



# The Diocese of Salisbury Programme for Church School Flourishing



**Cohort Two**

**November 2022 – December 2023**



## Statement of Intent

The Programme for Church School Flourishing is intended to enrich and deepen the expertise of school trusts, enabling the flourishing of their church schools, their children, young people and adults. The programme will provide a sustainable and rigorous heart to the partnership between school trust and SDBE.

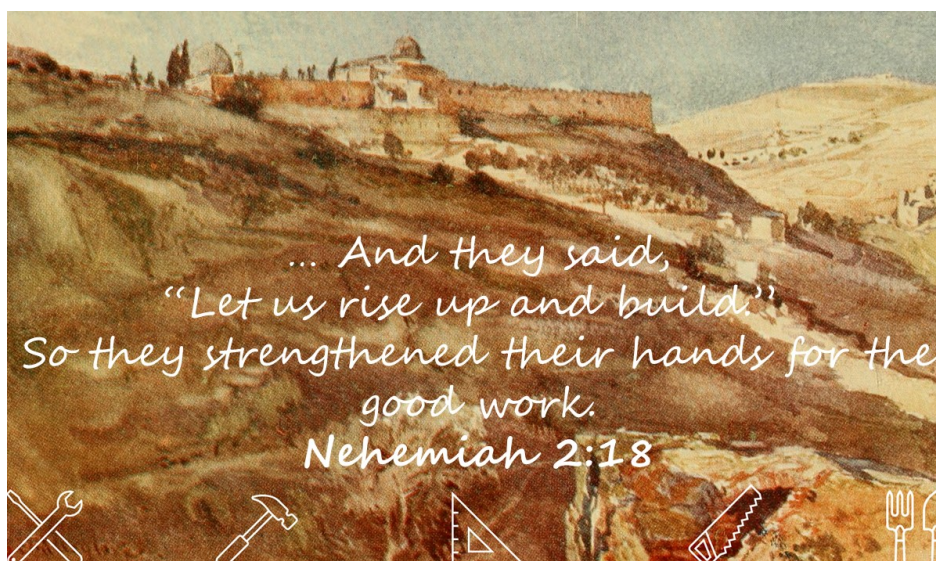
The programme will develop four strategic leaders identified by the Trust. A 'curriculum' of four strands through a set of discrete modules will equip these four roles:

- Responsibility for sustaining Church School Flourishing; including Christian Character and SIAMS
- Responsibility for Church School Recruitment
- Responsibility for Church School Governance
- Responsibility for RE and Collective Worship

## Biblical Underpinning - Let us rise up and build (Nehemiah 2:18)

The book of Nehemiah is rich in illustration and reflective themes. Nehemiah was instrumental in the rebuilding and reestablishment of Jerusalem in the fifth century and is often given as an example of early Lay Ministry: he was a model of hard work and practical and principled living with a commitment to serve and develop others, he demonstrated key leadership qualities including skillful and thoughtful planning, perseverance, motivating others and all while leaning on God. It is this narrative within the book that we have chosen to use to underpin the Church School Flourishing Programme.

It is our intention to work with you, leading you and walking alongside you systematically building on the knowledge, skills and wisdom held by key members of your Trust, to review, renew and further develop systems, structures and processes that flourish the church schools and their communities within your trust and through partnership across the Diocese of Salisbury. The book of Nehemiah is a text offering much challenge and the narrative of the book is likely to resonate with you in different ways, irrespective of your interpretation, we look forward to building structures and community with you and your Trust.





## Impact and Learning from Cohort 1

### Participants said:

It has been a really interesting course. I feel confident into putting a plan into place, I can do it, hopefully with some support along the way

The training will offer a template to enable school improvement through a church school lens.

Understanding of flourishing is clear – would appreciate the diocese continued working closely alongside in the future – backing up the work.

All elements have worked well. A nice mix of different approaches.

The content has been done very well – theory – suggested reading was very helpful

Pace of sessions has been good. Enjoyed practical and theoretical mix.

### Participants also said:

I hadn't realised the amount of work – paperwork, modules needing to be completed.

End of each module assessed piece – it would have been helpful for this to be in one document rather than a separate document.

I question the need for 3-hour sessions and suggested a 2-hour session with more pace.

