



THE SALISBURY DIOCESAN  
BOARD OF EDUCATION

# Salisbury Diocesan Board Of Education Strategic Plan

September 2018 - March 2023



**LIVING OUT GOD'S TRANSFORMING PRESENCE**

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# Foreword



Education is central to Christianity because God is truth. In the way of Jesus Christ there is both knowledge and wisdom about what it is to be human: love God, love your neighbour and care for the earth on which we live. This is why the Church has always been involved in working with children and young people, in schools and in parishes; it is about what we want for our children and young people, what we believe about and hope for them. Christian education matters deeply.

Stability and change are our strengths as we continue to grow and explore meaning and purpose. In the church that is now the Diocese of Salisbury our involvement with education goes back to the eighth century. There has been a Diocesan Board of Education for nearly 180 years. Nationally the DBE is seen as one of the leaders in the Church of England. It is breaking new ground in rapidly changing political circumstances. It is well and strongly led by the Director and her Leadership Team and overseen by a highly professional, skilled and effective Board.

Education is fully integrated within the life of the Diocese and a key part of our aim to have a flourishing Christian presence in every community. Through the DBE we pray for our children and young people; serve the common good through our schools and parishes; and help people grow in the way of Jesus Christ in whom we see what it is to be fully human. Thank you to everyone involved in delivering this remarkable vision across the Diocese. It is the working out of our **Renewing Hope as we Pray, Serve, Grow.**

*Nicholas Scriven*

Nicholas Holtham - Bishop of Salisbury

# Who are we?

**A history to honour and progress:** The Diocese dates back to 705; Bishop Nicholas is the 78th Bishop of Salisbury with 446 parishes under his leadership, assisted by the Bishop of Ramsbury, the Bishop of Sherborne and four Archdeacons. The parishes are grouped into 19 deaneries which look after 574 places of worship. Salisbury Cathedral with its Dean is a busy and iconic centre of the Diocese.

The Diocese extends over 2,000 square miles, with a population of about 932,000, covering most of Dorset including Poole, three-quarters of Wiltshire and tiny parts of Hampshire, Bournemouth and Devon. There is wide diversity in geography across the Diocese from the many urban areas to coastal and deeply rural ones.

The Diocese of Salisbury is a religious charity; we are a mix of clergy and laity, professionals and volunteers, working across a wide range of disciplines. The Board of Education, formed in 1830, is a vital part of this work, serving 194 schools and 43,000 children. Many of the church schools were founded before that date, and the Board (or Council as it was called then) was formed to support their work and to promote new schools. In 2013 the Board of Education fulfilled its vision to open its own multi academy trust (MAT), providing an academy home to church schools; equally we have invested in supporting the growth of MATs with Church of England foundation representation. Our intention is to secure the long term sustainability and flourishing of church school education in the Diocese of Salisbury.

**Renewing Hope – Pray, Serve, Grow** is the Diocesan vision. As a Diocese we want a thriving Christian presence serving God in every community through which our hope will be constantly renewed. The Salisbury Diocesan Board of Education (SDBE) 2018 - 2023 Strategic Plan sets out the part we will play in Renewing Hope, **living out God's transforming presence** in all that we do, to serve the schools and the parishes to which they belong.

The Salisbury Diocesan Board of Education promises to:

- **Pray** for the children and young people of the Diocese and those who serve them
- **Serve** schools and parishes for the common good
- **Grow** spiritually and professionally

# Vision and Mission

Our Vision: **Living Out God's Transforming Presence**

Our Mission: The mission of the Salisbury Diocesan Board of Education is to lead the development of a body of:

- confident, effective, church schools and academies that are deeply Christian, belonging at the heart of the church and community, serving society's common good
- church communities that serve children and young people, enabling them to develop worshipping communities where they truly belong and encounter God's love

**This is our core purpose, it's why we exist – everything we do will fit with this**

# Theology

The SDBE's strategy 2018 - 2023 is built around our shared vision to grow and nurture educational communities that are deeply rooted in our Christian faith, that seeks to serve the common good. This a key driving force behind our commitment to **living out God's transforming presence**.

