



Director of Estates
Recruitment Pack

Our Mission: Working in partnership to deliver a high quality principled education

Our vision is 'learning to live full lives'

We believe that we all contribute to the health and wellbeing of our communities, and we model this for our children. Our curriculum experience and life in school direct us all towards a better future.

We live out our vision through **our values;**

Collaboration

We are stronger together and draw on one another's expertise. We foster strong relationships in the interests of building a community, locally, nationally and internationally.

Humility

We are reflective and open to learning. We take joy in the success of others before our own.

Respect

We foster the uniqueness of each school and seek to develop the gifts and talents of both employees and children. We promote respect for self, peers and adults, for other generations and for common courtesy. We see respect between adults and children as mutual.

Inclusion

We aim to foster a deep sense of belonging and see strength in our differences. We judge ourselves by the height of our aspirations and the breadth of our offer.

Stewardship

We are dependent on our world flourishing and seek to act responsibly with all that is entrusted to us as part of St Christopher's. We know our roles as guardians of our schools for future generations.

Trust

We know that learning and growth are fostered when everyone feels safe, supported and comfortable being authentic. We seek to be open and honest, acting with integrity.



Our Executive Team



Phil Banks, CEO of St Christopher's Trust

Phil is the Chief Executive Officer of St Christopher's Trust, having taken up the post in September 2025.

Phil is an experienced education practitioner whose career has spanned a wide range of roles, including class teacher, school inspector, and headteacher. He has held four headships and one executive headship, founded a large Multi-Academy Trust, and worked internationally as a school inspector in Dubai for two years. During his time in the UAE, he helped establish the American Advanced Science programme in Emirati schools.

In 2020, Phil returned to Cornwall to become CEO of the North Cornwall Learning Trust (NCLT). Following the merger of NCLT into the Westcountry Schools Trust in 2024, he served as a Director before being appointed CEO of St Christopher's Trust.

A lifelong learner, Phil completed an MBA in 2022 and is currently undertaking PhD research focused on the impact of belonging in schools. He also authors the blog [The Belonging Collective](#).



Sean Millar, Executive Director of Education

With over 20 years experience in school leadership Sean has undertaken a variety of roles. He has been the headteacher of two schools, leading one from satisfactory to outstanding and also worked as a local leader of education, local authority improvement associate and provided school to school support.

Sean has experience, and a demonstrable track record, of leading and improving schools causing concern as well as leading and developing schools to achieve exceptional provision and performance. Sean has worked in rural and urban contexts and was seconded to teach the core English element to PGCE students at The University of Exeter.

Sean has also been involved in international study projects. Sean is also an OFSTED inspector. As well as the leadership and teaching of English and History, Sean's particular interest and passion lies within curriculum design and development. His work has featured in several publications, most recently in 'Talk for Teaching'. Sean is responsible for the Trusts education strategy and leads the education team to in the implementation and development of the Trust's approach.

Our Team of Directors



Rachel Hingston, Director of People and Talent

Rachel brings over 20 years of experience in Human Resources (HR) across both the public and private sectors. Before joining our team, she spent ten years as a School Business Manager and has extensive expertise in people leadership, employment law, safeguarding, and school operations.

A member of the Chartered Institute of Personnel and Development (CIPD), Rachel also holds a Level 5 Advanced Diploma in School Business Management and is a qualified Coach and Mentor through the Institute of Leadership and Management.

Rachel leads the Trust's People Strategy and oversees the work of the People team, including HR Advisory, Safer Recruitment, and Operational HR. She is an active member of the Trust Safeguarding Team, supporting training, policy development, auditing, and the promotion of strong safeguarding cultures and practices across all teams.

Rachel is passionate about creating an environment where every colleague can thrive. She is focused on fostering a culture of excellence in people practices, underpinned by reflective leadership, continuous improvement, and a commitment to staff wellbeing.

Alongside her strategic leadership role, Rachel contributes to the Trust's continuing professional development (CPD) programme, delivering training that supports leaders and teams to develop key skills.



Kevin Goodwin, Director of Finance

Kevin joined the Trust in October 2021 having trained and qualified as a chartered accountant with KPMG in Bristol, working in their Public Sector audit department most recently as an Audit Manager.

Kevin has worked with a wide range of public sector and private organisations in the South West and Wales, including Universities, Colleges, Academies, NHS organisation, and large privately owned companies. Kevin is the Trust lead for audit, oversees the Finance administration team, controls and processes, and generally supports the wider team, as well as becoming a systems expert having implemented the Trust finance and ordering system in autumn 2023.

