



Application pack for:

## Executive Headteacher

St Nicholas Catholic Primary, Exeter  
St Joseph's Catholic Primary, Exmouth

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Plymouth CAST reserve the right to close this advertisement when a suitable applicant is received

# Our Mission

“Our mission is to be a community of outstanding schools in which our pupils flourish in safe, happy and stimulating environments and leave us with the knowledge and skills, personal qualities and aspirations, to make the world a better place, inspired by the Gospel”.

*A Vision of Excellence*, approved by the Board, November 2018

# Letter

## FROM THE BOARD

Thank you for your interest in applying for the post of Executive Headteacher at St Nicholas Catholic Primary School, Exeter and St Joseph's Catholic Primary School, Exmouth within Plymouth CAST Multi Academy Trust.

This is an exciting opportunity to join the skilled leadership team within our Multi Academy Trust of thirty-four Catholic schools and one nursery, formed in 2014. There are two secondary schools in the Trust, both are single sex schools based in Plymouth, and thirty-two primary schools. In geographical terms the Trust extends across seven local authority areas from Cornwall to Dorset. We have 1,500 staff and educate 7,300 children and young people. Our head office is located at St Boniface College in Plymouth.

Plymouth CAST has a strong focus on school improvement, underpinned by our Catholic values. Twenty-nine of our schools are currently Good or Outstanding and there is a strong positive momentum towards Good for all schools in the Trust.

We are passionately committed to the core aspiration of Catholic education which is the flourishing of the human person for the common good. To that end we have developed collaborative working through a cluster model to ensure that local expertise and best practice in our schools is shared and developed. Each of our Executive Headteachers is line managed by a School Improvement Officer. The School Improvement Officers are managed by the Director of Education, who, with the Chief Finance Officer and Chief Operating Officer, make up the Senior Executive Management Team, led by the Chief Executive.

The Diocese of Plymouth has appointed a Diocesan Schools Commissioner, who works closely with the Chief Executive and the schools within the Trust, to ensure that the Bishop's vision for education is actively promoted and embedded in all that we do.

If you would like any more information about any aspect of your application or to arrange an informal conversation with our Director of Education, please contact our HR Team by email to [careers@plymouthcast.org.uk](mailto:careers@plymouthcast.org.uk) with the subject field 'Informal discussion St Nicholas and Exmouth Executive Headteacher'.

Our application for this post can be accessed [here](#).

Plymouth CAST reserve the right to close this advertisement when a suitable applicant is received.

# Executive Headteacher



<b>Job Title</b>	Executive Headteacher
<b>Remuneration</b>	L17 - 24 and appropriate pension scheme
<b>Main Location</b>	<a href="#">St Nicholas Catholic Primary School, Exeter</a> <a href="#">St Joseph's Catholic Primary School, Exmouth</a>
<b>Start Date</b>	1 <sup>st</sup> September 2024

**Plymouth CAST, one of the largest Catholic Multi Academy Trusts in the country, is seeking to appoint an experienced headteacher.**

Plymouth CAST is a Multi-Academy Trust comprising thirty-four schools plus a nursery situated within the Catholic Diocese of Plymouth with whom there is a close working relationship. The Trust is seeking to appoint a dynamic, strategic and practising Catholic Executive Headteacher at St Nicholas Catholic Primary School, Exeter and St Joseph's Catholic Primary School, Exmouth.

This is an exciting time to join a forward thinking and committed team, to both embed as well as shape working practices for the future. You will be joining a dedicated and supportive team and will have the opportunity to work with your School Improvement Officer and the Director of Education to help shape the way in which you will lead the schools to positively impact the education and development of the pupils.

The core purpose of the headteacher is to provide professional leadership and management for the schools. This will promote a secure foundation from which to achieve high standards in all areas of the school's work. To gain this success you must establish high quality education by effectively managing teaching and learning, using personalised learning to realise the potential of all pupils. You will be committed to establishing a positive and proactive culture that promotes excellence, focusing on collaboration and driving internal excellence, underpinned by our Gospel Values.