The Bible often speaks of the presence of God in human history. God interacting, creating, restoring and revealing Himself in the context of a covenant relationship. We see this in the relationship between God and Moses, when we are told, **'Thus the Lord used to speak with Moses face to face, as one speaks to a friend'**. (Ex 33. 11)

What does God's glory, His presence look like?

In the Old Testament there is an extraordinary encounter between God and Moses, which results in Moses demanding of God, **'Now show me your glory'**. (Ex 33.18) And the Lord said, **"I will cause all my goodness to pass in front of you, and I will proclaim my name, the Lord, in your presence. I will have mercy on whom I will have mercy, and I will have compassion on whom I will have compassion."** But, he said, **"you cannot see my face, for no one may see me and live"**. (33.19-20)

Goodness, mercy, and compassion are part of what God's glory and presence looks like; these are words that God uses to describe Himself. Therefore, if these are the characteristics of who God is and what God is like, then the SDBE needs to embody these characteristics in our work and ministry. We are aware of our unique calling in the world of education at such a critical time to be set apart from all other educational providers and institutions by boldly **living out God's transforming presence**.

# Theology



To be **living out God's transforming presence** is about nurturing our attentiveness to God's presence, continually bringing ourselves before God, drawing on the abundance of God's grace with praise and thanksgiving. If we want to be distinctive as the SDBE, working in partnership with our schools, parishes, families and communities and if we desire to create a strategic vision that is deeply Christian and serves the common good, then this needs to be rooted in our commitment to **live out God's transforming presence** in every aspect of our work, schools, classrooms and staff rooms, Sunday schools and youth groups, finances and buildings, parishes and communities.

To be **living out God's transforming presence** is simply about becoming more like Jesus in our everyday lives, showing His **goodness**, offering His **mercy** and revealing His **compassion**. It is in this way that His transforming presence impacts the lives and communities of all those whom we are called to serve.





# The Challenge Ahead

Since 2015 the SDBE has focused on supporting the development of strong relationships with church school and parish leaders; our desire has been transformational leadership – both our own leadership and that of schools and parishes. The external evaluation of October 2017 commends our work, the depth of our relationships and the potential of working with schools and parishes to significantly influence local, regional and national policy for the common good of children and young people, for years to come.

For the Diocese of Salisbury courageous advocacy for children and young people, at the heart of our mission, is vitally important. The national narrative tells us that one million children flourish in church school worshipping communities across this country; that same national narrative tells us that just a tiny fraction of these children belong within their local church. Our context tells the same story: the church school, at the heart of its Christian community is one of the few places where thousands of children will experience the presence of Christ in a tangible form.

Similarly, the education landscape is fraught with challenge including the dual school system of academies and schools, complex improvement priorities in provision and outcomes, financial viability of schools large and small which particularly threaten the existence of church schools; and the recruitment and retention of inspiring leaders, teachers and future leaders.

The Board of Education, as trustee of 194 schools within our Diocese, is gifted by God the honour of **living out God's presence** in schools, parishes and community relationships; how this will be achieved is set out in the remainder of this document.

# The Work Ahead

Working together, the Diocese of Salisbury and its Board of Education, serve children and young people to fulfil the Diocesan vision of Renewing Hope. We jointly pledge to make known God's presence in all that we do and say: God's Goodness, Mercy, Compassion. We are accountable for the growth and for the quality of church school education provision, founded in the Kingdom of God: education for wisdom, hope, community, dignity. The DBE will work to enable social justice, the achievement of every child and the flourishing of the common good.