Outside of work, Kevin is a keen runner having completed the London marathon in 2023 and is working towards his next marathon in 2026.

Summary of the Role

Responsible to: Chief Executive Officer (CEO); Executive Director of Education (DoE), Director of Finance and Director of People and Talent

Hours: 0.6 FTE (22.2 hrs per week) Flexible with days – All year round or 42 week/year (Negotiable for the right applicant)

Salary: L10 to L14 (£64,690 to £71,329FTE)

Location: Trust wide with a school office base in Exeter or Plymouth

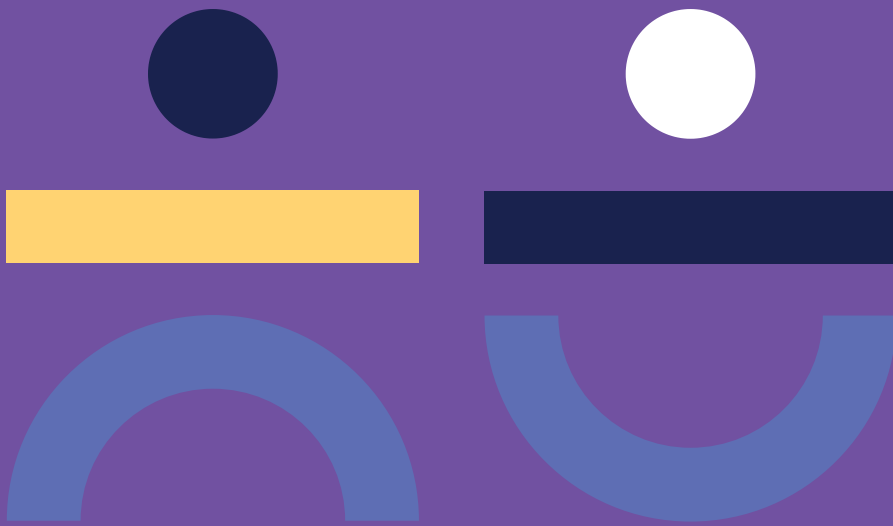
Travel to all Trust schools will be required as will attendance at Education Team meetings.

To Talk About the Role

If you would like to talk about the role prior to your application, please get in touch with people@stcmat.org

Important Dates

- **Closing Date:** Thursday 9th July 2026 9.00am
- **Shortlisting:** Thursday 9th July 2026
- **Interview Date:** Tuesday 14th July 2026 at Ladysmith Infant School in Exeter
- **Start Date:** September 2026



Director of Estates

Job Description

Key areas of responsibility:

Key Purpose of the Role

The Director of Estates is a senior leader within the Trust Leadership Team, reporting directly to the Chief Executive Officer (CEO) and operating alongside the Executive Director of Education (DoE), Director of Finance and Director of People and Talent.

The Director of Estates provides strategic leadership for estates, compliance, health and safety, capital planning and organisational resilience, ensuring that safe, compliant and sustainable environments enable excellent teaching, inclusive practice and improved outcomes for pupils.

The role is explicitly strategic rather than purely operational, focused on estates leadership, compliance assurance, capacity-building and intelligent prioritisation.

This role is graded Leadership pay scale 10-14

Line Management & Organisational Leadership

The Director of Estates has overall leadership responsibility for:

- Estates and compliance functions
- Manager of Compliance
- Trust-wide estates, health and safety and compliance frameworks

The postholder ensures:

- Clear structures, roles and accountabilities
- Strong performance management and professional development
- Alignment between service delivery and Trust priorities

The postholder is line managed by the CEO.

The postholder will line manage the Manager of Operations and Compliance, as well as the wider estates team.

Role Context

The Trust operates a clear leadership model in which:

The CEO sets vision, culture and external leadership

The DoE secures educational quality, equity and improvement

The Director of Estates secures safe, compliant and sustainable environments and operational resilience

The Director of Estates works through others to ensure that estates strategy, compliance systems and operational resilience are defined, enacted and improved consistently across the Trust.

Job Description

Executive Leadership Key Roles and Responsibilities

- Member of the Trust Leadership Team, contributing to collective strategic leadership and decision-making.
- Lead the development, delivery and evaluation of the Trust's Estates and Compliance Strategy as part of the three-year strategic plan.
- Act as the Trust's principal professional authority on estates, compliance, health and safety and capital priorities.
- Provide assurance to the CEO and Board that estates, compliance and operational resilience are strong and improving.
- Represent the Trust with external stakeholders where required (e.g. contractors, surveyors, insurers, regulators and system partners).
- Uphold the Christian distinctiveness of the organisation to ensure every adult and pupil can flourish.
- Contribute to the leadership of flourishing communities in partnership with the Diocese and Trust senior leaders.
- Champion and embed a safeguarding culture rooted in vigilance, care and belonging, ensuring that every adult takes collective responsibility for keeping children safe and enabling them to flourish.