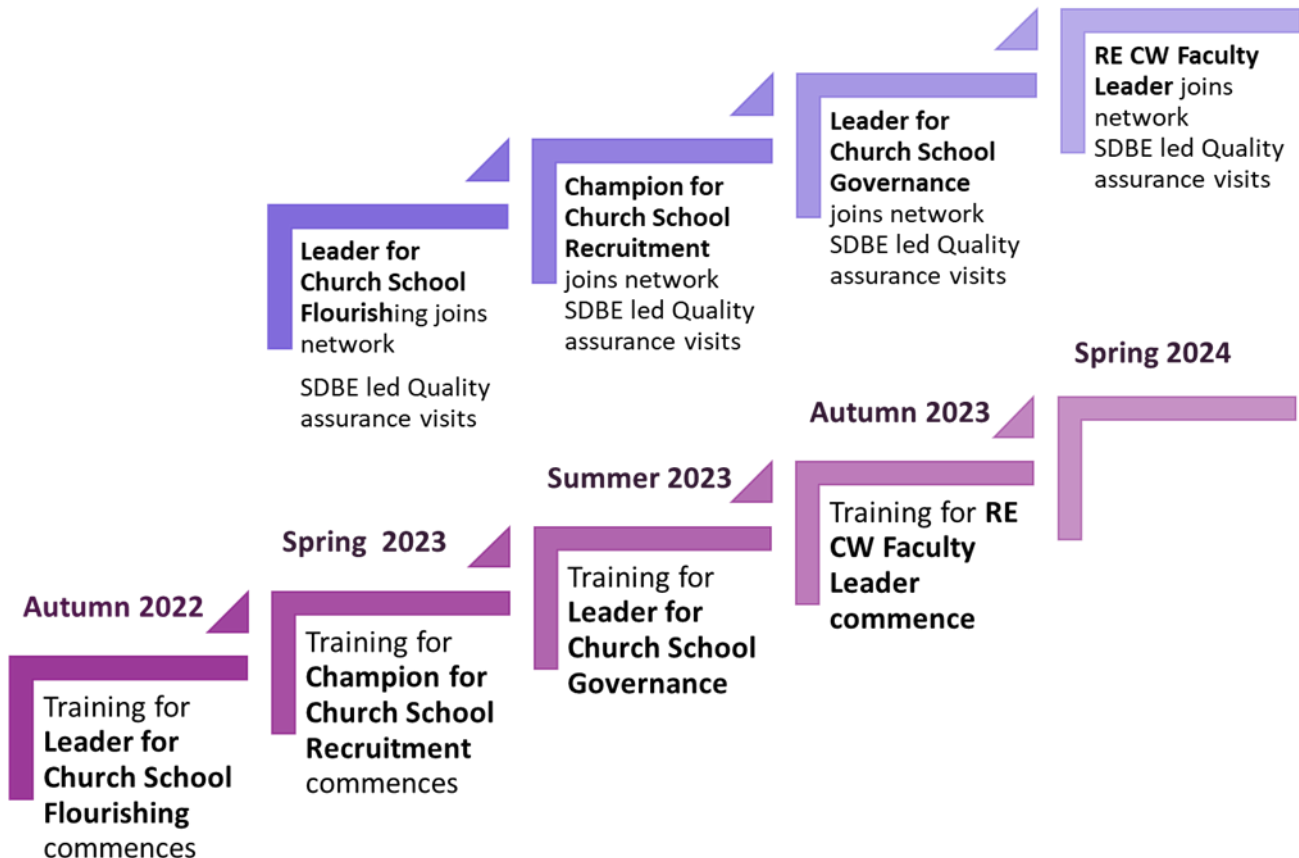
### To enhance the course provision for Cohort Two we have:

- Reviewed and reorganised the workbooks so that the expectations are clear, with one workbook per role. The course workbook only contains the intended outcomes, key questions, space for reflections and a follow-up task.
- Different delivery structures are being used including self-study and a reduced 2 hour session with the final hour used for reflection, task completion and follow-up with participants and the trainer where helpful.
- Added clarity to the role descriptors in the Cohort 2 brochure, identifying the 'study-time' required in addition to the training.



## Leader for Church School Flourishing Cohort Two

### Timeline for delivery



### Upon completion of the training

Each participating leader will be required to complete a range of follow-up task after each module (no more than 45 mins per module) to demonstrate their ability to apply the knowledge, skills and wisdom shared through the training. These tasks are organised in a programme workbook. On completion of the workbook and end of training self-review the participant will receive certification to recognise, affirm and honour their learning and commitment to church school flourishing.

Once a Trust has a full set of certificated PCSF leaders engaging with SDBE networks and quality assurance activities, the Trust will be accredited in a formal gathering to recognise the Trust commitment and honouring of church school flourishing. The accreditation is a formal way in which the Trust can demonstrates themselves as a good home for church schools.



## Leader for Church School Flourishing (LCSF)

In the Autumn of 2022, the programme will continue by drawing together the leaders from further Trusts with responsibility for the overall Church School Flourishing. This programme consists of eight half-day sessions between November 2022 and January 2023 and approximately 5 hours of follow-up study.