As headteacher you will provide vision, leadership and direction. You will ensure the schools are managed and organised to meet its aims and targets. With the support from your line manager, you will be responsible for evaluating the performance of the school to identify the priorities for continuous improvement; raising standards; ensuring equality of opportunity for all; developing policies and practices; ensuring that resources are efficiently and effectively used to achieve aims and objectives and for the day-to-day management, organisation and administration of the schools.

Within our Multi Academy Trust we operate a core business function which works to support headteachers and school communities in all areas of financial, personnel, estates and facilities, procurement and operational management.

You will need to develop excellent relationships with colleagues, local authorities and relevant agencies for children. Through such relationships you will play a key role in contributing to the development of the education system as a whole and collaborate with others to raise standards locally.

Our Trust governance model is designed to ensure our Board of Directors has a direct line of communication to schools, Local CAST Boards and school leaders.

You will be a practising Roman Catholic in full communion with the Catholic Church. You should be able to evidence collaborative and inspirational leadership that creates a culture of high expectations and aspirations that raises standards and ensures that all children reach their full potential. You will have the interpersonal skills to guide and inspire your pupils and staff.

As headteacher you will need diplomacy, openness, approachability, and a personable style of leadership, as well as the ability to converse confidently with a wide range of internal and external stakeholders.

If you feel that you have the necessary skills and competencies, and the passion to make a difference to our children and young people, we would love to hear from you!

Essential requirements are:

- Practising Catholic with a strong understanding of the structures and values of the Catholic Church
- Qualified to degree level relevant to the post and/or equivalent through professional experience.
- PGCE (or equivalent) – Qualified to Teach in the UK
- Recent, substantive and successful headship experience
- The ability to manage change through bringing innovative ideas to traditional approaches to teaching and learning
- Understanding and/or experience of managing finances and ensuring financial sustainability
- Excellent interpersonal and communication skills – an attentive listener and team builder.
- A wide knowledge of current and proposed education policy and the legal framework within which schools must operate, particularly in relation to safeguarding, when part of a Multi Academy Trust.

### **How to apply**

If you would like an informal discussion about this role with our Director of Education, please contact our HR Team by email to [careers@plymouthcast.org.uk](mailto:careers@plymouthcast.org.uk)

Our application form for this post can be accessed [here](#).

# Board STRUCTURE

The Board and its committees are structured as below. The Board of Directors links to schools' local governing boards through its link directive structure.

## Plymouth CAST Members

Canon Mark O'Keeffe    Canon John Deeny    Canon Kristian Paver  
Abbot David Charlesworth

## Plymouth CAST Board

Foundation Directors  
Ruth O'Donovan (Chair)  
Sandy Anderson  
Ann Harris  
Andrew Nicholls  
Deacon Nick Johnson  
Steve Hole  
Polly Montague

