



Coventry Diocesan Board of Education



Strategic School Organisation Plan

*Updated February 2019 –
Please note contextual amendments on pages 3, 4 and 9*

*'Serve one another humbly in love'
Galatians 5:13*

The DBE Perspective

The DBE empowers others to be courageous, equipping them to deliver excellent Christian education so that all will flourish to achieve their full human potential

The DBE:

- seeks to serve and equip its schools, academies and churches to ensure:
 - a generous and excellent Christian education which is both distinctive and inclusive
 - sustainability and growth
 - partnership working to transform communities
- takes seriously its responsibility to ensure high quality:
 - leadership, management and governance
 - curriculum innovation with ambitious standards
 - inspirational school buildings and facilities
 - sustainable community transformation
- is committed to working in partnership with others to:
 - provide world class education that is aspirational and motivational
 - ensure that every child, young person and adult within the diocesan family receives every opportunity to flourish and fulfil their God given potential
- is the 'foundation body' which:
 - holds statutory responsibilities including the appointment of Foundation Governors
 - offers advice and guidance in relation to significant areas including governance, admissions, Christian distinctiveness and ethos

The appendices found at the end of this document provide information on the following:

- *DBE Vision and Values*
- *Underpinning Theology*
- *Church of England Vision for Education*
- *Diocesan Profile*
- *DBE Structure*



The Current Picture

The development of a 5 Year Strategic School Organisation Plan (SSOP) is designed to respond creatively and flexibly to four influences:

- the values and traditions of a 200 year heritage for all young people in the Diocese as set out in the statutory DBE Measure which provides the legal foundation for the work of the church in the field of education;
- the aims and expectations of central and regional government;
- the DBE as an accredited academy sponsor;
- the pragmatic needs of our diocesan schools and academies.



This strategic thinking was sharpened by and informs our ongoing discussions with the government and other stakeholders involved in education provision within the diocese.

Since 2001 the DBE has built the foundation and relationships, culture of trust, sense of family and mutual support across its 75 schools and academies, which afforded the opportunity for a swift and positive response to the implications of the 2010 Academy Act and the resultant programme of academy conversions.

We recognise that the success of the DMAT requires further consolidation to guarantee sustainability, stability and progress. We are very conscious of the need to work with the RSC and DfE to ensure that there are a range of MAT options with significant church involvement (majority members in the articles).

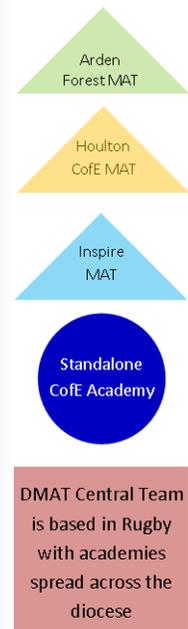
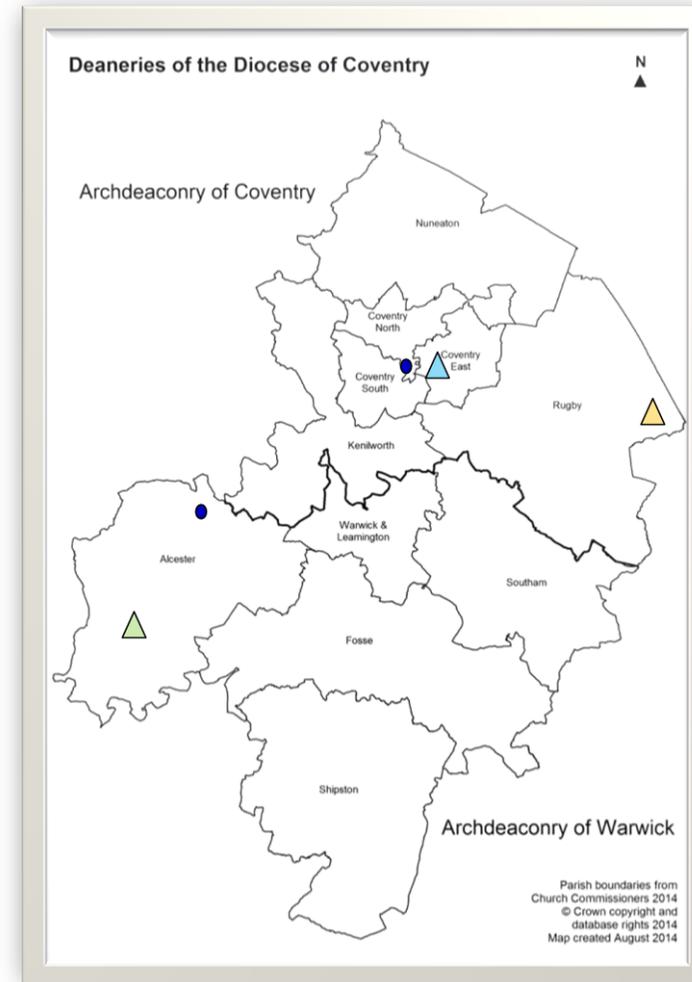
We have a clear understanding of governance and accountability recognising that the financial responsibilities go directly from the EFSA to MATs. The Diocesan Director of Education (DDE) and the DBE will continue to provide the foundational relationships and structure which hold all the MATs, schools and academies together. The DBE acts as part-glue, part-conscience, part-critical friend, part-trouble spotter, part-inspector, and only in dire emergency, intervener. The DBE, coming from the angle of ethos, values and diocesan mutual support with regular quality-assurance, ensures that learning communities are formed and based upon a dual inter-related dedication to the highest education standards and to the greatest dignity of each child. Our aim is that this results in the fullest development of each person for the common good in line with the Church of England Vision for Education.