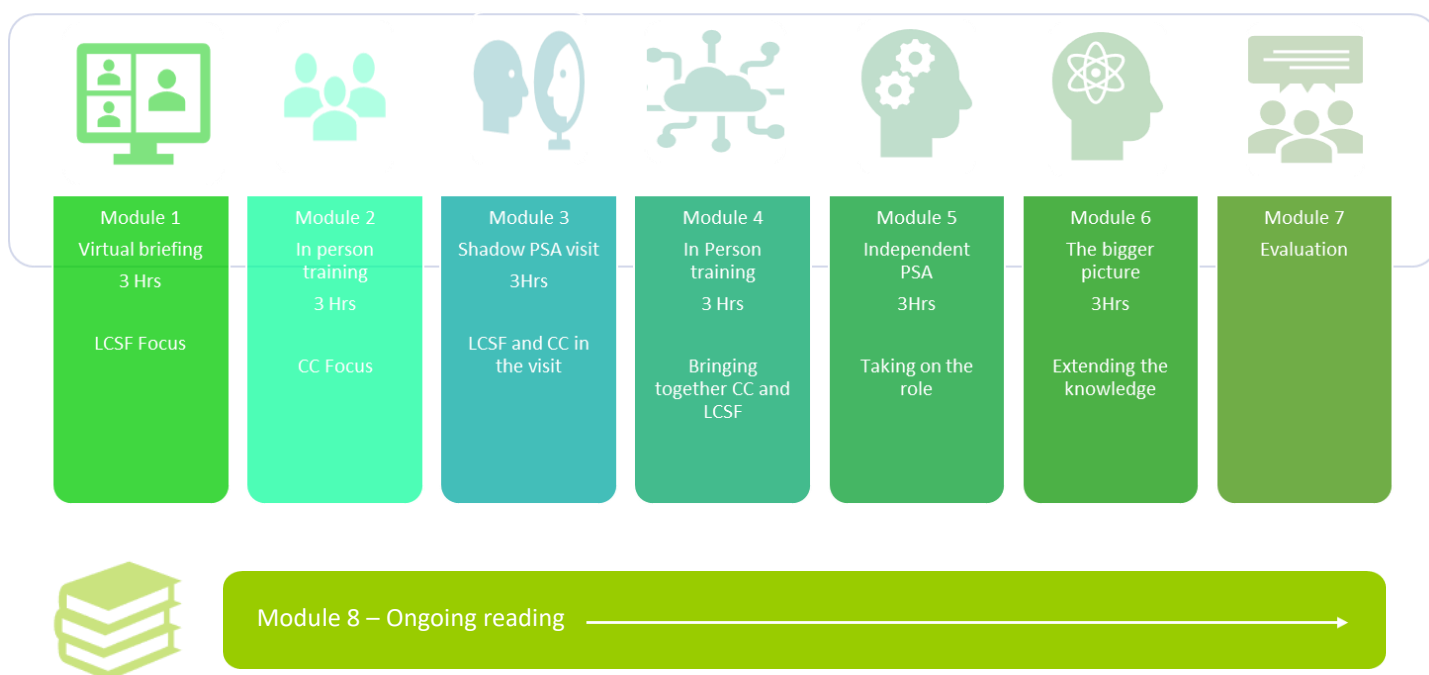
Four half-day sessions will focus on developing the knowledge and skills required to lead Christian Character. Three sessions will focus on the wider role of the Leader for Church School Flourishing with 1 self-study session devoted to further knowledge through recommended reading.

The programme, with a small group of leaders, will utilise current SDBE thinking, recent research in church school flourishing and national developments to equip Trust Leaders for Church School Flourishing.

### Intended outcomes

- LCSF equipped to work with other leaders within the Trust, at all levels, and across Trusts to review, renew and further develop systems, structures and processes that flourish the church schools and their communities within the trust.
- A strategic leader operating at Trust level with the skills and confidence to enable others and the skills and wisdom to discern and determine how effectively the Christian vision of the church schools within the Trust are sustaining spiritual capital and flourishing pupils and adults.
- A leader secure within the Church School Flourishing Networks, with a strong sense of purpose, recognising where the Programme for Church School Flourishing fits within the wider networks (National, Diocese, Trust and local) and the inherent opportunities this working offers.

### LCSF: A programme for leaders with a responsibility for sustaining church school flourishing (including leading Christian Character) across more than one school





## Champion for Church School Recruitment (CCSR)

In the Spring of 2023, the programme continues with the development of the second strategic role, working with leaders from each Trust with responsibility for the Church School Recruitment. This programme of blended approaches consists of six ‘class based’ half-day sessions, approximately 4 hours of follow-up study and an option to shadow key aspects of Headteacher/Senior Leader recruitment – a preliminary panel meeting and the interview process. Please note that the additional shadowing aspect of this programme may require up to two days and depending on availability of processes to shadow may extend into the subsequent terms.

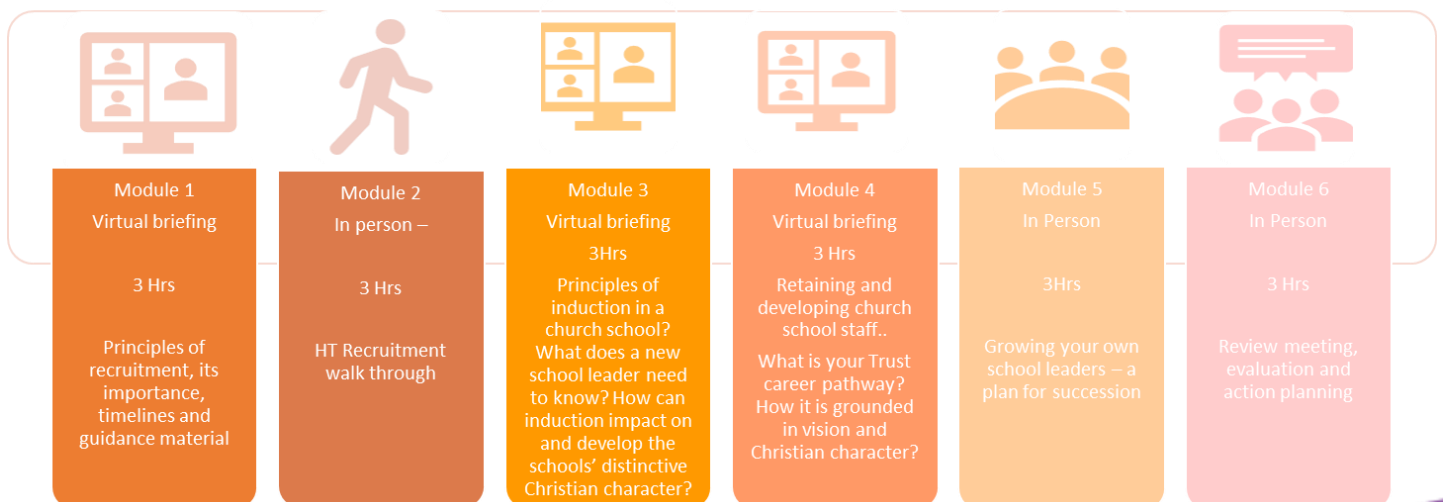
The work of the Champion for Church School Recruitment directly impacts the effectiveness of church schools; recruiting well facilitates the full living out of the distinctively Christian vision of the school, enables flourishing adults and children and sustains and grows the spiritual capital of the school and trust.