Working in partnership with schools and parishes we will open new church schools with church communities at their heart; enable new models of school provision and leadership; working with partners, support strong school improvement to ensure that every church school is a great school; place chaplaincy and the development of spiritual leadership at the heart of our work, exploring and developing new models of chaplaincy (formal and informal) in all secondary contexts; support a culture of academy trusts, both church and non-church led, in which church school education flourishes; support the training, recruitment and retention of inspiring teachers who we deeply value for all that they give to the lives of children and young people . We will make known the difference made by faith, belief and spiritual development, for mental health and well-being, not just of the children but of the adults we serve. We pledge to be a voice of influence locally, regionally and nationally, within the landscape of education and the church.

We value all of God's children, those of faith and those of none and we claim our role as servant leaders in shaping and supporting the future education and church landscape, creating paradigm shifts for our shared roles in the nurture of children and young people – **living out God's presence**, where children and young people are and in the matters that are their concern and their cause for celebration.





# Aim One - Leading

**'My presence goes with you'** Exodus 33.14

Just as God had instructed Moses to **'lead these people'** Exodus 33.12 the SDBE is committed to being an outstanding leader of education:

We will show the love of God in our support and challenge for the ministry and mission of school and parish leaders and the development of their spiritual leadership.

## **Key Performance Indicators by March 2023:**

- 95% of all church schools are judged as 'good' or 'excellent' for the effectiveness of their distinctive Christian vision, established and promoted by school and church leadership at all levels, in enabling children, young people and adults to flourish
- 95% of school and parish leaders evaluate the support of the SDBE for their work with children and young people as making an evidenced difference
- 95% of church communities that have worked with the SDBE can evidence how they have listened to children and young people; in these communities, children and young people can articulate how it has increased their engagement with the church

# Aim One - Leading

Strategic Objectives	Priorities	Outcomes: what will this look like by March 2023?
<p>1.1 Support the development of spiritual leadership and vision in church schools, grounded in Christian narrative</p>	<p>Develop high quality work which impacts on spiritual leadership and vision through:</p> <ul style="list-style-type: none"> <li>• leadership recruitment, retention and school succession planning</li> <li>• increasing confidence of headteachers/school leaders and foundation governors new to post</li> <li>• increasing confidence of all headteachers / school leaders and foundation governors</li> </ul>	<ul style="list-style-type: none"> <li>• There is a culture of leaders, including governors and staff confidently expressing and living out leadership and vision grounded in Christian narrative</li> <li>• There is a culture of church school and parish leaders knowing they are not alone, belonging within a local and national diocesan family which makes a real difference for them</li> </ul>
<p>1.2 Support clergy and laity to understand the role of foundation governance as a form of ministry</p>	<p>Develop high quality foundation governance through:</p> <ul style="list-style-type: none"> <li>• a focussed programme to recruit, engage, commission, mentor and coach clergy and laity</li> <li>• strongest administration of foundation governance appointments</li> </ul>	<ul style="list-style-type: none"> <li>• Every school and MAT is led by a full cohort of foundation governors, trustees and members</li> <li>• Local governors and MAT governance are able to articulate and celebrate how a church school's spiritual leadership creates vision and provision that is deeply Christian, educating for life in all its fullness</li> </ul>

# Aim One - Leading

Strategic Objectives	Priorities	Outcomes: what will this look like by March 2023?
<p>1.3 The proactive involvement of children and young people are embedded across all aspects of the church's life</p>	<p>Develop a range of quality initiatives, Service/s and diocesan wide events, for children and young people including:</p> <ul style="list-style-type: none"> <li>• children and young people's voice projects</li> <li>• models of parish/school community partnership</li> <li>• Year Six/transition leavers' services</li> </ul>	<ul style="list-style-type: none"> <li>• Communication and resourcing place children and young people at the heart of church life at all levels of diocesan leadership: parish, deanery, Synod, Bishops Council and Cathedral.</li> <li>• School and parish leaders know, understand and access the work of the SDBE</li> <li>• Evidence indicates that children and young people believe they are listened to and served by the church; their voice and actions are beginning to positively influence church decision making and this results in a measured increase in the engagement of the church community with children and young people</li> </ul>
<p>1.4 Enable leaders to grow and deliver sustainable, creative opportunities for children and young people that involve them in decision making</p>	<p>Develop high quality work which places children and young people at the centre of decision making through:</p> <ul style="list-style-type: none"> <li>• the engagement of the SDBE, schools and of children and young people in clergy recruitment and ministry review</li> <li>• a programme of support for clergy and laity to aid them to effectively work with children and young people</li> </ul>	<ul style="list-style-type: none"> <li>• Diocesan leadership ensures that clergy and laity access the support needed to build confidence in working with children and young people</li> <li>• It is the norm for children and young people to be at the heart of decision making as a result of the impact of the opportunities provided by diocesan leadership</li> </ul>





