



THE SALISBURY DIOCESAN
BOARD OF EDUCATION

Salisbury Diocesan Board Of Education Strategic Plan

September 2023 - March 2028

MAKING JESUS KNOWN

Being present, we will show compassion, speak truth and offer hope

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Foreword

We are blessed that our diocese includes 42,000 children and young people, meeting every day as church school worshipping communities. Everyday our church schools are **making Jesus known**. We are blessed to have a highly regarded and confident Board of Education contributing significantly to the life of our diocese. As Bishop of Salisbury and President of the Board of Education it is vitally important to me that children and young people are at the heart of our diocesan vision.

I am bowled over by the welcome I receive from children, young people, and leaders of our schools. It is a delight to prioritise meeting with children and young people, head teachers and Trust CEOs. It is vital to hear their voice, celebrating together the massive contribution church school education is playing in the full flourishing and spiritual development of children, young people and the adults who serve them so well. As I visit our wonderful diocesan schools, I am learning much from the children and young people about what they believe the church and the world in which they live, should become and the role they are playing and want to play within this. In my role as Diocesan Bishop, I am charged with leading and discerning the vision for God's mission and ministry in Salisbury Diocese; this is the time, here and now for our schools, children, and young people to become central to our diocesan mission and to our ministry.

In the years ahead the Board of Education will move to an ever more significant place of influence for the greater good, both within schools and the church. I thank everyone involved in making this plan real in the daily life of our diocese.

Join me as I pray for each of us, as together we **build an intergenerational diocese of rich school and parish partnership: a flourishing diocese, with children and young people at its heart.**

+ *Stephen Lake*

The Rt Revd Stephen Lake
Bishop of Salisbury





Our Purpose

The flourishing of church schools, Academy Trusts and the children and young people they cherish is at the heart of the Salisbury Diocesan Board of Education's reason for being. **The SDBE journeys alongside schools and communities; through courageous Christian leadership and governance of education and church culture and through astute stewardship, we work to empower Christian flourishing in church schools, trusts and the parishes they serve.**

As apostolic leaders, we get things done; we look to God for wisdom and seek to inspire and motivate those we serve toward God given goals which build the Kingdom of God – **making Jesus known.** We prioritise the development of spiritual leadership, for those working at all levels, with children and young people, and for children and young people themselves.

We place the voice of children and young people at the heart of the SDBE and wider diocesan ministry and mission, rejoicing and recognising their honest, innocent, and far-reaching voice as the leaders of today as well as of the future.

We equip leaders to be transformative and life giving in their practise, bringing hope to their communities, encouraging all to understand what it is to live a Jesus shaped life. We deeply value the interdependence and independence of Trusts, schools, parishes and the magnificence of their skills and gifts. In our presence, in all contexts, it is our purpose to live out our values, showing compassion, speaking truth and offering hope.

What the Bible tells us

Making Jesus Known

Our vision is to make Jesus Christ known in every place so that all might flourish and grow, seeking His Kingdom, here and now.

The bible tells us God is deeply personal and He makes Himself known in Jesus, through His Holy Spirit. In the bible we read how God stoops low, leaving the glory, majesty, and beauty of heaven to be born in a stable, to grow up in a family, live in community and therefore, fully understand what it is to be human. *'The Word became flesh and moved into the neighbourhood'* as The Message Bible translates John 1:14. A few verses later we encounter Jesus, no longer a child but a fully grown adult at the beginning of his public ministry. In John 1.29 we read of John the Baptist (a cousin of Jesus) seeing Jesus coming towards him and in that moment declares *'Here is the Lamb of God, who takes away the sin of the world!'* This is the first example in John's gospel of someone **Making Jesus Known**.

In Luke's Gospel, we read of Jesus beginning His ministry in His hometown of Nazareth. As was His custom, Jesus goes to His local synagogue where He is given a scroll from the Old Testament, and there He reads words from the Prophet Isaiah speaking of the long-promised Saviour and hope for the Jewish people:

'The Spirit of the Lord is upon me,
because he has anointed me
to bring good news to the poor.
He has sent me to proclaim release to the captives
and recovery of sight to the blind,
to let the oppressed go free,
to proclaim the year of the Lord's favour.'

Luke 4:18-19

What the Bible tells us

Making Jesus Known

At the end of the reading Jesus declares that the hope He has spoken of is fulfilled in Him. Jesus thus proclaims His purpose is to bring hope and transformation for all, and especially those living on the margins of society. Throughout the rest of the Gospel, we see these words fulfilled in every word that Jesus utters, in every healing, in every parable and teaching, in every action and connection. We see this in every tear that Jesus sheds, in His frustrations and righteous anger towards the religious leaders, in His relationships, in His love and ultimately in His suffering, death and resurrection. Though His life, Jesus makes God known to us and invites each one of us, to know Him personally.