Co-opted Directors  
Graham Briscoe  
Alison Nettleship  
Adrian Cojocar

## Plymouth CAST Board Sub-Committees

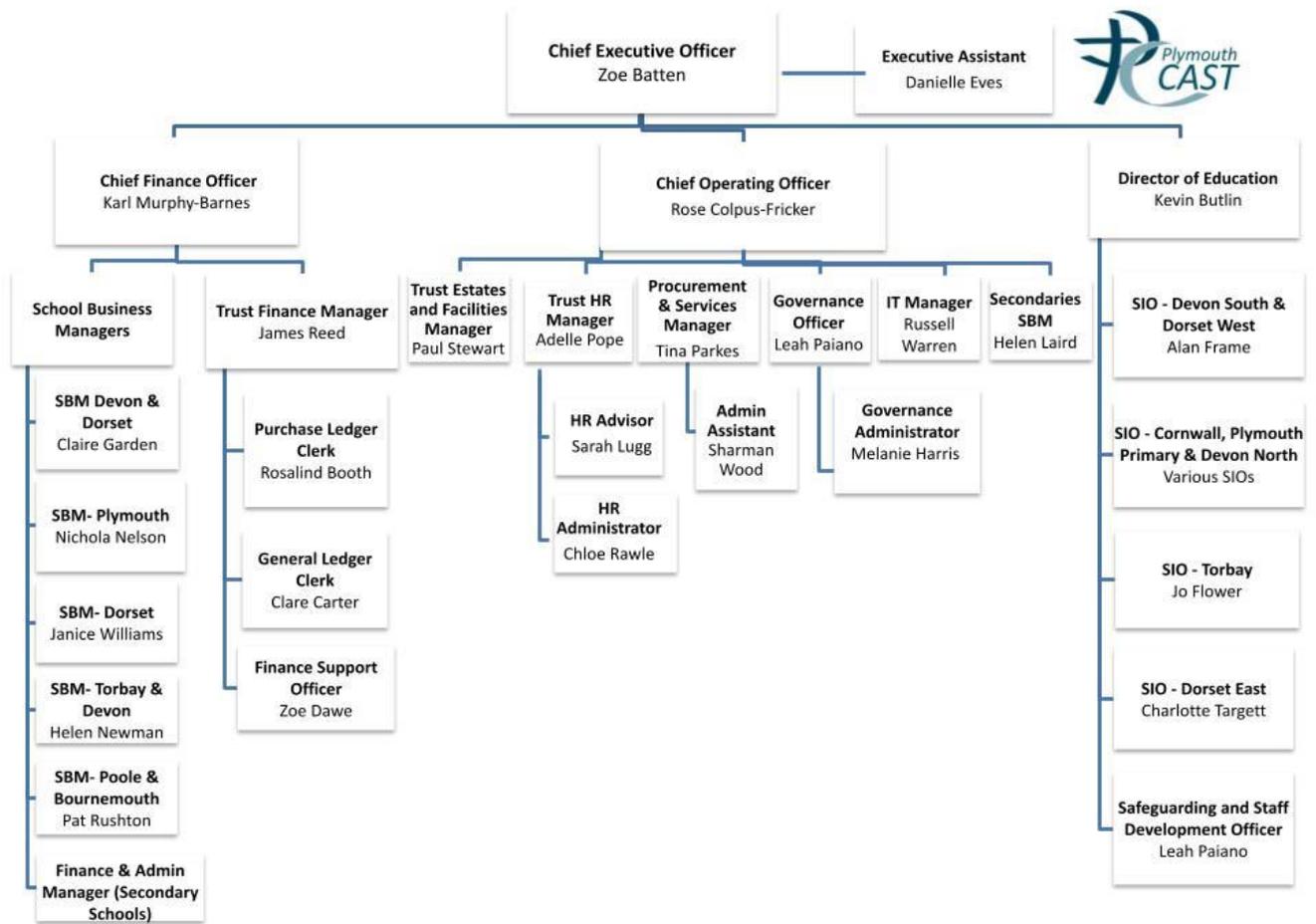
Remuneration  
Sandy Anderson (Chair)  
Ann Harris  
Andy Nicholls  
Ruth O'Donovan

Finance  
Andrew Nicholls (Chair)  
Ruth O'Donovan  
Alison Nettleship  
Adrian Cojocar