In addition to equipping the CCSR with the SDBE voice in headteacher recruitment processes, opportunity will be given to explore wider recruitment including the development of induction, retention and succession planning programmes for church school staff recognising the faith foundation and embedding the Church of England’s vision for education into the process.

### Intended outcomes

- An empowered and ambitious Champion for Church School Recruitment assured and prepared to advise on how the Trust recruits, inducts, retains and succession plans grounded in the guidance, practice and procedures of the SDBE
- A knowledgeable and confident CCSR equipped to hold the advisory role of the SDBE enabling the Trust to make Headteacher/Senior Leader appointments on behalf of the SDBE because they understand how vision led and systemic recruitment facilitates church school flourishing
- A confident leader, secure in the programme knowledge and ethos, with a strong sense of belonging within Church School Flourishing Networks who will recognise and utilise the recruitment opportunities of national, diocese, trust and local networks

### CCSR: A programme to support your Trust to develop a Leader to advocate for Church School Flourishing through high quality recruitment procedures and the wider recruitment processes





## Leader for Church School Governance (LCSG)

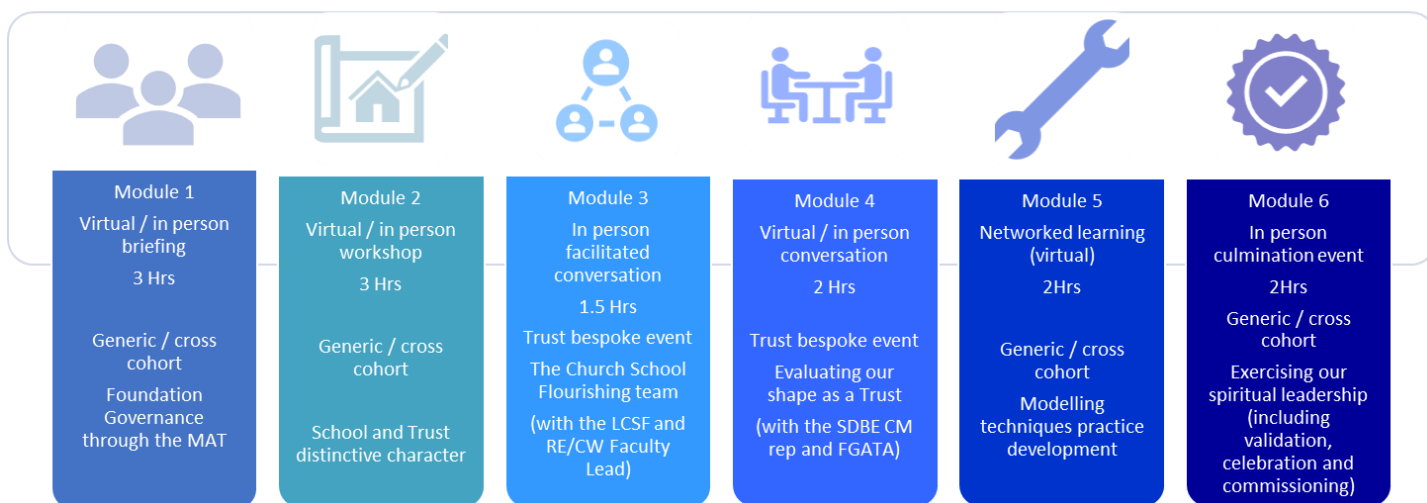
The third strategic role within the Programme for Church School Flourishing will be implemented in the Summer term 2023, working with strategic leaders in each Trust who have a responsibility for Leading Church School Governance. The Lead for Church School Governance operates across all tiers of governance supporting and infusing each tier with the strongest Foundation governance practice, tailored to ensure the distinctive Christian character of the Trust and its church schools is further enabled to thrive.

This programme of training across one term will be delivered in six sequential modules with a time equivalent of 2.5 days, each module building on previous learning. Four of the sessions involve the exclusive participation of cohort of Leaders for Church School Governance, whilst the two bespoke sessions at the heart of the programme embed learning from inside the context of your Trust. In addition to the training described there is approximately 5 hours of follow-up study across the 6 modules.

### Intended outcomes

- A governance practitioner, skilled and knowledgeable, whose Christian faith inspires their governance conduct and behaviours.
- An empowered and enthusiastic champion for the transformative role of Foundation governance when it is exercised strategically, effectively and relentlessly across the governance community of a Trust.
- A leader with a strong sense of belonging, within the Trust leadership, the Church School Flourishing Networks and the wider network (National, Diocese, Trust and local) who utilises

### LCSG: A programme for governance leaders who hold the responsibility for sustaining church school flourishing across the Trust





## Religious Education and Collective Worship Faculty Lead (RECWFL)

A programme for those who oversee the leadership and delivery of RE and Collective Worship across the Trust. This might be one person for both elements, or two people. (For a larger MAT with hubs, it may be more than two people). The person/s appointed will meet the Job Description and Person Specification for the role, and they will be aware of the MAT-wide school improvement role they hold and the part they will play in building the MAT dividend through CW and RE. They will work closely with the Leaders for Church School Flourishing, governance and Christian Character.