How does this speak to the work of the Salisbury Diocesan Board of Education? The SDBE, in our service to schools, trusts, and churches commit to *Making Jesus Known* in our actions, in our decision making, in speaking truth to power, in leading courageously, and in the stewardship of our resources. In all that we do we advocate for and serve Academy Trusts and schools, children and young people and the churches and communities to which they belong. In *Making Jesus Known*, we will reveal His love, demonstrate His compassion, speak the truth, and offer hope to everyone we serve.





The values at the centre of our work

Throughout His earthly ministry, Jesus consistently modelled the values that sit at the heart of our work in serving schools, trusts, and church communities. Therefore, we commit to following the way of Christ by

Being present, we will show compassion, speak truth and offer hope

The bible tells us that Jesus was often filled with **compassion**. Compassion is part of the character of God; compassion is related to God's mercy, kindness, patience, grace, and love. Compassion is a call to action in response to those whom we encounter and serve. In **Making Jesus Known** we will show compassion to all, paying particular attention to the children, young people and communities who are the **most** vulnerable and marginalised across the diocese.

The bible tells us that **truth** is more than being honest. Truth is the essence of who God is; truth speaks of courage and moral integrity and influences how we think and behave; therefore, truth is relational. In **Making Jesus Known** we will continue to seek God's truth (wisdom), and to speak truth to power as we advocate for children, young people, and their schools as part of our ministry and responsibility as the Diocese of Salisbury.

The bible tells us that **hope** is the sure foundation upon which we base our lives. Hope is deeply rooted in our belief in God and His promises; our confidence is rooted in the God of hope and a future joy that comes from knowing Jesus. In **Making Jesus Known** we will be carriers of hope, sharing the love of God in every place and in every encounter to enable the flourishing of all.

Reflections on our work: 2018 - 2028

The SDBE Strategic Plan 2018-23 set out ambitious aims with the vision of Living out God's Transforming Presence. External review has evaluated the SDBE's success over this five-year period, concluding that the influence of the Board of Education is far beyond the traditional reach of Church of England schools. The SDBE is named as bold and courageous for tackling underachievement and complacency and for playing a significant part in protecting and developing the Christian character of church schools, particularly supporting school leaders in their formation as spiritual leaders. The SDBE's re-imagining of how excellence in RE and collective worship is developed is highlighted as a strength and the quality and confidence of SDBE work in managing the church school estate, trust funds and SDBE finance is recognised.

The SDBE is praised for its uncompromising approach to system-wide improvement in education provision empowering school leaders to work together in the formation of school trusts for the greater good of all children, including the formation and development of the Diocese of Salisbury Academy Trust. The innovative Programme for Church School Flourishing is also recognised as empowering school trusts to protect and progress the flourishing of their church schools, deepening partnership working with trusts - the SDBE being a respected key strategic partner and force for good.



Our Journey to 2028

The new five-year plan is based on the SDBE learning with and from schools, children, young people, school trusts and parishes; we thus step confidently into this work centred within the Salisbury Diocesan vision of Making Jesus Known.

The three aims and priorities of the SDBE Strategic Plan for 2023-28, in the pages that follow, have evolved to address our shared learning, and particularly give emphasis to:

- ensuring every church school belongs within a strong school trust family, or is linked to a school trust to secure its full flourishing
- leading the re-thinking of foundation governance, developing new models of governance for the future, fit for the school trust landscape
- supporting the development of courageous leadership across the diocese to ensure children and young people are rooted in the heart of mission and ministry, re-imagining school and parish partnership
- ensuring equity, diversity and inclusion is foundational to all SDBE work
- ever deepening the excellence of SDBE work in support of the development of spiritual leadership, church school flourishing, and as a significant influence for Christian education, locally, regionally, and nationally
- shaping the SDBE workforce to ensure the strategic leadership of church school education across the diocese within a sustainable financial model



Aim One - Courageous Leadership and Governance

'Today this scripture is fulfilled in your hearing' Luke 4:21

Our first aim is...

The SDBE will seek to live a Jesus shaped life, we will be courageous in our leadership, humble in our actions, enabling change in culture in education and the church for the common good.