Audit & Risk  
Graham Briscoe (Chair)  
Deacon Nick Johnson  
Steve Hole

Education & Standards  
Ann Harris (Chair)  
Sandy Anderson  
Polly Montague

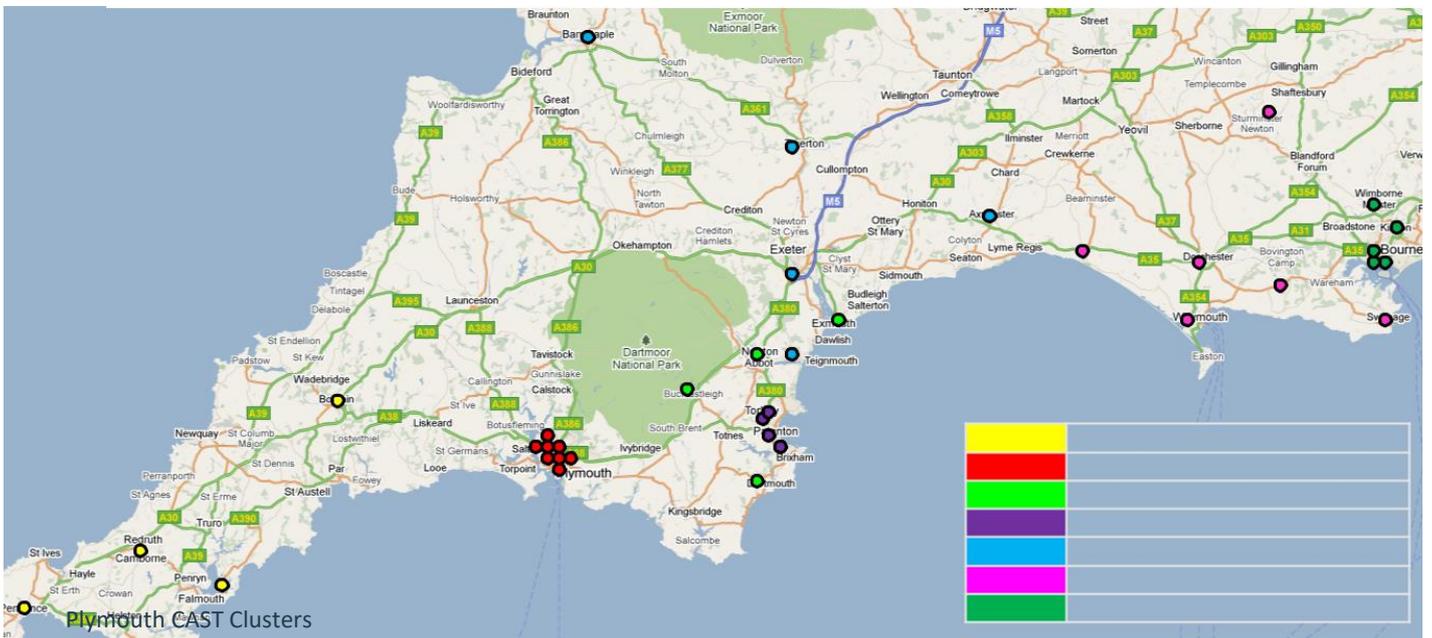
# Organisational CHART



# School CLUSTERS

DIRECTOR OF EDUCATION Kevin Butlin						
SIO Alyson Tyler	SIO Suzie Franklin	SIO Stuart Gale	SIO Jo Flower	SIO Alan Frame	SIO Charlotte Targett	SIO Lauren Stone
St Joseph's <b>NEWTON ABBOT</b>	Cathedral School of St Mary <b>PLYMOUTH</b>	St Boniface's <b>PLYMOUTH</b>	St Mary's <b>PENZANCE</b>	Christ the King <b>BOURNEMOUTH</b>	St Mary & St Joseph <b>WOOL</b>	The Orchard Nursery <b>BOURNEMOUTH</b>
Our Lady's <b>BARNSTAPLE</b>	Keyham Barton <b>PLYMOUTH</b>	Notre Dame <b>PLYMOUTH</b>	St Mary's <b>BODMIN</b>	St Mary's <b>POOLE</b>	St Nicholas' <b>EXETER</b>	
St Joseph's <b>EXMOUTH</b>	St Paul's <b>PLYMOUTH</b>		St Mary's <b>FALMOUTH</b>	St Joseph's <b>POOLE</b>	St Mary's <b>AXMINSTER</b>	
Our Lady & St Patrick <b>TEIGNMOUTH</b>	St Joseph's <b>PLYMOUTH</b>		St John's <b>CAMBORNE</b>	St John's <b>TIVERTON</b>	St Augustine's <b>WEYMOUTH</b>	
Holy Cross <b>PLYMOUTH</b>			Priory <b>TORQUAY</b>		St Catherine's <b>BRIDPORT</b>	
St Peter's <b>PLYMOUTH</b>			St Margaret Clitherow <b>BRIXHAM</b>		St Mary's <b>BUCKFAST</b>	
			Our Lady of the Angels <b>TORQUAY</b>		St Mary's <b>DORCHESTER</b>	
			Sacred Heart <b>PAIGNTON</b>		St Mary's <b>SWANAGE</b>	
			St John the Baptist <b>DARTMOUTH</b>		St Mary's <b>MARNHULL</b>	