This is a programme of training across one year. It is envisaged that this will take 3.5 days, including preparation and follow up time. It will begin with two 1.5hr virtual sessions to cover national expectations for RE and CW; a 3hr face-to-face input to include coaching and how to grow teacher confidence and ‘spot talent’ in the MAT; a 1.5hr workshop with the rest of the MAT team in this pilot to build a MAT-wide understanding of vision and flourishing; and a half day focus on self-evaluation and an understanding of the expectations of SIAMS.

The programme offers a further shadowing of a SIA’s ‘PSA visit’ with a focus on RE or/and CW; co-leading CPD with the DBE adviser or shadowing a full SIAMS Health Check. As part of accreditation, their work to lead a ‘PSA-style 3hr visit’ to a MAT school will be quality-assured by the DBE SIA.

### Intended outcomes

- Colleagues confidently enabling others; able to identify strong school practice in collective worship and RE and know how to develop it across the MAT, supporting or drawing in support for schools needing it.
- Colleagues able to highlight how the Christian vision of the church school sustains inclusive, invitational and inspiring collective worship and see how it is enabling pupils to flourish through strong teaching of effective RE.

## RECWFL: A programme for those who oversee the leadership and delivery of RE and Collective Worship across the Trust



<p><b>Module 1</b> Virtual training</p> <p>National expectations 2x 1.5hrs = 3 hrs</p> <p>National expectations for RE including strategies for monitoring and evaluation</p> <p>National expectations for CW including strategies for monitoring and evaluation</p>	<p><b>Module 2</b> In person training</p> <p>Spotting, growing and managing talent 3 hrs</p> <p>Strategies for identifying and developing strengths of individuals and practice – seeking opportunities to enhance the ‘Trust Dividend’ including a ‘How To’ of Coaching</p>	<p><b>Module 3</b> In person training</p> <p>Group Learning on Trust wide vision with LCSF, Governance lead and FLRECW 1.5 hrs</p> <p>The Nexus for Church School Flourishing in our Trust</p>	<p><b>Module 4</b> In Person training</p> <p>Monitoring and self evaluation and expectations of SIAMS and Ofsted 3 hrs</p> <p>Practical examples to school evaluation including monitoring of RE, CW pupil work, lessons and pupil voice.</p> <p>Developing the documentation and monitoring schedule. Planning ahead.</p> <p>Achieving trusted SDBE partner status</p>	<p><b>Shadow A</b> Day long shadowing of a SIAMS health check Or Shadowing of a half day PSA visit to a MAT school 0.5-1 day</p> <p>Putting into practice learning from Modules 3 and 4 – Building a strong understanding of the requirements of a SIAMS inspection</p> <p>In the 2nd year a PSA style visit to a MAT school would be shadowed by the SDBE adviser who Quality Assures this work within the MAT</p>	<p><b>Shadow B (optional)</b> (can be delivered any time after module 2)</p> <p>Co-leading an RE or CW course with SDBE adviser 3hrs including preparation</p> <p>Putting into practice skills learned in Modules 1 &amp; 2</p> <p>In the 2nd year the CPD delivery would be led by the RE/CW lead and the SDBE Quality Assures this work within the MAT</p>
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# Programme for Church School Flourishing