Being present, we will show compassion, speak truth and offer hope

Aim One - Courageous Leadership and Governance

| Strategic Objectives | Priorities | Outcomes: what will this look like by March 2028? |
|--|---|---|
| <p>1.1 Develop the unique Anglican purpose of the SDBE, evidenced in the quality and confidence of its deep Christian leadership, underpinning all decision making and the impact of its work</p> | <ul style="list-style-type: none"> To secure outstanding, accountable SDBE Trust governance, the DBE purpose evident in all decision making | <ul style="list-style-type: none"> The Trust Board confidently holds officers to account, providing strong Christian leadership and direction for the future work of the DBE Internal and external evaluation shows the SDBE understands its Anglican purpose, strengths, and areas for development, acting on these to secure continual improvement The SDBEs deep Christian leadership is evidenced authentically in all its strategy, policy, practice, relationships, worshipping community and apostolic leadership |
| <p>1.2 To shape and embed cultural change, acting on and acting within the multi academy trust landscape, building relationships, and exercising the SDBE's unique authority, influence, and Christian mandate</p> | <ul style="list-style-type: none"> To lead with authority the rationalisation and final construction of the family of Trusts that provide homes for church schools with clear non-negotiable and the sharing of good practice To further build, embed and empower Corporate Member and Foundation Members within Trusts and their relationship with the SDBE To progress DBE strategy for schools where there are barriers to Trust conversion, enabling candid conversation and action in ever-changing landscape, between SDBE, schools and statutory providers, and decisions which protect flourishing | <ul style="list-style-type: none"> In the maturing MAT landscape, the SDBE plays a valued role in system partnership and the final construction of the family of trusts providing homes for church schools. Evidence shows that the SDBE strategy for maintained VC, VA, SATs, and specifically small schools and those within deficit budgets, enables decision making which protects and progresses church school education and its full flourishing. |
| <p>1.3 As sponsor, the SDBE protects and progresses the role of DSAT within and beyond our diocese</p> | <ul style="list-style-type: none"> To enact strong sponsorship of DSAT through appointments of Members and Trustees To further build and embed exemplary relationships between DSAT and SDBE, modelled in the work of the CEOs and Senior Teams | <ul style="list-style-type: none"> The sponsorship of the SDBE is valued by the trust board, making a tangible difference to the work of the trust DSAT is evidenced as a flourishing model of excellence as a MAT home for church schools |

Aim One - Courageous Leadership and Governance

| Strategic Objectives | Priorities | Outcomes: what will this look like by March 2028? |
|---|---|--|
| <p>1.4 Grow SDBE influence through system leadership using existing and new partnerships to ensure the SDBEs distinct Christian vision and courageous voice influences and nurtures the development of education culture for the common good, locally, regionally, and nationally</p> | <ul style="list-style-type: none"> • Intentional engagement with partners, modelling our Christian mandate, locally, regionally, and nationally, including DfE and Regions Group; Confederation of Schools Trust; Teaching school hubs; Local Authorities; Education Office of the Church of England; Southwest Diocesan networks; Association of Anglican Directors of Education | <p>Locally, regionally, and nationally, the SDBE holds a deeply embedded position as a respected courageous system leader, shaping the church and school landscape and exercising prophetic voice and apostolic leadership for the common good.</p> |
| <p>1.5 To play a formative role in the development, implementation, and evaluation of the Diocesan vision: Making Jesus Known</p> | <ul style="list-style-type: none"> • Ensure that DBE strategy, policy, practice, relationships, worshipping community and apostolic leadership reflects the Diocesan vision of Making Jesus Known • To support staff formation as spiritual leaders and as a flourishing worshipping community, living out the SDBE's purpose and apostolic leadership • Establish strong working partnership between DBE and DBF senior teams maximising joined up work across the two organisations • Intentional engagement with Bishop's Senior staff; Bishop's Council and Synod modelling the importance of the role of church schools and the co-dependency of schools and churches to enable a younger, more diverse church • Transform the relationship with the Cathedral, identifying the places where partnership will make a difference to the growth of faith, including Leavers' Services | <ul style="list-style-type: none"> • The diocesan vision of Making Jesus Known is the lived out in the work of the DBE and is evidenced as having impact on church schools, Trusts and church communities • DBE and DBF partnership is evidenced as having impact on the confidence of the whole church's engagement with children and young people and the flourishing of faith |

Aim One - Courageous Leadership and Governance

| Strategic Objectives | Priorities | Outcomes: what will this look like by March 2028? |
|---|---|--|
| <p>1.6 Support the DBF to achieve the priorities of the Diocesan vision and strategy enabling creative partnerships, courageous leadership and cultural change in Christian mission in the interface of church, Trust, school and household</p> | <ul style="list-style-type: none"> • Partner the DBF in their leadership of the Growing faith network, to support mission and ministry amongst children and young people, maximising the SDBE's unique relationship with Trusts and Schools. • Maximise the opportunities of DBF and DBE partnership working through the co-creation of missional communities; chaplaincy; social justice and advocacy; clergy recruitment, induction, training and confidence in working with Trusts and Schools. • Support the spiritual development of children and young people in participating in worship, in school and church • Support the growth of intergenerational creative expression of church | <ul style="list-style-type: none"> • DBF and DBE partnership is evidenced as having significant impact on church, Trust and school partnership and the confidence of diocesan wide engagement with children and young people flourishing in faith • The DBE can evidence the impact of its role within Growing Faith and the development of courageous leadership in the diocese's interface with schools and Trusts |

"Where two or three are gathered in my name, I am there among them." Matthew (18:20)

