communications and incident management strategies, proactively ensuring communication and engagement through range of media press, publications, websites, fundraising, social media, etc., is consistent with the mission, vision and values of St Clare Catholic MAT.
- Act as the primary spokesperson for St Clare Catholic MAT.

Robust and Effective Governance and Assurance

- Ensuring that the St Clare Catholic MAT's financial viability is secure, firmly based on accurate analysis and reporting and can meet the needs of St Clare Catholic MAT and its academies.
- Ensuring an effective culture of managing risk and taking opportunities exists at both operational and strategic levels across St Clare Catholic MAT.
- Holding overall management responsibility for the governance of St Clare Catholic MAT, ensuring appropriate systems, frameworks and training and development is funded and in place to support this.

Accountabilities: Safeguarding, Inclusion and Compliance

- Acting as the St Clare Catholic MAT's Accounting Officer and as such being accountable for the financial health and probity of the Catholic MAT. This aspect of the role "includes a personal responsibility to Parliament, and to the ESFA's Accounting Officer, for the financial resources under St Clare Catholic MAT's control. Accounting Officers must be able to assure Parliament, and the public, of high standards of probity in the management of public funds, particularly: value for money, regularity, and propriety" as set out in the Academy Trust Handbook.
- The post holder is also directly responsible on behalf of the Board for ensuring compliance with other externally imposed legislative/statutory and regulatory requirements and developing and maintaining quality assurance systems to monitor and evaluate the effectiveness of St Clare Catholic MAT and the academies within it; including but not exclusive to the following areas:
 - Safeguarding and Child Protection;
 - Canon Law, the teachings of the Catholic Church and the Trust Deed of the Diocese of Hallam;
 - Health and Safety;
 - Data Protection and Copyright (GDPR);
 - Emergency Planning and Business Continuity Equal Opportunities, Diversity and Inclusion.

Personal Flexibility and Resilience

- The needs and requirements of the role of Chief Executive Officer are expected to change and evolve over time. This job description provides an outline of current priorities. The post holder will be required to undertake other duties and responsibilities considered appropriate to the role.
- All duties and responsibilities must be carried out with due regard to St Clare Catholic MAT's Health and Safety Policy.
- Post holders will be accountable for carrying out all duties and responsibilities with due regard to the St Clare Catholic MAT's Equal Opportunities Policy.
- Duties which include processing of any personal data, must be undertaken within the corporate Data Protection Guidelines (Data Protection Act 2018).

Review Date

This job description will be reviewed, when necessary, should the duties change.

Person Specification

Chief Executive Officer (CEO) of St Clare Catholic Multi-Academy Trust

Key: Essential Criteria - E, Desirable - D

Qualifications

- Degree level qualification or equivalent E
- Practising Catholic E
- Qualified teacher status or equivalent experience D
- NPQH D
- Catholic Certificate in Religious Studies D

Experience

- Demonstrable experience and success as a strategic leader in an educational based organisation – E
- Demonstrable record of success in resource and financial management, achieving value for money and positive outcomes for students and staff E
- Proven track record of building effective teams and management structures E
- Demonstrable success of engaging and influencing at a strategic level across diverse stakeholder groups – E
- Experience of developing and managing external relationships with professional and regulatory bodies – E
- Demonstrable record of successful leadership of a developing organisation D
- Experience of rapid high change environments/ settings D
- Experience of managing multi-site and multi-disciplinary teams D
- Change management experience D
- Experience establishing a culture which values innovation, creativity, openness and trust – D
- Experience developing programmes of local and regional engagement and communication with varied stakeholder groups and communities D
- Track record of nurturing and mentoring future leaders D

Professional Knowledge

- Up-to-date knowledge and strategic view of the current educational landscape E
- Clear understanding of the essential qualities necessary for effective teaching and learning – E
- Knowledge and understanding of the distinctive mission of Catholic schools in providing education in human wholeness with religious education and Catholic Life at the heart of the curriculum – E
- Knowledge and understanding of provision for collective prayer and worship which
 reflects the liturgical life of the Catholic church and, in the case of joint schools, that of
 the Anglican church while responding to the need for inclusion in a diverse community

 E
- Knowledge and understanding of Catholic Social Teaching E
- Up-to-date knowledge of statutory regulations and guidance relating to the post E
- Knowledge and understanding of the relationship between Catholic schools and joint Catholic/Anglican schools with their Bishops and parishes - D

Personal Attributes, Skills & Abilities

- Ability to inspire others to commit to a shared purpose and vision E
- Ability in all words and actions to preserve and develop the Catholic ethos and support Headteachers in their role as faith leaders E
- Ability to provide leadership by example and promote the Catholic ethos E
- Capacity to command confidence and to engage and influence at a strategic level E
- Ability to present complex information to meet the needs of wide stakeholder groups from diverse backgrounds – E
- High-levels of analytical and strategic planning skills particularly in educational data analysis with underpinning curriculum knowledge – E
- Confidence and capacity to hold leadership and key stakeholders to account E
- Highly organised and flexible E
- Excellent time management E
- Capable of adopting a model of servant leadership D
- High-levels of political awareness D
- Well-developed networking, stakeholder management, negotiation and influencing skills – D
- High personal resilience and self-awareness D
- Developed skills in conducting research to inform evidence based decision-making –
- Ability to design and manage systems and processes D

 Ability to adopt a reflective-practitioner approach and to engage in critical selfreflection – D

Commitment

All candidates must be able to demonstrate a commitment to:

- Promoting the Catholic ethos and Mission of the Diocese
- Equality Act 2010
- Safeguarding and child protection
- High ethical standards
- Relating positively to and showing respect for all students, colleagues, staff and wider community
- Ongoing relevant professional self-development
- Manage own workload and that of others to allow an appropriate work/life balance

How to Apply

Interested in applying or finding out more about the role?

Enquiries:

For informal enquiries about the role or St Clare's, please contact Adnan Bashir (CFO St Clare Catholic MAT) by emailing abashir@stclarecmat.org.uk

Preparing Your Application:

If you are thinking of applying, please first read the "<u>Application Form – Notes to Applicant</u>". To prepare an application, please download and complete a copy of the <u>application form</u>, ensuring that you address all questions and include the required personal statement.

Please also download and read/complete copies of:

- Consent to obtain references
- Recruitment monitoring form
- Rehabilitation of offenders act disclosure form
- Reasonable adjustments statement

Submitting Your Application and Closing Date

Please return your completed application form, together with the four additional monitoring and disclosure forms, by email to: recruitment@stclarecmat.org.uk

The closing date is 12noon on Friday 16th September 2022. All applications will be acknowledged within 2 working days of receipt.

Shortlisting

Shortlisting of applications will take place on Monday 19th September 2022. Applicants who have been shortlisted will be notified as soon as possible after the sift takes place. Unsuccessful applicants will also be notified of the decision.

Assessment

Interviews and assessments will take place in Sheffield on Tuesday 27th and Wednesday 28th September 2022. Further details regarding timings and venue will be shared in the invitation to shortlisted candidates. Support for travel and accommodation to attend the assessment event is available by agreement. Candidates will be notified of the selection decision as soon as possible after the event, following agreement of the Trust Board and Members.

Start Date

Ideally the successful candidate would be able to take up the post on 1st April 2023. The St Clare Catholic MAT board appreciate that flexibility regarding the start date may be required to secure the desired candidate.

The Trust is committed to Safeguarding and promotes the welfare of young people and expects all staff, students and volunteers to share this commitment. All appointments are subject to satisfactory references and all required pre-employment checks.