The proposed organisational structure, a pragmatic solution based upon what currently exists, demonstrates the essential combination of company legalities and diocesan culture. The relationships are such that our vision will be realised in a way that is mutually beneficial for all.

Looking Forward to 2020

The **DBE Strategic School Organisation Plan** is based upon the following:

- The financial imperative and government assumption is that **all schools will be academies at some point in the future**, all will be full and there will be new CofE academies;
- **MATs are likely to include non-church schools;**
- the **DMAT**, providing central services, **will consolidate its success;**
- **diocesan schools will be encouraged and supported to work within groups;**
- **the DBE will seek to develop at least one national teaching school** from within its diocesan school family whilst continuing to work closely with the Regional Teaching Schools Group;
- **the DBE will proactively work with the Church of England 'Foundation for Educational Leadership'** and other appropriate teacher training and leadership programmes;
- **the DBE will continue to give priority to ensuring effective succession planning for system and school leaders and governors;**
- **community schools may, if they wish, join MATs.**



DBE VISION AND VALUES

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Vision

Coventry DBE is committed to ensuring its schools and academies are recognised for their distinctive and inclusive Christian ethos and for the impact this has on raising standards of achievement and transforming the lives of children and communities. Because educational attainment cannot be divorced from the need for successful interaction of individuals in relationship with each other and with the values of the community of which they are a part, progress in educational measurables has to be grounded in the integrity of an institution's immeasurable qualities – love, happiness, dedication, mutual support, integrity, courage, humility and service. An effective Church of England school will demonstrate its Christian distinctiveness by providing an aspirational and holistic education which enables all children and staff to develop and achieve their fullest potential.

Values

Whilst recognising that individual schools and academies will reflect these differently, the DBE is guided by the following values:

- Educational excellence
- Needs of the child at the heart of decision making
- Affording and nurturing dignity with high expectation and challenge
- Celebration of success for all
- All members of the school community valued equally
- Love, forgiveness and reconciliation at the heart of all relationships
- Governance based on mutual consultation and partnership
- Highest moral and ethical standards
- Leadership guided by integrity, courage, humility and service

Coventry DBE recognises that every child is entitled to an excellent education. Where education provision within Church of England schools falls short of this benchmark, the DBE will work with the school or academy trust to ensure that effective school improvement strategies are undertaken and are successful in achieving good to outstanding education that is holistic and Christian in nature.

In returning to the need for wisdom... in the Apostle Paul's letter to the Colossians he offers the following thought:

“In Christ are hidden all the treasures of wisdom and knowledge.”

UNDERPINNING THEOLOGY

This vision is underpinned by the intention to live out the threefold Diocesan Mission Statement:

- **WORSHIPPING GOD**
 - **MAKING NEW DISCIPLES**
 - **TRANSFORMING COMMUNITIES**



As God's children we are all called to worship. It is through Collective Worship in schools and academies, that over 17,000 children, young people and adults are invited to draw near to God, glimpse the face of Jesus as they reflect in awe and wonder and respond with their hearts and minds. Our schools and academies, with their Church of England foundation, rooted in Anglican faith and practice, are called to be distinctive and inclusive where those of the Christian faith, other faiths and no faith are welcomed. There is a strong desire to create opportunities for all to come to and grow in faith and 'carry forward the work that Jesus Christ began in all aspects of life of people in society'. 'Serving the poor and needy' is a phrase at the heart of the majority of Church School Trust Deeds. Jesus demonstrated how to do this throughout His incarnational ministry and through it we see Him walking alongside, teaching, healing and serving others. Church of England schools and academies strive to reflect the values which Jesus taught.

Jesus sees people for who they really are, valuing those rejected by society, welcoming children to come to Him, urging adults to be as children. We strive to hold Christ at the centre of all we do, model His love and enable others, including children and young people to do the same.