Aim One - Courageous Leadership and Governance

| Strategic Objectives | Priorities | Outcomes: what will this look like by March 2028? |
|---|---|---|
| <p>1.7 To identify opportunity, shape and embed cultural change in order that Equity, Diversity and Inclusion (EDI) is at the heart of DBE work</p> | <ul style="list-style-type: none"> • Drawing on external expertise create DBE strategy for EDI • Identify key issues relating to EDI within DBE staffing, governance and trusts • All DBE policies are respectful of the 9 protected characteristics and support an inclusive culture • The DBE provides guidance (both written and CPD) in relation key to national EDI agendas, including for example Living in Love and Faith • Collaborating with the DBF, schools and parishes have access to appropriate guidance either written or CPD. | <ul style="list-style-type: none"> • Equality, diversity and inclusion, has a raised profile across the work of the SDBE and, consequently, there is a culture of inclusion to which all feel they can belong. • There is evidence of DBE policy and guidance supporting the quality of schools' and trusts' equity, diversity and inclusion work, enabling issues to be openly shared and communities supported in living well together. • Schools and parishes working together provide exemplary models of what it means to 'Live in Love and Faith' • Church schools, staffing and governance, reflect the rich diversity of each school/Trust demographic make-up. |
| <p>1.8 Through the effective implementation of a communication and engagement strategy, influence local, regional, and national practice, culture and partnerships in the context of Church school education.</p> | <ul style="list-style-type: none"> • In partnership with the DBF, write, implement, and evaluate a communication and engagement strategy including, effective use of SDBE website and relevant social media platforms | <ul style="list-style-type: none"> • SDBE strategy is evidenced as enabling schools and parishes to know and understand, connect and partner with the work of the SDBE • The SDBE communicates and engages across multiple platforms, with emphasis on the role of social media, website and learning platform |



Aim Two - Empowering Christian Flourishing

'Today this scripture is fulfilled in your hearing' Luke 4:21

Our second aim is...

In our leadership, development and empowering of Christian flourishing we will nurture deep spiritual leadership across church schools and trusts as we **Make Jesus Known**.

Being present, we will show compassion, speak truth and offer hope

Aim Two - Empowering Christian Flourishing

| Strategic Objectives | Priorities | Outcomes: what will this look like by March 2028? |
|--|--|--|
| <p>2.1 Embed a mature and sophisticated strategy for 'Flourishing in Trusts' which enables deeply spiritual leadership across church schools and trusts and Trust accountability for church school flourishing</p> | <ul style="list-style-type: none"> • To embed, quality assure and evaluate the strategy for Christian flourishing in trusts, including consistent non-negotiables across MATs • To develop leaders at all levels to work across multiple settings to further the vision and ethos of church schools within Trusts: <ul style="list-style-type: none"> • Christian flourishing • Governance • RE • Collective worship (including links to worship) • Recruitment, induction and career pathway development for aspirant leaders • School and Parish partnership • To fully implement and evaluate the impact of a robust and rigorous programme of certificating leaders and accrediting trusts • Ensure the on-going curriculum and networks/learning sets for Flourishing in Trust leads, across all aspects of the programme, is fit for purpose, constantly shaping the future • To cultivate and maintain meaningful connections with trust leaders, impacting on Trust and SDBE vision and strategy • To enable the introduction of the SDBE model for Flourishing in Trusts across South West dioceses and decision making and actions to support joint working • Provision of CPD sharing SDBE national expertise and full utilisation of Learning Platform | <ul style="list-style-type: none"> • The Anglican foundation of all Church schools in Trusts is protected and progressed, enabling church schools to thrive. • The transfer to Trusts of traditional SDBE responsibilities is complete; these Trusts are recognised locally, regionally and nationally as centres of exceptional practice in church school education. • The flourishing of schools and trusts is identified in SIAMs outcomes • Trust and SDBE interdependence in delivering flourishing in trusts is achieved. • The formation of spiritual leadership is evidenced as a hallmark of the SDBEs work with Trusts • Schools and church communities establish interdependent working based on shared values and shared understanding of the needs and aspirations of their communities • The DBE has co-constructed relationships with Trusts that enable them to build spiritual character as part of their civic and moral responsibility |

Aim Two - Empowering Christian Flourishing

| Strategic Objectives | Priorities | Outcomes: what will this look like by March 2028? |
|--|--|---|
| <p>2.2 Ensure those providers with delegated responsibility for church schools are held to account by the SDBE through a rigorous, co-ordinated, multi-faceted schools and trust causing concern model</p> | <ul style="list-style-type: none"> • To swiftly, boldly and courageously enact trust and schools causing concern strategies • To analyse and triangulate data and organisational knowledge to inform Trustees and SDBE decision making about vulnerable schools and trusts • Within limited capacity, strategically targeted support for trusts and schools to extend beyond compliance to mastery. | <ul style="list-style-type: none"> • SDBE is a trusted decision-making partner exerting strategic influence, to quickly resecure church school flourishing, by a compassionate, robust response • None of the schools will be red causing concern for more than 2 terms evidencing the SDBE's capacity to be deployed to the most strategic effect • As a result of maturing MAT provision there will be significant reduction in the SDBE's SCC engagement • In the new Trust landscape and context of 'Flourishing in Trusts' the SDBE knows its schools and Trusts and acts strategically, calling out complacency appropriately, transferring best practice in SCC across Trusts, acting as the 'constant voice' for schools identifying need |
| <p>2.3 By leading strong, a robust model of governance is sustained, emboldening foundation guardianship across all Trusts and schools.</p> | <ul style="list-style-type: none"> • Embed the culture across the diocese, including within parochial church councils, of governance celebrated as a form of lay ministry • Lead in supporting trusts to share learning and think boldly to create re-imagined models of effective local governance for the future | <ul style="list-style-type: none"> • All church schools are confidently governed within a safe Trust home that understands how to exercise their spiritual mandate as Foundation guardians • Transformed local governance structures within Trusts, support the flourishing of governance as ministry, releasing talents, commitment and enabling diversity |