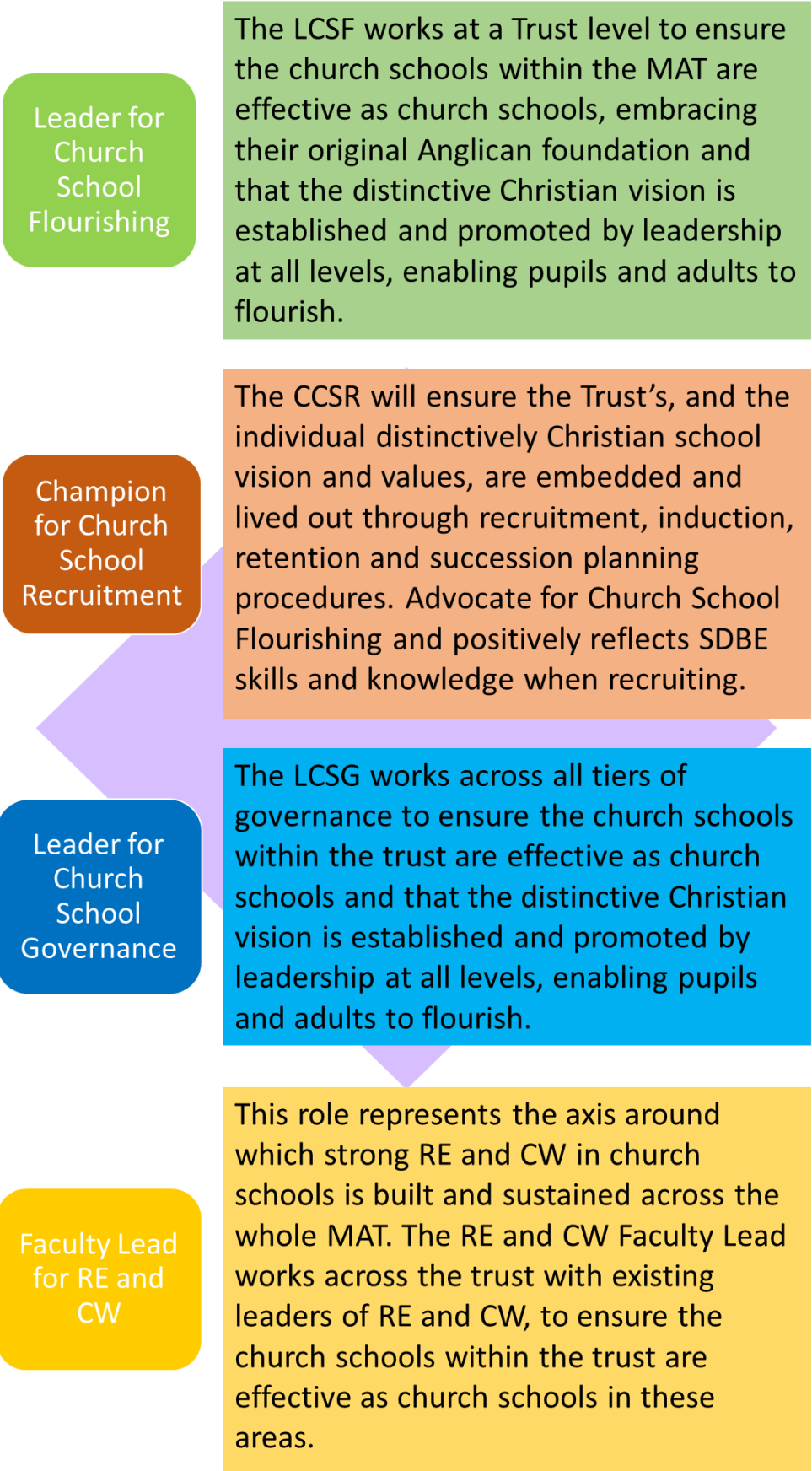
## Fulfilling the roles

Resources to support identifying the personnel for the strategic roles:

- Leader for Church School Flourishing
- Champion for Church School Recruitment
- Leader for Church School Governance
- Religious Education and Collective Worship Faculty Lead



All roles presented below are fully supported by the Salisbury Diocesan Board of Education (SDBE) through the ongoing Programme for Church School Flourishing





## Role: Leader for Church School Flourishing (LCSF)

The LCSF role is vital for each MAT; this importance should be represented by the postholder’s employed senior status within the MAT.

The LCSF works at a Trust level to ensure the church schools within the MAT are effective as church schools, embracing their original Anglican foundation and that the distinctive Christian vision is established and promoted by leadership at all levels, enabling pupils and adults to flourish. The LCSF further supports the Trust in enacting the principles held within its Articles and Memorandum of Understanding. The LCSF holds the role of Leader for Christian Character and visits church schools regularly to support and ensure their effectiveness and flourishing. To determine how effectively the Christian vision of the church school sustains flourishing pupils, adults and spiritual capital, the LCSF role must embrace the Trust strategic leaders for Church School Recruitment, Church School Governance and RE and Collective Worship leading and coordinating joint working practices to gather a holistic view of church school flourishing. The LCSF holds the knowledge, wisdom and skill to consolidate and collaborate with these trust level strategic leaders.

<b>Job Description</b>
<ul style="list-style-type: none"> <li>• Through their employment at leadership level within the Trust and with successful church school leadership experience they will lead, promote and celebrate Church School Flourishing across the Trust To ensure the depth of Christian vision in all Trust church schools promotes opportunity for flourishing</li> <li>• To lead the review of the distinctively Christian visions in all Trust church schools ensuring these are established, embedded and demonstrate sufficient regard to the original Anglican foundation of the schools</li> <li>• To co-ordinate and collaborate with Trust Leaders for Church School Governance, Church School Recruitment and RE and Collective Worship to gain a holistic view of Trust wide Church School Flourishing</li> <li>• To work with Trust leaders, for Church School Governance, Church School Recruitment and RE and Collective Worship to implement and embed Trust wide programmes of, and development plans for, Church School Flourishing</li> <li>• To work in partnership with, and advocate for, the quality assurance work of SDBE Advisers</li> <li>• To coordinate an annual review of church school flourishing working in partnership with the Leader for Church School Governance (LCSG), taking contribution from the Trust Lead or Church School Recruitment RE and CW and Trust Lead for Community Hubs (where appropriate)</li> <li>• To lead SIAMS preparation and arrange appropriate support for schools during inspection</li> <li>• To invest in their own personal professional development, including Diocesan Board of Education Programme for Church School Flourishing</li> <li>• Provide updates and lead relevant training within the Trust</li> <li>• Will promote and champion the SDBE and National Guidance from the Church of England (Vision for Education, Statement of Entitlement for RE, Guidance for Collective Worship, Valuing All God’s Children etc .)</li> <li>• Is accountable to the Trust CEO and Trust Board</li> </ul>