# Aim Two - Learning

'What else will distinguish me and your people from all the other people on the face of the earth?'  
Exodus 33.16b

As God sets Moses and the Israelites on the journey to Israel and their covenant with God, so the SDBE recognises and values the privilege and opportunity of growing, nurturing and discovering how educational communities can be deeply Christian serving the common good.

We will value all of God's children; giving thanks for them and those that work with them; enabling them to flourish and grow in wisdom, as individuals, within families and as community members, present and future.

## Key Performance Indicators by March 2023:

- 95% of schools are judged to be good or excellent from 2018 SIAMS base line of 87%
- 95% of schools are judged to be good or outstanding from 2018 Ofsted baseline of 78%
- 95% of school leaders evaluate that the SDBE provides strong strategic leadership and support which has an evidenced impact on the flourishing and well-being of staff, children and young people
- The number of projects reflecting the principles of the Children and Young People's strategy, will increase from a baseline of 9 in 2018 to 100 projects in 2023

# Aim Two - Learning

Strategic Objective	Priorities	Outcomes: what will this look like by March 2023?
<p>2.1 Support the development of a deeply Christian ethos within every church school which underpins strong outcomes for children and young people</p>	<p>High quality work to impact on a deeply Christian school ethos through:</p> <ul style="list-style-type: none"> <li>• Core Foundation Entitlement for all schools which is well understood and accessed</li> <li>• Partnership Service Agreement (PSA) which extends SDBE impact and relationship with school leaders</li> <li>• respected SDBE leadership and management of church school inspection</li> <li>• inclusive leadership and management of admissions</li> <li>• a strategy which reduces the number of schools causing concern</li> <li>• a strategy for SDBE engagement in provision for children that are disadvantaged/SEND</li> <li>• a strategy for SDBE engagement in early years provision within school and parish contexts</li> </ul>	<ul style="list-style-type: none"> <li>• In schools and MATs there is a culture of deeply Christian church school ethos and strong outcomes being inseparable – celebrating the flourishing of mind, body, heart and spirit</li> </ul>
<p>2.2 Support clergy to grow teams able to reach out to young people, taking seriously their concerns and passions</p>	<p>A range of high quality initiatives, which address children and young people’s concerns, including:</p> <ul style="list-style-type: none"> <li>• sustainable chaplaincy models in all secondary contexts and increasing number of primary schools</li> <li>• Big questions projects</li> <li>• youth led social justice projects</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence indicates an increase across the Diocese in the ability of church leaders to grow teams, which confidently lead, work and serve the needs of young people</li> </ul>
<p>2.3 Provide opportunities for children and young people to grow in faith which fosters life-long discipleship and enables them to co-create the church</p>	<p>A range of high quality innovative projects relating to growth of faith and discipleship, including:</p> <ul style="list-style-type: none"> <li>• prayer spaces</li> <li>• confirmation</li> <li>• war and reconciliation</li> <li>• multi-generational worship</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence indicates there is a positive impact on the faith vocation and discipleship of CYP as a result of increased opportunities, and engagement, through their involvement in the shaping the life of the church</li> </ul>