Aim Two - Empowering Christian Flourishing

| Strategic Objectives | Priorities | Outcomes: what will this look like by March 2028? |
|--|--|--|
| <p>2.4 Strategically promote the development of transformational Religious Education, locally, regionally and nationally</p> | <ul style="list-style-type: none"> • Strategic leadership of work impacts positively on the quality of opportunities in RE, including: <ul style="list-style-type: none"> • Development and evaluation of strategy and policy • SACREs and strategic voice into the RE network hubs • CPD to support the confident leadership of RE in church schools • Communication, including school leader's briefing and website | <ul style="list-style-type: none"> • Church schools are known nationally as centres of exceptional practice in RE. • Teaching of RE in church schools is compliant and confident, significant to the full flourishing of each school's deeply Christian vision |
| <p>2.5 Strategically promote the development of transformational collective worship and children and young people's spiritual growth</p> | <ul style="list-style-type: none"> • Write a strategy document for collective worship which will enable school leaders to lead as spiritual leaders and parish leaders to contribute appropriately • CPD to support confident understanding of inclusive, invitational and inspiring collective worship including: supporting clergy and lay teams to deliver effective collective worship for schools • CPD to support confident understanding of inclusive, invitational and inspiring collective worship including: • - support the spiritual development of children and young people in: school curriculum provision • CPD to support confident understanding of inclusive, invitational and inspiring collective worship including: • CPD to support the development of children and young people's ability to lead and evaluate collective worship affirming the vocation of children and young people as leaders of worship in their school and church community | <ul style="list-style-type: none"> • There is evidence of the confidence of schools and parishes in leading and evaluating the impact of worship on the spiritual development of children and young people |

Aim Two - Empowering Christian Flourishing

| Strategic Objectives | Priorities | Outcomes: what will this look like by March 2028? |
|--|---|--|
| <p>2.6 Ensure that any school outside of a MAT home has the appropriate support and challenge which protects and progresses its Christian character and flourishing</p> | <ul style="list-style-type: none"> Secure the steady transfer of SDBE support for maintained schools from the Partnership Service Agreement model to a model which links them with a SDBE accredited Trust | <ul style="list-style-type: none"> Every church school in the diocese has access to high quality support and challenge for its Christian vision and flourishing, that is not dependent on SDBE operational delivery and maximises the strength of the Trust landscape |
| <p>2.7 Embed strong SIAMS leadership, at Diocese and Trust level; supporting and enabling professional support and development that is positively recognised in SIAMS inspection outcomes.</p> | <ul style="list-style-type: none"> SDBE maintains a professional partnership with the national SIAMS leadership which appropriately challenges and supports national practice and the impact of national practice on our diocese SDBE leads SIAMS support with clear communications, enabling guidance and development opportunities. SDBE leads robust strategy to support and develop SIAMS within Trusts. | <ul style="list-style-type: none"> The vast majority of SDBE church schools are judged as J1. SIAMS inspection reports identify strong connections with Diocese and Trusts that support the flourishing of church schools. All church schools have a deeply rooted theological vision that enables flourishing. |





Aim Three - Astute Stewardship

'Today this scripture is fulfilled in your hearing' Luke 4:21

Our third aim is...

The SDBE gives thanks for the resources entrusted to us and will ensure these are utilised in the most efficient and effective way to enable our work to flourish and be sustained in the years ahead.

Similarly, we will support the school estates with abundant care, expertise, and grant funding to ensure sustainable buildings in which children can continue to benefit from belonging within the family of Church of England schools.