# Plymouth CAST MAP



Job

# DESCRIPTION

## Job Title

Executive Headteacher Primary School

## Salary Range

L17 - 24 and appropriate pension scheme

## Line Manager

School Improvement Officer

## Base Location

St Nicholas Catholic Primary School, Exeter and St Joseph's Catholic Primary School, Exmouth

Headteachers will work in a delegated school within the Trust. Normally, this will be the school through which the post holder has applied to work for the Trust. Due to the nature of the role, there will be no travel expenses paid between home and the place of work.

Occasionally, the Trust will need a headteacher to take up leadership of another school within the Trust. This will only happen for exceptional reasons. When this is the case, and the school is further from home than that applied for by the post holder, travel expenses will be paid for the extra distance the post holder needs to cover on each day.

Occasionally, headteachers will have meetings, training and activities at Plymouth CAST's head office. Plymouth CAST is based at The Edmund Rice Building, Plymouth, PL5 3AG

## Line Management Responsibility

Over 15 employees, with some who have their own line management responsibilities.

## Purpose of Role

The schools have been designated by the Secretary of State as a school with a religious character. Its Instrument of Government states that it is part of the Catholic Church and is to be conducted as a Catholic school in accordance with Canon Law, the teachings of the Roman Catholic Church and the Trust Deed of the Diocese of Plymouth. At all times the school is to serve as a witness to the Catholic Faith in Our Lord Jesus Christ. The post therefore requires a practising Catholic who can show that he or she will ensure that the school is distinctively Catholic in all its aspects.

This appointment is made by Plymouth CAST and is subject to the current conditions of service for Head teachers contained in the School Teachers' Pay and Conditions document and other current education and employment legislation.

Responsible to the School Improvement Officer, the head teacher will be responsible for strategic leadership, management and outcomes for the school and for building leadership capacity and maximising potential through the skills and resources.

This job description is based on the key areas identified in the National standards of excellence for headteachers published by the Department for Education (January 2015).

As Executive Headteacher, you will be responsible to Plymouth CAST, and responsible for all staff and pupils in both schools.

As the leader of both schools, the Executive Head Teacher is responsible for inspiring and embodying the Catholic ethos, securing the vision with all members of the school community and ensuring an environment for teaching that empowers staff and children to achieve their highest potential.

### **General duties and responsibilities**

To carry out the duties of the head teacher as set out in the School Teachers' Pay and Conditions document 2015 and related guidance by:

- leading by example, providing dynamic, consistent and motivational leadership, ensuring the successful delivery of the vision, ethos, aims and objectives of the Trust;
- holding and articulating clear values and moral purposes, focused on providing a world-class education for the pupils being served;
- demonstrating optimistic personal behaviour, positive relationships and attitudes towards their pupils and staff, and towards parents, governors, members of the local community and colleagues across the Trust;
- leading by example - with integrity, creativity, resilience, and clarity - drawing on their own scholarship, expertise and skills, and that of those around them;
- sustaining wide, current knowledge and understanding of education and school systems locally, nationally and globally, and pursue continuous professional development;
- working with political and financial astuteness, within a clear set of principles centred on the trust's vision, ably translating local and national policy into the school's context;
- communicating compellingly the trust's vision and drive the strategic leadership, empowering all pupils and staff to excel.

## **Key Accountabilities**

The following are job specific responsibilities.

### **A. LINE MANAGEMENT**

- To provide leadership, management, support and challenge to Heads of School and/or Deputy Heads and senior leaders across all aspects of their work.
- To agree challenging and meaningful targets for improved progress and attainment by supporting and informing senior leaders in self-evaluation and improvement planning.
- To be involved in the recruitment process of senior leaders at the schools.
- To lead by example and develop leadership capacity at all levels within and across both schools, through a range of means including coaching and mentoring.