# Aim Two - Learning

Strategic Objective	Priorities	Outcomes: what will this look like by March 2023?
<p>2.4 Strategically lead the development of transformational RE, collective worship and school-wide curricula</p>	<p>Transformational work which impacts on the quality and range of school opportunities in:</p> <ul style="list-style-type: none"> <li>• Religious Education (RE)</li> <li>• collective worship</li> <li>• Sex and Relationships Education (SRE)</li> <li>• Spiritual, Moral, Social and Cultural Development (SMSC)</li> <li>• school wide curriculum modelling</li> </ul>	<ul style="list-style-type: none"> <li>• Church school lead practitioners, teaching schools and MATs in the Diocese of Salisbury confidently support the development of Religious Education and collective worship</li> <li>• Church schools are known nationally as a centre of excellence for the teaching of RE and collective worship</li> <li>• There is a culture in schools of confidently building curriculum models that support the flourishing of all learners</li> </ul>
<p>2.5 Enable transformative parish and school projects which grow relationships to promote the mental health and well-being of children and young people</p>	<p>Transformational work which impacts on the quality and range of opportunities for children's mental health and well being including:</p> <ul style="list-style-type: none"> <li>• mentoring projects</li> <li>• parish and school projects</li> </ul>	<ul style="list-style-type: none"> <li>• Church schools and their partnerships with their parishes are known nationally as a centre of excellence for supporting the mental health and well-being of children and young people</li> <li>• Transformed relationships between parishes, deaneries and schools supports the mental health and well-being of children and young people</li> </ul>
<p>2.6 Develop a network of Community Hubs creating spaces for children and young people to belong and to explore issues of faith, resulting in changed lives and communities transformed.</p>	<p>Create an application for major grant funding to implement a Community Hub Development project</p>	<ul style="list-style-type: none"> <li>• A network of at least 4 community hubs are transforming communities in 4 market towns</li> </ul>



# Aim Three - Culture

'Now show me your glory' Exodus 33.18

It was the presence of God revealed to Moses that resulted in transformed lives and communities: we will, with compassion and courageous advocacy, lead church and education culture for society's common good.

## Key Performance Indicators by March 2023:

- School and parish leaders evaluate that education culture is influenced for the common good by the SDBE at local, regional and national levels
- School and parish leaders evaluate that the SDBE has facilitated the growth of partnerships which benefit children and young people

# Aim Three - Culture

Strategic Objective	Priorities	Outcomes: what will this look like by March 2023?
<p>3.1 Enable the provision of an excellent MAT trust home for any church school</p>	<p>Further secure strong sponsorship of the Diocese of Salisbury Academy Trust (DSAT), its growth and outcomes, through:</p> <ul style="list-style-type: none"> <li>• direct provision and appointment of Members and Trustees</li> <li>• core advisory entitlement</li> <li>• support for growth strategy</li> </ul> <p>Support and challenge the formation, rationalisation and growth of MATs</p> <p>SDBE and MATs are developing relationships which support church school flourishing and sustainability</p>	<ul style="list-style-type: none"> <li>• DSAT is a flourishing model of excellence, as a MAT home for any church school or community school</li> <li>• All Mixed MATs have secured the strongest Foundation Members and Trustees, approved by the SDBE with at least 50% Foundation representation</li> <li>• All Mixed MATs provide an excellent home for their church schools</li> <li>• The make-up of MATs, including DSAT, is rational, making sense for the children and community that each MAT serves</li> </ul>
<p>3.2 Support the SDBE church school estate to be sustainable</p>	<p>Transformational work which impacts on the quality and range education provision across the Diocese:</p> <ul style="list-style-type: none"> <li>• strategy for the sustainability and progression of small schools and schools with sustainability issues</li> <li>• strategy for the growth and development of the schools' estate, through opening new church schools and planting new church communities</li> </ul>	<ul style="list-style-type: none"> <li>• There are strong working relationships with key partners which enable decisions that support the progression of the church school estate and education</li> </ul>