## Role: Leader for Church School Flourishing (LCSF) - continued

### Person Specification

- To be an experienced and passionate church school leader, with a track record of developing provision embedded in a distinctively Christian vision, that enables others to flourish
- Has a secure understanding of the Church of England Vision for Education and the SDBE vision for schools with a strong understanding and experience of SIAMS expectations as a tool for school improvement and school inspection
- Is an excellent communicator, with the ability to articulate, lead, coordinate and support the development of strategies and plans that enables flourishing for children, young people and adults. Has a track record of the impact of this work
- Has excellent leadership skills, driven by virtues, with the ability to inspire and motivate others
- Is committed to upholding the obligations set out in the Trust's Articles of Association and as described in the Memorandum of Understanding between the Trust and SDBE.
- Places a high regard on the original foundation of schools and has a passion for the flourishing of children and adults in church schools
- Has the ability to inspire trust and commitment across the Trust through strong ethical leadership and demonstrable values supportive of the Church of England's Vision for Education
- Holds a knowledge and an understanding of church school governance and experience of working with Foundation Governors/trustees/members with the with the strategic skills and abilities to hold to account and inspire in the Trust leaders across the Church School Flourishing network (Leaders for Church School Governance, Church School Recruitment and RE and Collective Worship)
- Advocates for continuing professional and personal development of themselves and colleagues
- Exhibits habits and disciplines which encourage their own and others' spiritual growth and development (adults and children) within and across all members of church school communities
- Models the building of a culture of reflection, spiritual growth and prayer that supports holistic flourishing
- Is outward-looking, cultivating partnerships that enrich the school community and beyond



## Role: Champion for Church School Recruitment (CCSR)

Strong church school recruitment, reflecting the faith foundation of schools, is integral to sustaining and developing the distinctive Christian Character of the school. Therefore, the CCSR role is vital for Trusts; this importance should be represented by the postholders employed status within the Trust. The CCSR works at a Trust level to ensure the church schools within the Trust recruit, induct, retain and succession plan for staff who can work effectively in church schools and reflecting the schools distinctively Christian vision and the faith foundation. The CCSR will ensure the Trust’s, and the individual distinctively Christian school vision and values, are embedded and lived out through recruitment, induction, retention and succession planning procedures. Fulfilling this role will require the CCSR to work with the Trust Leader for Church School Flourishing, Church School Governance and Trust governors/ trustees and members whilst reflecting the Diocesan guidance, with a willingness to collaborate across Trusts.

<b>Job Description</b>
<ul style="list-style-type: none"> <li>• To advocate for Church School Flourishing and positively reflect SDBE skills and knowledge when recruiting at all levels; particularly when recruiting, inducting, and planning for retention and succession of senior leaders of church schools (Executive HTs, HTs and Heads of School) across the Trust</li> <li>• To collaborate with the Trust Leaders for Church School Flourishing, Church School Governance and Trust Leaders and adhere to relevant Diocesan guidance and timelines</li> <li>• To advise on recruitment, induction, retention and succession planning for all church school recruitment reflecting the school distinctively Christian vision, values and faith foundation of the school</li> <li>• To champion the spiritual flourishing of all staff, demonstrating the furthering of the school’s Christian character with a firm commitment to the Church of England vision for education throughout the listed recruitment processes for senior leaders</li> <li>• To support and advise on the strategic planning, evaluation and refinement of high-quality programmes of induction, retention and succession planning working alongside the LCSF and LCSG</li> <li>• To contribute to the annual review of Church School Flourishing</li> <li>• To engage with and advocate the quality assurance work of SDBE Advisers</li> <li>• Will champion and apply the Diocesan guidance and the Church of England’s Vision for Education and associated documentation to recruitment, induction, retention and succession activities</li> </ul>
<b>Person Specification</b>
<ul style="list-style-type: none"> <li>• To be an experienced leader within church school settings committed to being the advisory voice of the panel for senior leader recruitment; advocating, encouraging and enabling the practice and thinking of the SDBE throughout the senior leader recruitment process</li> <li>• Is employed at an appropriate leadership level within the Trust with the vision to recognises the opportunity and impact strong recruitment strategies has on the flourishing adults and children in church schools</li> <li>• Brings a depth of experience in both recruitment and working with the SDBE and has a strong understanding of the SIAMS process and the Church of England vision for Education, along with associated documents</li> <li>• Regards, celebrates and actively promotes the importance of excellent recruitment, induction, retention and succession planning processes with a willingness to promote promotes Christian Character at all levels of recruitment, induction, retention and success planning activities</li> <li>• Is an excellent communicator with the ability to inspire, motivate, advise and guide recruitment panels</li> <li>• Understands how the journey to successful church school leadership begins the day an individual commences work in a Church school or mixed Trust</li> <li>• Advocates for continuing professional and personal development of themselves and colleagues</li> <li>• Exhibits habits and disciplines which encourage their own and others’ spiritual growth and development (adults and children)</li> <li>• Models the building of a culture of reflection, spiritual growth and prayer that supports holistic flourishing</li> <li>• Is outward-looking, cultivating partnerships that enrich the school community and beyond</li> </ul>



## Role: Leader for Church School Governance (LCSG)

The LCSG role represents the axis around which strong governance of church schools is built and sustained across the whole MAT.

The LCSG works across all tiers of governance to ensure the church schools within the trust are effective as church schools and that the distinctive Christian vision is established and promoted by leadership at all levels, enabling pupils and adults to flourish. Working in partnership with the Trust Governance Professional, the Chair of the Trust Board and the Chief Executive Officer the LCSG role extends beyond governance drawing in the work of the Leader for Church School Flourishing. The LCSG is commissioned into their role.

