



LICHFIELD DBE - Strategic Plan 2018-21

The LDBE's focus is to:

1. promote an holistic, values-based education (founded on the teachings of Jesus Christ) that is both *distinctive* and *inclusive*;
2. develop our schools that are rooted in their communities, celebrating diversity;
3. honour the history and tradition of individual schools in their local contexts;
4. work *with* and *alongside* converting schools, in order to develop strategies for change and improvement that are relevant and likely to work in a particular school's context;
5. build on strength; support the weak; enable all members of the school community to flourish.
6. work with partners to ensure that the curriculum and all aspects of school life and experience are appropriate to the needs of the school community;
7. work with partners to ensure sustainable high standards and outcomes for all pupils, so that schools and academies become beacons of good practice that are able to support other schools in turn that need help;
8. build leadership capacity for all staff and pupils.

The DBE has particular expertise in promoting the distinctive aspects of CE schools, including high quality collective worship and religious education (RE); the 'distinctive Christian character' of the school; community cohesion and working with other faith groups in an inclusive way; promoting the concept of Christian leadership and leaders; and supporting the development of schools in their communities.

The DBE has strong links at the strategic level with Local Authorities, the DfE and the Church of England Board of Education, and is able to act as an advocate or champion for Church schools and academies.

The DBE is able to act as a broker and conduit for the range of services that CE academies and maintained schools might wish to access.

The Church has a particular vision of education as a life-changing experience. Whilst it accepts that schools must prepare their pupils and students for work, it also believes that schools must prepare young people for *life*. The Church believes that all people are made in the image of God, and therefore they have the capacity to grow towards full maturity as human beings, as God intends. Our philosophy of education is based on a Trinitarian theology:-

1. **God the Father (Creation):** The establishment of a happy, harmonious and safe community based explicitly on Christian values. Defining/establishing boundaries and a clear moral framework in which children can flourish.
2. **God the Son (Incarnation/Redemption):** Modelling Christian values: embodying the distinctive Christian character within the life of the school. Proclaiming God's love for all humanity in the world. Welcoming all, including those from other religious traditions.
3. **God the Holy Spirit (Transformation):** Enabling all children (and colleagues) to achieve their full potential. Changing lives. Building capacity.

Our Vision and Values

The DBE Officers have adapted the Diocesan Vision to reflect our work with our Diocesan schools and academies. The Officers of the DBE are working to serve our schools.

As we follow Christ in the footsteps of St Chad, we pray that the schools and academies in our Diocese encounter a Church that is confident in the Gospel, knows and loves their communities, and is excited to find God at work already in the world.

We pray for schools to reflect the richness and variety of their communities and partners with others in seeking the common good whilst working for justice as people of hope.

Our values are:

Integrity Pray for us. We are sure that we have a clear conscience and desire to live honorably in every way. Hebrews 13:18

Love But you, O Lord, are a God merciful and gracious, slow to anger and abounding in steadfast love and faithfulness. Psalm 86:15

Wisdom God gave Solomon wisdom and very great insight, and a breadth of understanding as measureless as the sand on the seashore. 1 Kings 4:29

Respect In everything do to others as you would have them do to you; for this is the law and the prophets. Matthew 7:12



Service Now that I, your Lord and Teacher, have washed your feet, you also should wash one another's feet. I have set you an example that you should do as I have done for you. John 13:14-15

Compassion This is what the Lord Almighty says: 'Administer true justice; show mercy and compassion to one another. Do not oppress the widow or the fatherless, the alien or the poor. In your hearts do not think evil of each other. Zechariah 7:9

Diligence Blessed is the man who remains steadfast under trial, for when he has stood the test he will receive the crown of life, which God to those who love him. James 1:12

There are four key areas of our work:

1. Service
2. Advice, support and challenge
3. Training
4. Strategic solutions

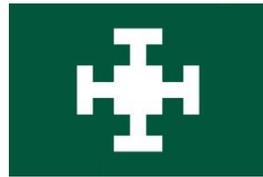
We relate our vision to the **Church of England Vision for Education. Deeply Christian, Serving the Common Good** and its four elements:

- Wisdom
- Community
- Dignity
- Hope and Aspiration

Our vision also relates directly to the new **SIAMS schedule 2018** and its seven key strands:

1. Vision and leadership
2. Wisdom, knowledge and skills
3. Character development, hope aspiration and courageous advocacy
4. Community and living well together

- 5. Dignity and respect
- 6. Impact of collective worship
- 7. Effectiveness of Religious Education



LDBE – An Opportunity for All to Flourish.