**"Love one another. As I have loved you, so you must love one another.
By this everyone will know that you are my disciples, if you love one another."
John 13:34-35**

Church of England Vision for Education

Our vision for education is deeply Christian, with Jesus' promise of life in all its fullness at its heart. In line with the Church of England's role as the established Church, our vision is for the common good of the whole community:

- **Educating for wisdom, knowledge and skills:** enabling discipline, confidence and delight in seeking wisdom and knowledge and developing talents in all areas of life.
- **Educating for hope and aspiration:** enabling healing, repair and renewal, coping wisely when things go wrong, opening horizons and guiding people into ways of fulfilling them.
- **Educating for community and living well together:** a core focus on relationships participation in communities and the qualities of character that enable people to flourish together.
- **Educating for dignity and respect:** the basic principle of respect for the value and preciousness of each person, treating each person as a unique individual of inherent worth.

Executive Summary

There are fundamental reasons, rooted in the Bible, which have motivated centuries of Christian involvement in schooling in this country and around the world. The God of all creation is concerned with everything related to education. This is a fresh articulation of the Church of England's vision for education as we meet the challenges and take the opportunities offered by the present situation. It is not simply for Church schools but, recognising the Church of England's involvement in education over many centuries, seeks to promote educational excellence everywhere, for everyone. In Church schools the deeply Christian foundation for this vision will be seen explicitly in teaching and learning both in RE and across the curriculum, and also in the authentically Christian worship and ethos of those schools. In other schools which are not rooted in an explicit Christian ethos, our vision for education can still be expressed and promoted as one of human flourishing that can inspire what the school is and does. The vision is deeply Christian, with the promise by Jesus of 'life in all its fullness' at its heart. It encompasses schools, colleges, further and higher education, but in this initial articulation our focus is on schools; other work will follow relating more specifically to colleges and universities as well as exploring the connections with our Going for Growth work with children and young people in the church. Our vision embraces the spiritual, physical, intellectual, emotional, moral and social development of children and young people. We offer a vision of human flourishing for all, one that embraces excellence and academic rigour, but sets them in a wider framework. This is worked out theologically and educationally through four basic elements which permeate our vision for education:

- † Wisdom
- † Hope
- † Community
- † Dignity

The vision, in line with the Church of England's role as the established Church, is for the common good of the whole human community and its environment, whether national, regional or local. It is hospitable to diversity, respects freedom of religion and belief, and encourages others to contribute from the depths of their own traditions and understandings. It invites collaboration, alliances, negotiation of differences, and the forming of new settlements in order to serve the flourishing of a healthily plural society and democracy, together with a healthily plural educational system.

DIOCESAN PROFILE

The population of the Diocese is approximately 805,000 people living in an area of nearly 700 square miles. Of the 41 dioceses in England, Coventry is 33rd in population size, 30th in land area, but 19th in population density. The diocese roughly equates to the City of Coventry and the County of Warwickshire.

There is significant growth in housing with the result that new schools are needed to serve these communities. The DBE is proactive within a competitive bidding process to run new schools.

The Diocese is currently divided into eleven Deaneries. The deaneries are seen as key strategic structures for mission with Area Deans and Lay Chairs being increasingly seen as key strategic leaders in mission. As the Bishop of Coventry's *Signposts for the Future* and *On the Way* documents indicate, the Deaneries and their leadership now play a significant role in the Diocese.