Job Description
<ul style="list-style-type: none"> <li>• To underpin the work of the Trust Governance Professional and Chair of the Trust Board in ensuring that local church school governance is ably led and effectively supported</li> <li>• To ensure that the work of committees of the Trust Board takes appropriate account of the distinctive Christian character of the Trust, emphasising, cherishing and developing the uniqueness of local governance committees for church schools especially</li> <li>• To coordinate an annual review of church school flourishing working in partnership with the Leader for Church School Flourishing (LCSF), Chair of the Trust Board and the Chief Executive Officer, taking contributions from the Trust Lead for RE and CW and Trust Lead for Community Hubs (where appropriate)</li> <li>• To work alongside the SDBE Corporate Member (and their appointed representative) in ensuring that the Trust adheres to the obligations set out in the Trust's Articles of Association and as described in the Memorandum of Understanding between the Trust and SDBE</li> <li>• To support Foundation Governance colleagues at local, Trust Board and Member level by signposting resources and training, investing in their own personal professional development, and providing updates that relate to the specific Foundation appointed nature of their roles. This aspect to be conducted in partnership with the Clerk to the Trust Board / Company Secretary</li> <li>• To recognize the significant responsibility of successful onboarding of those new to the Trust in relevant church school roles</li> </ul>
Person Specification
<ul style="list-style-type: none"> <li>• Is an experienced and passionate Foundation Trustee or Foundation Member within the Trust</li> <li>• Has a strong track record of proven leadership in the governance of church schools</li> <li>• Demonstrates robust understanding of the governance of multi academy trusts</li> <li>• Understands Foundation Governance as a vocation and calling, and can articulate how their own role(s) is an aspect of their Godly ministry</li> <li>• Advocates for continuing professional and personal development of themselves and colleagues</li> <li>• Articulates a passion for the flourishing of children and adults in church schools and has a track record of the impact of this work</li> <li>• Is an excellent communicator with the ability to inspire, lead and support the development of distinctively Christian visions and values in church schools</li> <li>• Brings recent experience and knowledge of the SIAMS process</li> <li>• Understands the recruitment processes involved in appointing Headteachers, Executive Headteacher and Heads of School</li> <li>• Exhibits habits and disciplines which encourage their own and others' spiritual growth and development (adults and children)</li> <li>• Models the building of a culture of reflection, spiritual growth and prayer that supports holistic flourishing</li> <li>• Is an outward-looking, cultivator of partnerships that enrich the school community and beyond</li> <li>• Is an enthusiastic champion the transforming role of Trusts that include church schools as civic leaders through the work of community hubs and the building of other strong community partnerships</li> </ul>



## Role: The Religious Education and Collective Worship Faculty Lead (RECWFL)

This role represents the axis around which strong RE and CW in church schools is built and sustained across the whole MAT. The RE and CW Faculty Lead works across the trust with existing leaders of RE and CW, to ensure the church schools within the trust are effective as church schools and that the distinctive Christian vision is established and promoted by leadership at all levels, enabling pupils and adults to flourish.

The LCS RE&CW is fully supported by the Salisbury Diocesan Board of Education (SDBE) through the ongoing programme that connects with the work of diocesan Hub Lead Practitioners.

Job Description
<ul style="list-style-type: none"> <li>• To enrich the impact of the work of the LCSF and to develop the work of the RE and CW faculty across the trust by:               <ul style="list-style-type: none"> <li>◊ coaching and enabling of relevant staff in schools</li> <li>◊ ensuring compliance across the trust in RE &amp; CW</li> <li>◊ supporting RE teachers and leaders of CW by signposting resources and training, investing in their own personal professional development, and providing updates that support and impact. This aspect to be conducted in partnership with the SDBE</li> </ul> </li> <li>• To play a part in the annual review of church school flourishing, working in partnership with the LCSF and other relevant colleagues</li> <li>• To ensure that pupils across the Trust experience an innovative, cohesive, empowering curriculum for RE and a spiritual, ethical and transformational programme for CW</li> <li>• To champion the role that RE and CW plays in church school flourishing with Trustees and Executive leaders</li> <li>• To support the understanding of local committee leads and foundation trustees with their effective monitoring and evaluation of the impact of RE and CW across the Trust</li> <li>• To be appropriately involved in the effective induction of new staff with regard to:               <ul style="list-style-type: none"> <li>◊ The effective teaching of RE</li> <li>◊ The leading of invitational, inspiring and inclusive CW</li> </ul> </li> <li>• To engage with and advocate the quality assurance work of SDBE Advisers</li> </ul>
Person Specification
<ul style="list-style-type: none"> <li>• To be an experienced and passionate RE and/or CW practitioner</li> <li>• Has a strong understanding of both Ofsted and SIAMS expectations - as a tool for school improvement</li> <li>• Has the ability to articulate, communicate, lead and support the development of distinctively Christian visions and values in church schools and how this is 'lived out' through collective worship</li> <li>• Advocates for continuing professional and personal development of themselves and colleagues</li> <li>• Articulates a passion for the flourishing of children and adults in church schools and has a track record of the impact of this work</li> <li>• Exhibits habits and disciplines which encourage their own and others' spiritual growth and development (adults and children)</li> <li>• Models the building of a culture of reflection, spiritual growth and prayer that supports holistic flourishing</li> <li>• Outward-looking, cultivating partnerships that enrich the school community and beyond</li> </ul>