Our purpose – to secure and deliver our vision and values through effective partnerships with our Diocesan teams.



Our Parishes

Our Schools

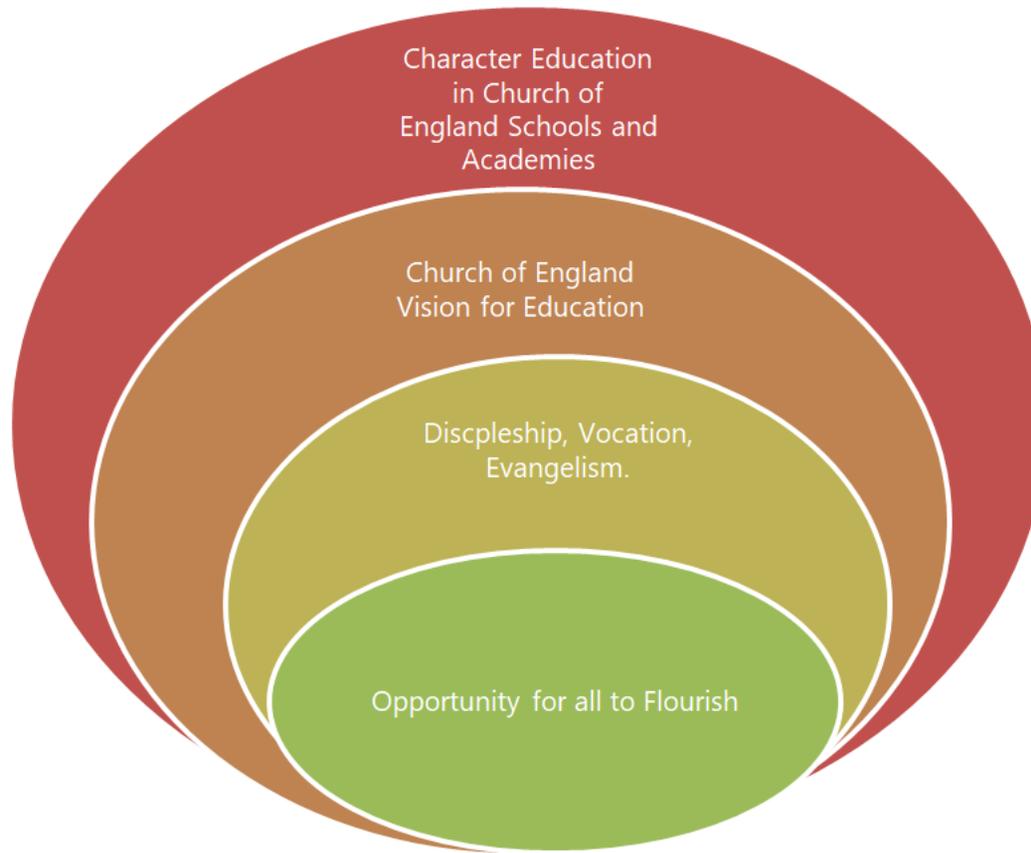
Our Chaplaincies

Our Fresh Expressions



Making the Connections within our Strategy

It is no longer possible to view key Church of England Vision for Education, the new SIAMS framework and our diocesan direction of travel in isolation. Just as the DBE and its officers need to work collaboratively with our diocesan teams, we need to think strategically about each area and each key document in order to deliver effective support and challenge for our schools and academies.



Our Key Strategic Priorities

- I. To promote and protect the Christian Character of Church of England schools and academies by delivering and securing our vision and values.
- II. To work with our Fresh Expression teams, St Chad's Academy Trust and Parishes to develop our schools and academies as a centre for mission in our diocese.
- III. To develop a strategy for small, rural schools and secondary schools in our diocese through structural changes and effective partnerships.
- IV. To develop strategic relationships with our members, trustees, CEO's and local academy committees within all our MATS across the diocese.

- V. To promote and support good governance within our schools and academies.
- VI. To develop models of chaplaincy within our schools and MATs.
- VII. To promote and develop character education across our schools and academies.
- VIII. To ensure effective strategic financial planning and safeguarding for all our work to ensure that school buildings provide a high quality learning environment for our students and are environmentally sound.