### **B. RESPONSIBILITY FOR STANDARDS**

- To be responsible and accountable for the performance, standards achieved and quality of education in both schools.
- To have an overview of pupil level data, and to challenge and support senior and middle leaders within and across both schools in the interpretation and use of data to raise standards.
- To ensure that evidence-based improvement plans inform actions and that the necessary actions needed to bring about improvement are implemented quickly and effectively to improve pupils' development and welfare.
- To secure, sustain and quality assure effective, high quality teaching and learning by ensuring sound strategies for monitoring and evaluating the quality of teaching and standards of pupil progress and achievement, setting targets for rapid improvement of all pupils.
- As required to quality assure and approve visits/trips/expeditions to be undertaken as part of pupils' studies through the school curriculum.
- To produce, implement and monitor the school's effectiveness, record in a precise self-evaluation and develop plans for improvement that tackle weaknesses.
- To lead staff to enable the achievement of the highest possible standards.
- To develop effective organisational and management structures and systems, to ensure sustainability and effective succession planning.
- To develop partnerships with pupils, parents, the local community and other key stakeholders, including School Improvement Officers from CAST.

- To actively manage Ofsted visits, Section 48 inspections and other external visits.

#### C. CHAMPIONING PLYMOUTH CAST

- To embody the values of CAST in all that she/he does, and to champion them in her/his interactions with staff, pupils, colleagues and all external stakeholders.
- To ensure the schools as a family, and the Executive Headteacher personally, drive the sharing of best practice and the facilitation of school-to-school challenge and support.
- To hold and articulate clear values and moral purpose, focused on providing a world-class education for the pupils she/he serves.
- To demonstrate optimistic personal behaviour, positive relationships and attitudes towards her/his pupils and staff, and towards parents, governors and members of the local community.
- To lead by example - with integrity, creativity, resilience, and clarity - drawing on their own scholarship, expertise and skills, and that of those around them.
- To sustain wide, current knowledge and understanding of education and school systems locally, nationally and globally, and pursue continuous professional development.
- To work with political and financial astuteness, within a clear set of principles centred on each school's vision, ably translating local and national policy into the schools' contexts.
- To communicate compellingly each school's vision and drive the strategic leadership, empowering all pupils and staff to excel.
- To attend key events in the life of the Trust and in the locality the school resides.

#### D. LEADERSHIP DEVELOPMENT AND SUCCESSION PLANNING

- To be fully committed to leadership development and developing leadership qualities in all staff. As part of this, to act as a role model and ensure that she/he is continually developing her/his own character and competence as a leader and embodying this in all interactions.
- To be the driver of continual professional development, acting as an ambassador for the People agenda and marketing available opportunities for development within the schools
- To take a proactive approach to career development and succession planning within the schools, encouraging and facilitating development opportunities and intentionally planning for the future.
- To identify, develop and support cross-school leadership positions where they are the most effective and efficient means of improving the quality of education, and leadership and management of both schools.

#### E. STRATEGY

- To formulate the aims and objectives of the schools in accordance with CAST policies.
- To produce and implement the schools' SEF and Improvement Plans, setting strategic targets and performance indicators.
- To ensure that both schools are an integral part of their locality and serves as a models of community transformation.

#### F. LEADERSHIP OF STAFF

- To ensure that the both schools are adequately and appropriately staffed, recruiting as necessary in accordance with CAST policies and procedures.
- To make certain that all staff receive appropriate, effective development and training to enable them to carry out their professional duties.
- To oversee an accurate assessment framework in order to embed consistently high standards and accurately judge the quality of teaching and learning.
- To ensure leadership of an annual performance management cycle is carried out within the school and that pay progression for teachers is appropriately managed.
- To identify, develop and support cross-school positions where they are the most effective and efficient means of improving the quality of education, and leadership and management of both schools.

#### G. LEADERSHIP OF PUPILS

- To ensure all pupils are in a safe, secure learning environment in accordance with CAST Safeguarding policies and statutory guidance; taking into account whole school strategies that promote awareness of and responses to risks to pupils' welfare.
- To provide an effective system of pastoral care for all pupils.
- To ensure a rigorous assessment strategy for behaviour and safeguarding, as well as effective monitoring.
- To celebrate pupils' success and enhance their learning by participating in a range of extra- curricular activities.
- To promote pupil voice and create ways for pupils to be involved in decision-making.

