



# **Strategic School Organisation Plan**

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

## Our Perspective

*'The DBE encourages and empowers others to be courageous and equips them to deliver excellent Christian education so that all will flourish to achieve their full human potential.'*

### Reflecting the Church of England Vision for Education, 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 as described by the CofE Vision for Education;
  - sustainability and growth;
  - partnership working to transform communities across the whole diocese;
  - additional provision and support for children, families and schools is available as necessary.
  
- **takes seriously its RESPONSIBILITY to ensure high quality:**
  - leadership, management and governance;
  - curriculum innovation with ambitious standards;
  - inspirational school buildings and facilities.
  
- **is committed to WORKING IN PARTNERSHIP with parishes to support them in their ministry and mission with schools and with academy trusts, local authorities and the DfE 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.



## Our Position

This is the second Strategic School Organisation Plan (SSOP) produced by the DBE and continues to respond creatively and flexibly to the following 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
- 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
- the implications of government funding



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 a culture of trust, sense of family and relationships of 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 the success of MATs within our diocesan family and will continue to support a range of MAT options with significant church involvement (majority members in the articles) to ensure adequate academisation options are available for all maintained schools.

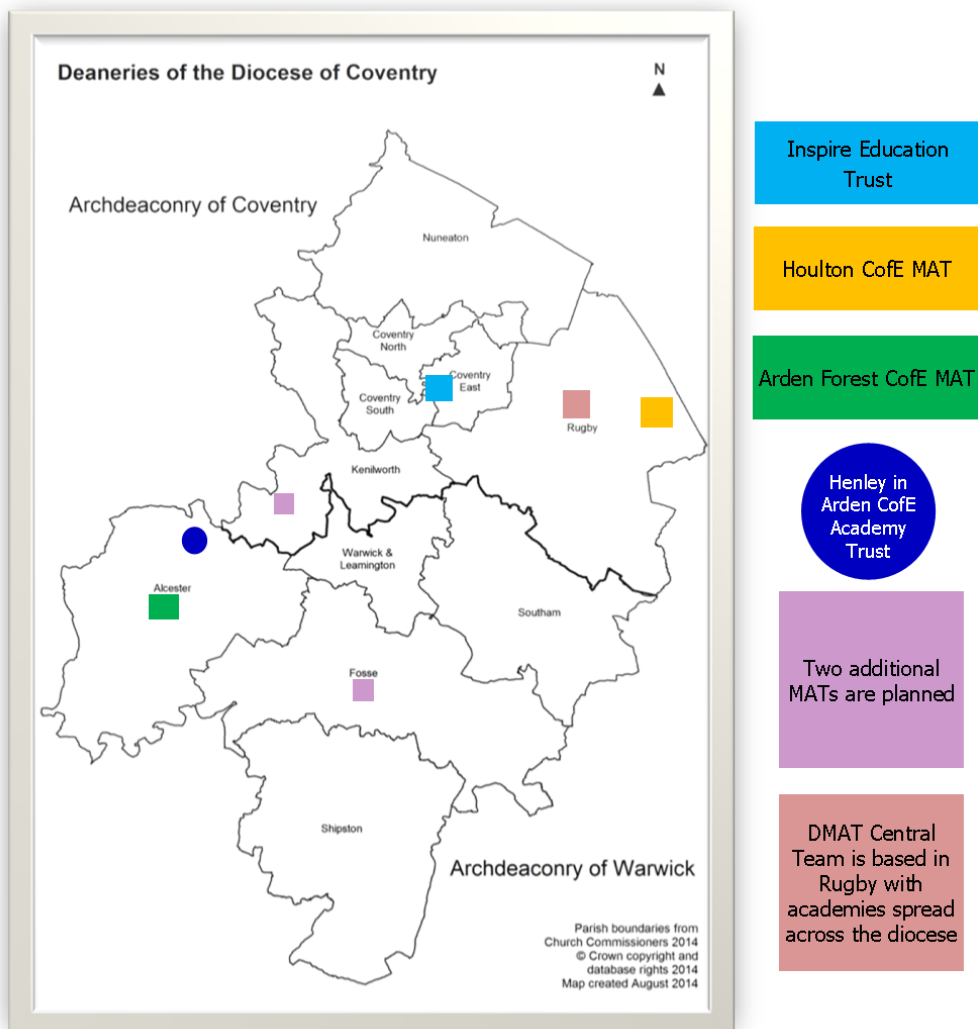
We have a clear understanding of governance and accountability recognising that the financial responsibilities go directly from the EFSA to MATs. The Diocesan Director of Education (DDE) and the DBE will continue to provide the foundational relationships and structure which hold all the MATs, schools 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.

# Our Approach

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

- diocesan schools will be encouraged and supported to work within groups with the DfE preference being that these groupings should be MATs;
- CofE MATs will continue to embrace the inclusion of non-church schools;
- MAT structures and organisation will reflect their context;
- the DBE will work with a range of CPD providers including teaching schools and teacher training institutions the DBE will proactively work with the Church of England 'Foundation for Educational Leadership';
- the DBE will continue to give priority to ensuring effective succession planning for system and school leaders and governors.



# Our Vision and Values



## 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

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



## Our Diocese

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. Across the Diocese, there are 244 churches, 206 parishes and 127 benefices being served by 179 licensed clergy. 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 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. 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 three-fold diocesan mission purpose is 'worshipping God, making new disciples, transforming communities'.

The diocese is a complex entity reaching out to all people in Warwickshire and Coventry in its mission purpose through a number of bodies and organisations. 'Whole diocese' is an integrated strategy for the diocese which, while recognising the individual distinctiveness of each member of the diocesan family, has identified priorities which form the focus for the allocation of diocesan resources including people, money and prayer.