Our Milestones

The promotion and Protection of the Christian Character of Church of England Schools and Academies

- ❖ Effective support and challenge from our team of Christian Distinctiveness Advisers, (CDAs), to enable schools and academies to transition from the old SIAMS Framework to the 2018 SIAMS Schedule.
- ❖ Inclusive, invitational and inspirational collective worship in our schools and academies.
- ❖ High quality Religious Education, (RE), in our schools and academies.
- ❖ Service to our parishes and communities.
- ❖ Evangelism through proclamation and action that is reflected in our schools' vision and values, collective worship, policies and prayers.
- ❖ Establish a team of Christian Education Advisers to support school improvement in all our diocesan schools.
- ❖ Opportunities for high quality CPD for school staff and governors to include RE networks, collective worship, SIAMS training and the ***Church of England Vision for Education.***

Mission

- ❖ Inclusion, invitation and inspiration in our evangelism.
- ❖ Mission opportunities within our communities.
- ❖ Support our local, national and international communities through discipleship, vocation and evangelism.
- ❖ Development of fresh expressions through effective partnerships with our schools, parishes, chaplains and fresh expressions teams.
- ❖ Continue to develop our outreach to community schools and academies.

Small Rural Schools and Secondary Schools

- ❖ Secure effective structural collaboration, potentially across dioceses to ensure that the schools can survive and are inclusive to the children of their community.
- ❖ Strategically identify the demographics and sociology of each community to effectively plan for the educational provision of students in rural settings.
- ❖ Maximise opportunity for small rural school buildings so that they provide a good Church of England Education for students and serve the local community thus creating social capital.
- ❖ Effective governance structures, including federations and MATs, serving groups of small rural schools, supported by their parishes and clergy.
- ❖ Development of a secondary school strategy which facilitates collaboration and partnerships across the diocese, to include primary schools, school improvement models, universities and other educational advisers.
- ❖ Partnerships with other dioceses, MATs and educational consultancies to provide effective school improvement for secondary schools.

The role of CECET

- ❖ Establish a trust with a clear purpose of appointing, monitoring and holding to account diocesan representatives at members and trustee levels.
- ❖ Provide training opportunities to support and enhance governances at every level.
- ❖ Monitor academies in areas such as insurance, consent to works and third party lease agreements.

Governance

- ❖ Continue to explore and secure the best models for clergy as either school governor or chaplain in our schools and academies.
- ❖ Provide a range of training to develop good governance in all our schools (to include members, trustees, local academy committees and local governing bodies.)
- ❖ Develop partnerships with MATs and other governance experts to enhance the opportunities for governor development and training.

Chaplaincy

- ❖ The well-being of all through our collaboration with other professionals in the field of mental health and through effective chaplaincy models in our schools and academies.
- ❖ Strategic development of chaplaincy models in our schools, academies and MATs so that all students, parents, school staff are able to access a chaplain.
- ❖ Effective training and support for chaplains so that they are empowered and confident in supporting schools and academies.
- ❖ Transformation through the Good News of God through Jesus Christ.

Character Education

- ❖ Provide support and training to enable schools and academies to deliver a curriculum that promotes good mental and physical health and enables all students to flourish.
- ❖ Partnerships with the Jubilee Centre and the Associations for Character Education to develop training and case studies for our schools and academies.
- ❖ Training for schools and academies to develop the building blocks of character education; intellectual virtues, moral virtues, civic virtues and performance virtues.
- ❖ Development of ***The Fruits of the Spirit*** to enable students and adults to develop spiritually so that they are equipped to deal with the big ethical issues of life.
- ❖ Continued partnership with Lichfield Cathedral School to further develop educational conferences and ethical leadership programmes.
- ❖ School leader's conference with a clear focus on the vision for education and character education.

Strategic Financial Planning and Safeguarding

- ❖ Development of a three year strategic financial plan for the DBE in order to identify funding for each priority and to monitor and evaluate the impact of any actions.
- ❖ Plan to maximise investment opportunities through the Barchester Committee and ensure that safeguards are in place for any consent for works.

- ❖ Development of clear structures of accountability, performance management and mentoring programmes to support all officers within the DBE.

August 2018