- To determine effective strategies to ensure high standards of behaviour and attendance.
- To ensure that both schools provides high quality spiritual, moral, social and cultural development for all pupils.
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#### H. LIAISON WITH PARENTS/CARERS

- To prioritise engagement with parents and carers creating opportunities for parents to support and engage with the schools, encouraging two-way communication and regularly sharing information.
- To hold regular parents'/carers' evenings or review days and also ensure availability for discussion of their individual children's progress or welfare on a needs basis.

#### I. CURRICULUM

- To determine, organise and implement a balanced, broad and personalised curriculum that meets individual pupil needs and has a positive impact on pupils' outcomes and their personal development, behaviour and welfare. The curriculum should be effective, innovative and creative, using new technologies where appropriate.
- To explore, develop and implement cross-school curriculum policy and practice where it is the most effective and efficient strategy for improving the quality of education in both schools.
- To regularly evaluate the quality of education across both schools and ensure high standards of professional practice are established and maintained.
- To ensure the schools equips pupils positively for life in modern Britain and promotes fundamental British values.

#### J. THE MANAGEMENT OF RESOURCES

- To allocate, control and account for financial and material resources within remit.
- To have oversight of the maintenance and development of both premises and grounds to ensure maximum practical use and that Health and Safety requirements are met. Health and Safety is a key priority and the Executive Headteacher must ensure that everyone understands and upholds their responsibilities.
- To ensure all contracts for site management are negotiated to "best value" and that performance against contract is reviewed on a regular basis.

#### K. EXTERNAL LIAISON

- Create outward-facing schools that work with other schools and organisations in a climate of mutual challenge to champion best practice and secure excellent achievements for all pupils.
- Develop effective relationships with fellow professionals and colleagues in other public services to improve academic and social outcomes for all pupils.
- Challenge educational orthodoxies in the best interests of achieving excellence, harnessing the findings of well evidenced research to frame self-regulating and self-improving schools.
- Shape the current and future quality of teaching through high quality training and sustained professional development for all staff.
- Model entrepreneurial and innovative approaches to school improvement, leadership and governance, confident of the vital contribution of internal and external accountability.
- Inspire and influence others within and beyond the schools to believe in the fundamental importance of education in young people's lives and to promote the value of education.
- To develop collaborative links with other CAST schools, businesses and agencies to maximise the opportunities for staff, pupils and families.
- To maintain links with social services, the local police, churches, other faith groups and organisations involved in working with young people and the local community at large.

#### L. SAFEGUARDING CHILDREN

- Plymouth CAST is committed to safeguarding and promoting the welfare of children and young people. We expect all staff to share this commitment and to undergo appropriate checks, including enhanced DBS checks and safeguarding training, as expected by the latest statutory guidance from the Department for Education.
- Senior members of staff are required to undertake Safer Recruitment in Education training. The above responsibilities are subject to the general duties and responsibilities contained in the Statement of Conditions of Employment.
- The person undertaking this role is expected to work within the policies, ethos and aims of the academy and to carry out such other duties as may reasonably be assigned by the Director of Education and Standards. The post holder will be expected to have an agreed flexible working pattern to ensure that all relevant functions are fulfilled through direct dialogue with employees, contractors and community members.

## Knowledge and Experience

### Qualifications:

- NPQEL (desirable)
- NPQH (desirable)
- Qualified to higher degree level (desirable)
- Qualified to degree level
- PGCE (or equivalent) – Qualified to Teach in the UK
- Evidence of recent, relevant professional development

### Experiences:

- Recent, substantive and successful headship experience
- Leading and managing people individually and in teams to a high standard
- Managing change through bringing innovative ideas to traditional approaches to teaching and learning
- Managing and improving the curriculum offer resulting in demonstrable impact
- Understanding and/or experience of managing finances and ensuring financial sustainability
- Experience of managing risk across a school or organization
- Experience of operating an organisation from a Health and Safety perspective
- Breadth of experience in school leadership, e.g. one or more from the following: pastoral and academic leadership experience; teaching in several contrasting schools or working in other sectors beyond education
- A proven track record of effective senior leadership
- Experience of working effectively with the local community a proven track record in improving outcomes
- Experience of supporting other leaders to achieve success through coaching or other relevant activities