These priorities are:

- Making the gospel known throughout the diocese so people become followers of Christ
- Strengthening the health of churches and organisations across the diocese
- Supporting the well-being and flourishing of clergy and lay people across the diocese
- Equipping the whole diocese for the work of reconciliation
- Promoting life-long Christian education across the diocese
- Delivering positive community transformation

### 'Whole Diocese' includes...

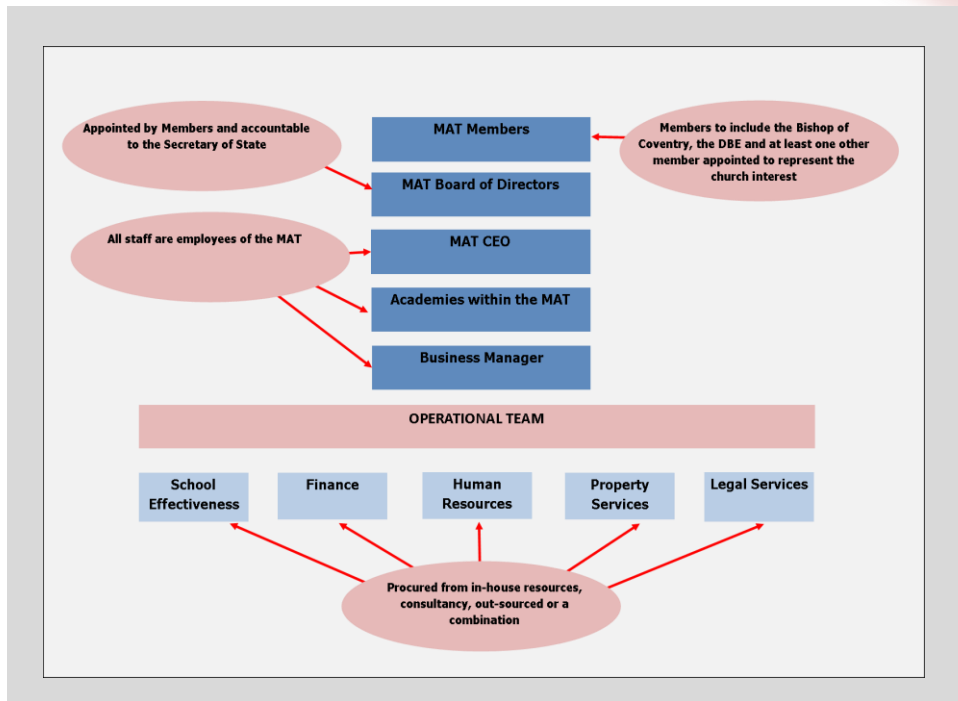


With our diocesan emphasis on reconciliation this could be expanded to 'the reconciling love of God in Jesus Christ manifested in Christian communities that worship God, make new disciples and transform the communities around them'. The diocese reaches out to all the people of Coventry and Warwickshire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

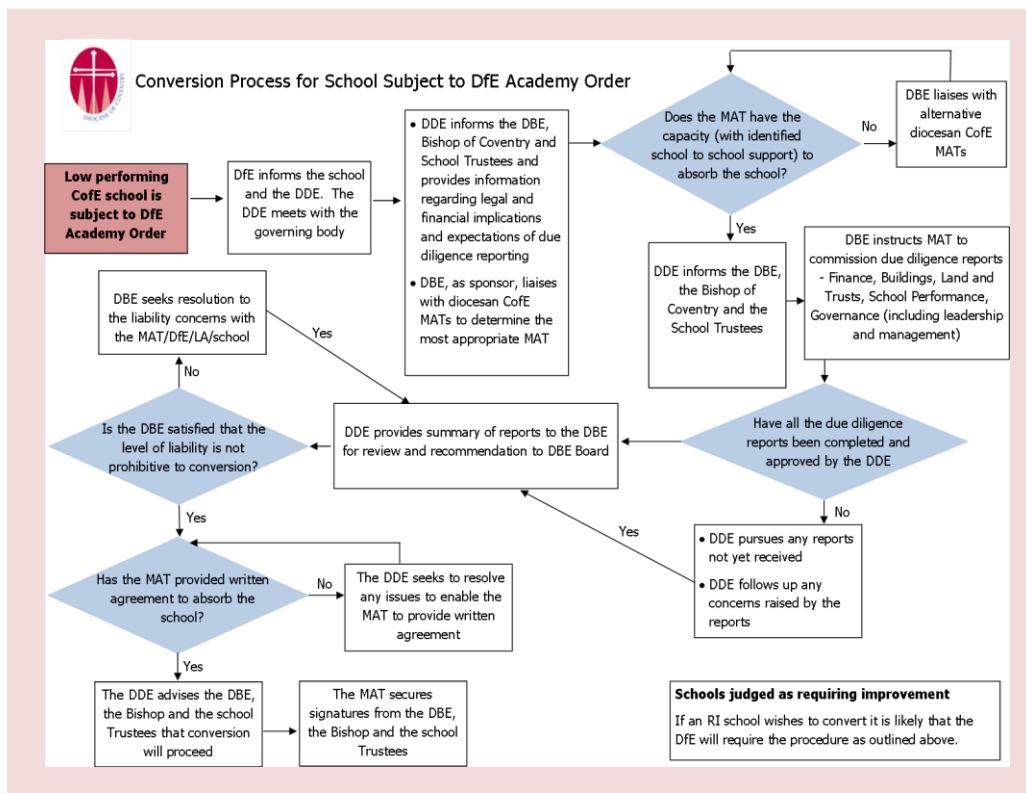


# Structure for Diocesan MATs

## Church Majority Articles to be Used



# Academy Conversion Processes





# Academy Conversion Processes (continued)