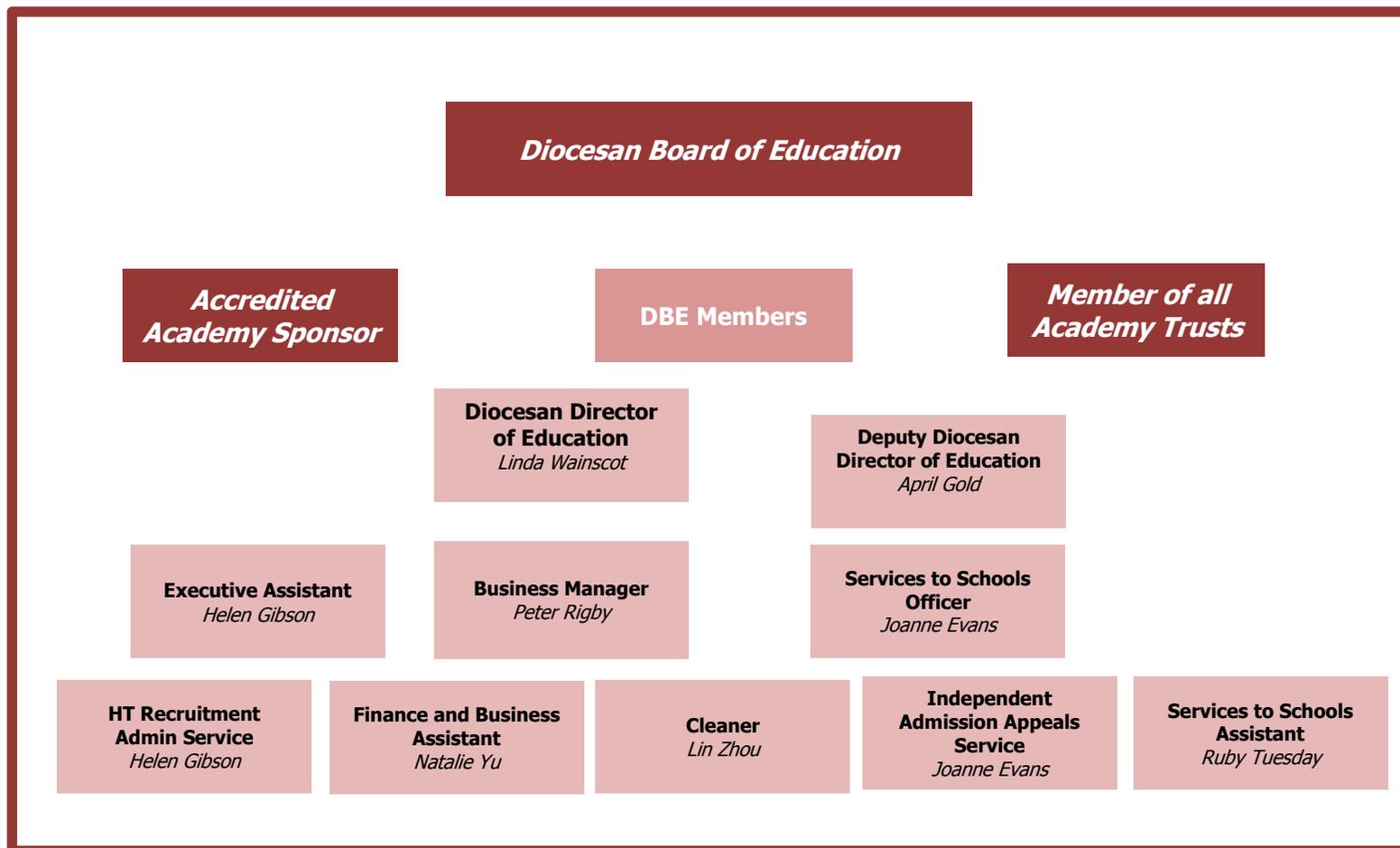
Oversight of the two Archdeaconries is now shared between our two Archdeacons, geographical allocation of responsibilities having been set aside.

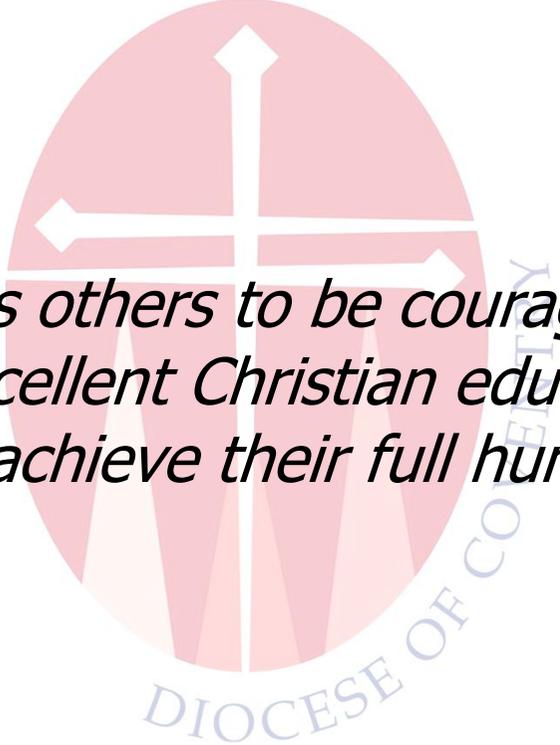
Across the Diocese, there are 244 churches, 206 parishes and 127 benefices being served by 179 licensed clergy. There is great diversity among the clergy - women and men, self-supporting and stipendiary, younger and older working together in ministry. We are committed to thinking creatively about how we work in different areas, for example, with pioneer ministers; with team ministries; with some self-supported incumbents leading parishes, with several multi-parish benefices successfully adopting a model of the full-time priest being supported by one or more house-for-duty posts, self-supported ministers and retired clergy.

The mission purpose of the Diocese of Coventry is **Worshipping God, Making New Disciples and Transforming Communities**. With our diocesan emphasis on reconciliation this could be expanded to 'the reconciling love of God in Jesus Christ manifested in Christian communities that worship God, make new disciples and transform the communities around them'. The diocese reaches out to all the people of Coventry and Warwickshire through a number of bodies and organisations including churches, the cathedral, chaplaincies and Church of England schools.



ORGANISATIONAL STRUCTURE





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