Being present, we will show compassion, speak truth and offer hope

Aim Three - Astute Stewardship

| Strategic Objectives | Priorities | Outcomes: what will this look like by March 2028? |
|---|--|--|
| <p>3.1 Ensure strong financial management that enables the core mission of the SDBE to be delivered and a balanced in year operating budget by 2027/28.</p> | <ul style="list-style-type: none"> • To regularly review and refine the 5-year financial plan ensuring appropriate progress in implementing adjustments reflecting changes • Maximising SDBE resources to secure incremental progress towards planned long term sustainability • To re-pattern the workforce and developing an efficient and effective, streamlined strategic SDBE team, enabling the delivery of the core mission of SDBE | <ul style="list-style-type: none"> • Balanced in year operating budget is achieved by March 2028 • Delivery of repatterning of workforce. • The core mission and statutory functions of the SDBE are delivered within a balanced and sustainable budget • DBE work is deeply embedded in diocesan funding bid opportunities |
| <p>3.2 Ensure the effective leadership and management of the SDBEs responsibilities for the church school estate and trust funds.</p> | <ul style="list-style-type: none"> • To maintain and improve strong working relationships with key partners enabling decisions that support the positive progression of the church school estate and education • Delivery of the SDBE Estates Strategy: • To promote and support the delivery of exceptional educational environments, enabling children to flourish and achieve their best outcome • To adopt an approach that deeply embeds the net zero 2030 agenda and is centred around bringing positive decarbonisation change to the church school estate • To support The Church of England Vision for Education by exploring and promoting opportunities to engage with key stakeholders, in delivering a sustainable school estate. • To compile comprehensive standard property documentation for each school site • To complete the full trust fund review, to inform their effective use based on the objectives of the trust funds | <ul style="list-style-type: none"> • The Estates and finance teams has strong, trusted relationships/partnerships with MATs • The SDBE holds and utilizes comprehensive estates data by school site. • Comprehensive trust fund data and approach ensures effective and appropriate utilisation of resources for the greater good • The clarity of SDBE vision enables the buildings team to work creatively to support the wider ambitions of schools which contribute to the wider diocesan net-zero objectives • Diocesan financial bids for net-zero includes DBE and its work with schools |

Aim Three - Astute Stewardship

| Strategic Objectives | Priorities | Outcomes: what will this look like by March 2028? |
|--|--|--|
| <p>3.3 Deliver visionary IT and administration that meets the needs of the SDBE of the future.</p> | <ul style="list-style-type: none">• To embed all learning processes across all IT platforms e.g SharePoint, Learning Platform and to be progressive and actively seek innovative IT solutions• To join the Content Management System national working party for the development of schools and MAT data• To develop and share best practices for administration, IT processes and Diocesan Centre Management | <ul style="list-style-type: none">• Development and consolidation of all IT platforms and processes to support the repatterning of the SDBE workforce.• Schools and MATs data and Information Management is part of the National Content Management System.• Centralised leadership and protocols for administration and IT processes across the SDBE and DBF, and the Diocesan Centre.• SDBE Education Services Team is recognised as holding strategic and operational responsibilities that contribute to the achievement of the SDBE vision and strategy. |





Vision Vessel

The picture captures the vision and purpose of the SDBE as we begin the next stage of our journey.

We sail in a local landscape represented by the White Horse of Wiltshire and the coast of Dorset. The presence of God shines brightly in the sun across the landscape and the children and young people we serve.

School Trusts are vibrant islands within the waters; DSAT shining amongst them. A bridge joins two of the trusts, reflecting the joining of some, one to another. Beacons of church school flourishing illuminate those islands where trusts have welcomed church schools through equity articles, their flames mirroring the presence of God symbolised by the sun in the sky.

The SDBE pilot boat advises, guides and nudges, sending out many smaller boats to give support, including the Programme for Church School Flourishing; advice for RE, collective worship; and help with trust governance. Boats are moored along piers; ready to come alongside each other are members of the wider diocesan family making up Team Salisbury, including Synod, Bishop's Council, clergy, youth workers and SDBE corporate members. At another pier are moored key partners: the Regional Directorate, the Education Office of the Church of England, local authorities, and teaching school hubs.

On the land a bustling marketplace of brightly coloured stalls is the space to share good news, learn with and from each other and develop great practice together, from all corners of the landscape. The same opportunity is illustrated in the markets on the Trust islands.

The sea is calm in many places, but the rocks represent the travails and challenges that will be faced. The whale swims gracefully symbolising all that is crucial in our stewardship of creation. A wind farm symbolises the power of God distributing energy and hope. The sea and landscape is vibrant and full of life, representing God's love and abundance.



Finance 2023 - 2028

The financial model that the SDBE will adopt for this 5 year period will support the achievement of a balanced operating budget in the 27/28 financial year. By 2028, the SDBE will be a small team, highly strategic in fulfilling its purpose and suited to the evolved academy trust land-scape, where trusts, in partnership with the SDBE hold in trust the flourishing of church schools. Income streams will disappear as the work of the SDBE is transitioned towards this new operating model and as a result, expenditure will be reduced over time. The SDBE team is anticipated to move from the current 13 full time staff equivalents to 8.

The SDBE is a charity and gets its main income from:

- A portion of parish share
- Investment income
- Grants
- Schools Conditional Allocation for capital schemes at Voluntary Aided (VA) schools. This is financially neutral as all the funding received is spent on VA schools.