Estates, IT, Capital & Compliance

- Lead the development and delivery of the Trust's estates strategy, including condition, repair, replacement and sustainability planning.
- Lead the development and delivery of the Trust's IT strategy, including condition, repair, replacement, future planning and digital resilience.
- Oversee statutory and regulatory compliance (e.g. health and safety, estates reporting, premises compliance, business continuity) is effective and robust.
- Oversee estates budgets (e.g. SCA, DFC) and ensure value for money in partnership with the Director of Finance.
- Ensure appropriate insurance and risk-mitigation arrangements are in place.
- Lead estates and compliance audits, providing assurance to the CEO and Board.
- Sponsor or lead operational projects including academy conversions, capital projects and infrastructure growth initiatives.

Operational Resilience & Service Delivery

- Oversee business continuity planning and organisational resilience.
- Oversee the Management of Compliance and ensure effective implementation of compliance systems across the Trust.
- Ensure that schools receive clear support, guidance and challenge relating to estates and compliance duties.
- Develop consistent operational standards, documentation and reporting across estates and compliance functions.

Job Description

Leadership Development & Talent

- Along with other members of the leadership team, lead the Trust's strategy for leadership development and succession planning.
- Identify, develop and deploy talent across the estates and compliance functions to strengthen capacity.
- Promote a culture of professional learning, reflection and improvement.

Ways of Working with the Executive Director of Education (DoE) and Other Directors

The Director of Estates works in close strategic partnership with the Executive Director of Education (DoE), Director of Finance and Director of People and Talent to ensure that educational ambition is underpinned by safe, compliant and sustainable environments.

- Align estates strategy, capital planning and compliance priorities with the Trust's Education Strategy and school improvement needs.
- Ensure that estates and compliance decisions support high-quality teaching, inclusion and improved pupil outcomes.
- Work jointly with the DoE to balance ambition, school need and organisational capacity.
- Integrate educational intelligence with estates, compliance and resilience data to inform executive and Board decisions.
- Provide coherent, joined-up assurance to the CEO and Board on the relationship between educational standards, compliance and operational resilience.
- Model strong collaboration, eliminating silos and ensuring the role interacts with other leaders as part of a coherent distributed model rather than recreating the former CFOO structure.

Culture, Service & Continuous Improvement

- Uphold and model the Trust's vision, values and behaviours always.
- Ensure services are customer-focused, school-centred and impact-driven.
- Promote a culture of continuous improvement across the relevant service area.
- Build organisational capability through training, professional development and high-quality systems.
- Encourage collaboration, shared learning and consistency across Trust schools and teams.
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General Notes

This job description provides an outline of the range of duties that can be expected of a post holder of this level and is not a comprehensive or exhaustive list. Duties may vary according to the needs of the Trust at the time.

This post has a home base with expectation of attendance at every school in the Trust as required and at other locations throughout the Diocese of Exeter, subject to notification and acceptance by the post holder. Travel is paid if this is required.



Director of Estates

Person

Specification

Director of Estates

No.	Area	Essential	Desirable
1	Qualifications and Training		
1.1	Degree-level qualification and/or significant professional expertise in estates, facilities, capital or compliance leadership	✓	
1.2	Substantial senior leadership experience across estates, compliance, facilities or a related operational field	✓	
1.3	Recognised professional qualification in estates, facilities, project management or health and safety		✓
2	Experience		
2.1	Experience of working in a complex, multi-site or multi-establishment organisation (education sector experience highly desirable)	✓	
2.2	Proven ability to advise and influence at Board and executive level	✓	
2.3	Experience of MAT growth, conversions or capital projects		✓
3	Knowledge and Understanding		
3.1	Strong understanding of statutory compliance, estates planning, health and safety and operational resilience	✓	
3.2	Track record of leading teams, projects, systems and external contractors	✓	
3.3	Excellent analytical, organisational and communication skills	✓	
3.4	Commitment to a values-led, safeguarding-centred approach to leadership	✓	
3.5	Understanding of public sector or education accountability frameworks		✓
4	Skills and abilities		
4.1	Track record of leading teams, projects, systems and external contractors	✓	
4.2	Excellent analytical, organisational and communication skills	✓	
4.3	Commitment to a values-led, safeguarding-centred approach to leadership	✓	

All qualification and training certificates will need to be evidenced as part of the pre employment safer recruitment and due diligence process.