### Knowledge, skills and abilities:

- An ability to effectively prioritise and plan for self, others and the organisation.
- An ability to problem solve and think creatively when dealing with complex issues.
- An ability to develop and communicate a complex vision in simple and easily understood terms to a variety of audiences.
- An ability to manage and empower others to maintain high standards of pupil discipline in order to ensure a positive climate for learning.
- An ability to lead school-wide improvement initiatives that have a demonstrable impact on pupil attainment.
- A wide knowledge of current and proposed education policy and the legal framework within which schools must operate, particularly in relation to safeguarding, when part of a multi-academy trust.
- A wide understanding of the links between education and community transformation.

## Personal Qualities

- Practising Catholic with a strong understanding of the structures and values of the Catholic Church
- Passionately committed to safeguarding and the welfare and wellbeing of children and young people
- Willingness to undergo appropriate checks, including enhanced DBS checks
- To work hard and remain fully committed, even when under pressure, always acting with consideration for yourself and others
- Forgiving and committed to healthy inclusive relationships (strong interpersonal & diplomatic skills)
- Emotionally resilient and therefore patient and persevering with challenging behaviours and attitudes
- To be hopeful, honest and always act with integrity, taking a rigorous approach to improving standards in order to ensure transformation of pupils lives and their wider communities
- Act with humility and as a team player by serving others both in the school and across the trust
- Able to demonstrate and communicate the CAST ethos in your behaviours and actions
- Positive, passionate, enthusiastic, and able to help others be the same
- Able to keep a sense of proportion by acting with self-control
- Act with authenticity and integrity
- To have high aspirations and a commitment to excellence, and to role model this behaviour to others
- Self-disciplined and able to reflect and learn in order develop wisdom and understanding.
- A willingness to promote and maintain the human face of the church ensuring that practices are consistent with the values in the Gospel.
- A sensitivity and empathy to working within a faith environment, and a strong understanding of the structures and values of the Catholic Church

## Expected Outcomes

- The resources of Plymouth CAST are properly managed and effectively used in order to further the objectives of the MAT and to ensure that school standards continue to rise.
- Plymouth CAST fully complies with its statutory obligations and records are maintained as required by law and made available when required by authorized persons.
- Accurate and timely information, advice and recommendations are made to the Trustees, Directors of the Board, and senior team on school performance data.
- Effective communication and co-ordination is achieved within the range of CAST's functions and systems.
- Good working relationships are promoted with Trustees, Diocesan staff, School staff and Governors and Plymouth CAST staff.
- Responsible for own continuing self-development, undertaking training as appropriate or as directed as part of CPD.
- Being aware of and complying with all relevant policies and procedures relating to child protection, health safety and security, confidentiality and data protection and reporting all concerns to the appropriate person.
- Good working relationships are promoted with Trustees, Diocesan staff, School staff and Governors and Plymouth CAST staff.
- Plymouth CAST fully complies with its statutory obligations and records are maintained as required by law and made available when required by authorized persons.

This document outlines the duties for the time being to indicate the level of responsibility. It is not a comprehensive or exclusive list, and the duties may be varied from time to time which do not change the general character of the job, or the level of responsibility entailed.

The contents of this job description will be reviewed with the postholder on an annual basis in line with the Trust's appraisal policy. Any significant change in level of accountability that could result in a change to the grade will be discussed with the postholder before submitting for any re-evaluation. This job description is currently subject to consultation.

Changes can be made to this job description under consultation to reflect the changing needs of the role at any time.

# Our GOSPEL VALUES

Humility - seeing life as a gift

Compassion - empathy

Kindness - gentleness

Justice - working for a fairer world

Forgiveness - reconciliation

Integrity - do what you say

Peace - committed to peace-making, non-violence

Courage - standing up for truth

*A Vision of Excellence*, approved by the Board, November 2018



# Plymouth CAST

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