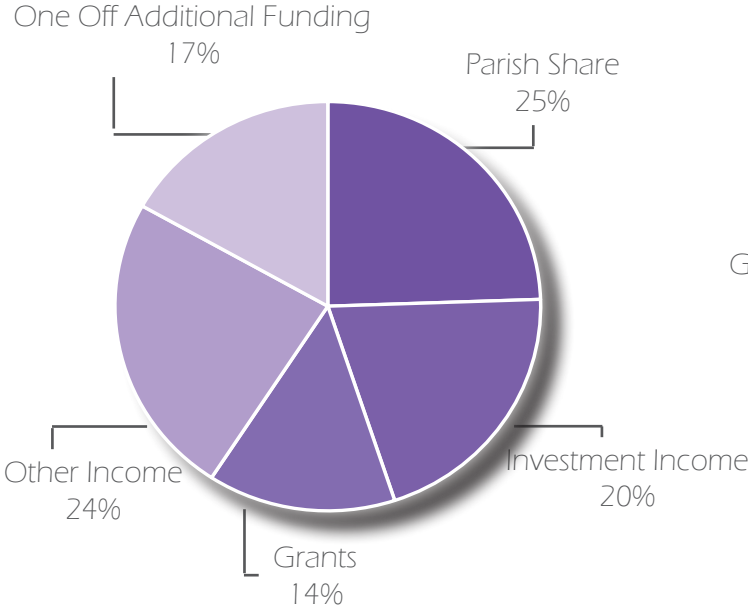
The Schools Conditional Allocation (SCA), is therefore not included in the income and expenditure figures as shown. The SCA is expected to steadily reduce to zero by 26/27 as the remaining VA schools convert to academy status. Academy schools receiving their capital funding direct rather than via the SDBE.

As SDBE receives no direct funding from the government, it has to ensure its long-term financial viability and therefore needs to make the best use of its resources to support church school education in the Diocese. Whilst the SDBE moves to a balanced operating budget, the Trust Board has agreed to support the SDBE objectives over the next five years by using one off additional funding arising from the disposal proceeds of two old school related buildings and trust funds.

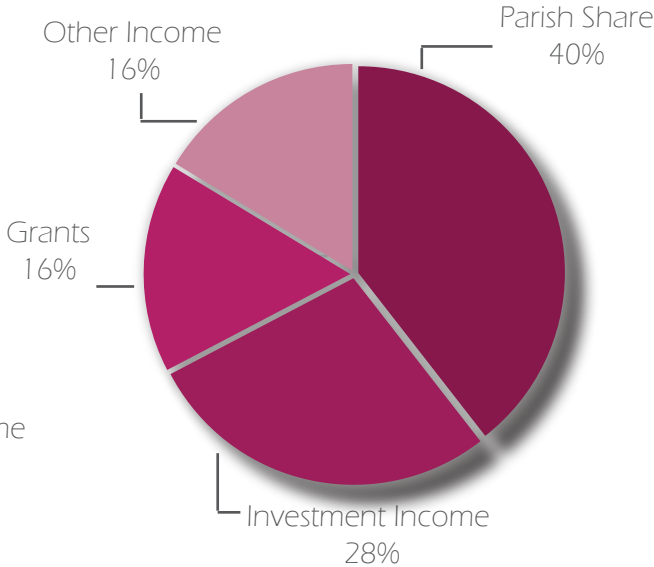
Finance 2023 - 2028

Total income - where does it come from?

Total income in 2023
£1.17m



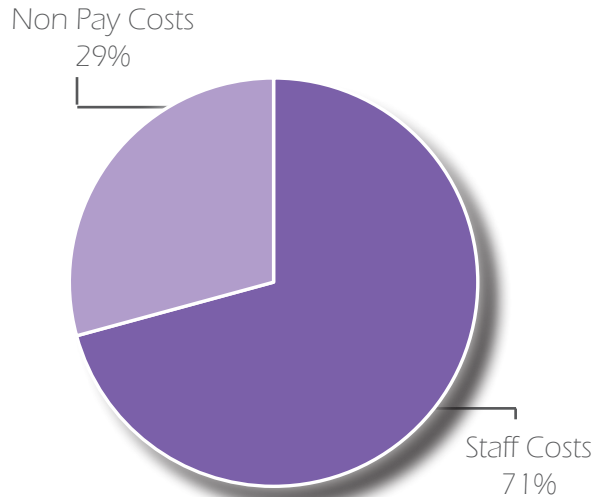
Total estimated income in 2028
£869K



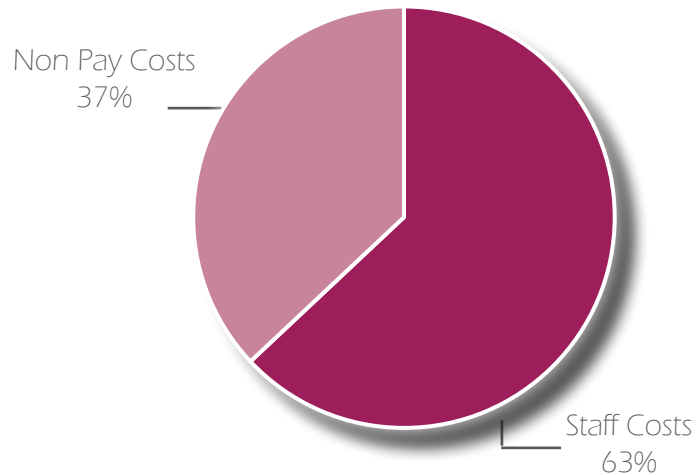
Finance 2023 - 2028

Total expenditure - where does it go?

Total expenditure in 2023
£1.17m



Total estimated expenditure in 2028
£862K



Reserves

The planned total reserves position at the 31st March 2028 is £9.2m (nearly all restricted reserves and therefore limited on what they can be used for). This is a slight increase on the expected position at the 31st March 2023.

Safeguarding

The Diocesan Board of Education recognises that the welfare of the child is paramount: we are committed to safeguarding and promoting the welfare of children and young people and expect all staff and Trustees to share this commitment. Safeguarding children is everyone's responsibility. The Board of Education works within the requirements of 'Working Together to Safeguard Children' and 'Keeping Children Safe in Education'. The Board has in place arrangements that reflect the importance of safeguarding and promoting the welfare of children, working in partnership with the Diocesan Board of Finance Safeguarding Team and the Local Authority Safeguarding teams.

If you are based in a school or Trust and have a specific safeguarding concern you should follow your school's or Trust's policy and contact your designated safeguarding lead.

If you are based in a Church community and have a specific safeguarding concern, you should contact the Diocesan Safeguarding Adviser on:

safeguarding@salisbury.anglican.org

07500 664800 or 07469 857888

www.salisbury.anglican.org/parish-support/safeguarding/

If you want to know more about SDBE safeguarding procedures please contact the SDBE designated safeguarding lead, following the link from the website:

www.salisbury.anglican.org/parish-support/safeguarding/



Glossary

CEO – Chief Executive Officer
CW – Collective worship
CYP – Children and Young People
DBF – Diocesan Board of Finance
DDE – Diocesan Director of Education
DFC – Devolved Formula Capital
DFE – Department of Education
ESFA – Education and Skills Funding Agency
EYFS – Early Years Foundation Stage
LA – Local Authority
LGB – Local Governing Board (within a MAT)
MAT – Multi Academy Trust
OFSTED – Office for Standards in Education
PCSF – Programme for Church School Flourishing
PSA – Partnership Service Agreement

Photo Credits

Front Cover - Holy Trinity church of England Primary School & Community Nursery
Page 3 - The Inauguration of Bishop Stephen - DBF
Page 4 - St Andrew's CE Primary School
Page 7 - St Andrew's CE Primary School
Page 8 - Cerne Abbas CE VC First School
Page 10 - St Laurence School
Page 12 - The Minster C.E. Primary School
Page 16 - Marden Vale CofE Primary Academy

Bibliography

The Church of England Vision for Education Autumn 2016

https://cofefoundation.contentfiles.net/media/assets/file/Church_of_England_Vision_for_Education_-_2016_jdYA7EO.pdf

RE – Religious Education
RSC – Regional Schools Commissioner
SAT – Single Academy Trust
SCA – Schools Condition Allocation
SCC – Schools causing concern
SDBE – Salisbury Diocesan Board of Education
SEND – Special educational needs and disability
SI – School improvement
SIAMS – Statutory Inspection of Anglican and Methodist Schools
SMSC – Spiritual, moral, social and cultural
SRE – Sex and relationships education
TS – Teaching schools
TSC – Teaching Schools Council

Page 18 - St Nicholas' CE (VA) Primary school

Page 23 - St Nicholas' CE (VA) Primary school

Page 24 - Cerne Abbas CE VC First School

Page 27 - Archbishop Wake CE Primary School

Page 30 - Cerne Abbas CE VC First School

Page 34 - Cerne Abbas CE VC First School

Page 35 - Talbot Village St Mark's CE VA Primary School

Back page - Bishop Wordsworth School - 'Growth Under God' by Archie McAllister



Salisbury Diocesan Board of Education

Give us courage to own and speak Your truth Lord
Give us humility to act kindly to all around us
Give us love to journey alongside others

Bless us with Your Spirit to guide our thoughts and
actions as we seek to be Your hands and feet

Bless us with hope to shine Your light in all areas of
our work

Bless us with compassion so we can share Your love

May we be present with all who we encounter to
bring Your Kingdom to the here and now

May we be confident to share Your story so all can
flourish

May we be Christ centred and Jesus shaped as we
carry out Your will to make Jesus known

Loving God, show us how we can make Jesus
known to the people around us today

So that they may see and experience your love
and peace

In your Holy Name Lord

Amen