# Aim Three - Culture

Strategic Objective	Priorities	Outcomes: what will this look like by March 2023?
<p>3.3 Strategically influencing, nationally, regionally and locally to build partnerships which shape the culture of education</p>	<p>Effective engagement with strategic partners - locally, regionally and nationally by:</p> <ul style="list-style-type: none"> <li>• proactive engagement with partners, and partnership working</li> <li>• strategy to support the development of inter MAT partnerships through system leadership</li> <li>• development of SDBE website, use of social media and strategy for communicating with school and parish leaders</li> </ul>	<ul style="list-style-type: none"> <li>• There are strong working relationships with Diocesan Board of Finance, Cathedral, Education Office of Church of England, Department for Education, Regional Schools Commissioner, MATs, Teaching School Council, teaching schools and LAs which enable decisions that support the progression of church school education</li> <li>• 95% of all church schools and MATs judge their communication with the SDBE to be at least good and supports them in their work</li> </ul>
<p>3.4 Enable the Trust Board to become an exemplar of the Charity Governance Code and to identify how it will meet and sustain its Charitable purposes</p>	<p>Outstanding SDBE governance is achieved through:</p> <ul style="list-style-type: none"> <li>• recruitment of strong Trustees</li> <li>• development of the governance structure of the SDBE</li> <li>• Trustee engagement in annual planning cycle and SDBE self- evaluation</li> <li>• development of Trustee spiritual leadership</li> <li>• maximising SDBE resources and securing long term sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• The SDBE has a robust five year finance and staffing plan</li> <li>• The SDBE has undertaken a review of progress against the 2018/23 strategic plan outcomes in the autumn of 2022</li> <li>• SDBE self-evaluation and external evaluation shows that the Board of Education understands its strengths and areas for development and acts on these to continually improve its service</li> </ul>





# Vision Vessel

This image represents the Diocesan Board of Education, the family of church schools, academies and their parish communities. Leaving the harbour, the vessel representing the DBE is powered by the wind, the power of God caught in the sails. If the wind does not blow our ship will go nowhere; our faith enables the sails to rise and catch the wind. The three masts represent God's goodness, mercy and compassion reminding us of God's abundant Grace and our vision of **living out God's transforming presence** in all we do. Sailing in our ship are all the staff and trustees - clear in their roles, working together to ensure the ship makes the best use of the wind in its sails and the cargo of expertise, for the common good of all schools, academies and parishes.

The schooling fish represent the beauty and the energy of the children and young people we all serve. The doves in the sky reflect God's constant presence on the journey. The shooting stars demonstrate the brightness of our partnership work with the Diocesan Board of Finance and the Cathedral.

The ship sails in flotilla alongside many ships; they are the schools, MATs and parishes: full of leaders, governors, clergy, staff, parents and children. Each is unique. We journey together, the ropes and ladders symbolising our support for each other and our common purpose. The ships have chosen to join the flotilla - they have chosen an interdependent relationship. The DBE vessel provides support and challenge as a servant leader. The dolphins swimming alongside symbolise this.

The flotilla is sailing out together from the harbour to navigate the seas of a changing educational landscape. Some of the boats are travelling ahead. The speed of the waves breaking on the bows reflects the continual striving for improvement, both for the DBE and schools and parishes.

The buildings on the quayside are all those with whom we work in partnership, including the teaching schools, local authorities and the Education Office of the Church of England. In the harbour, new boats are built representing new church schools of the future. The sun shines brightly, representing our shared hope.

# Finance 2018 - 2023

The level of income and expenditure budgeted for the five year period from 1st April 2018 - 31st March 2023 is shown below;

	2018/19 (£)	2019/20 (£)	2020/21 (£)	2021/22 (£)	2022/23 (£)
Income	1,222,000	1,192,000	1,177,000	1,096,000	1,109,000
Expenditure	1,222,000	1,192,000	1,177,000	1,096,000	1,109,000

The SDBE is a charity and its income in 2018/19 of £1.2m comes from a variety of sources. The main four are: a grant from the Diocese of Salisbury (£0.3m), investment income (£0.2m), Partnership Service Agreement (PSA) income (£0.1m) for services provided to schools and academies and charitable grants income (£0.1m).

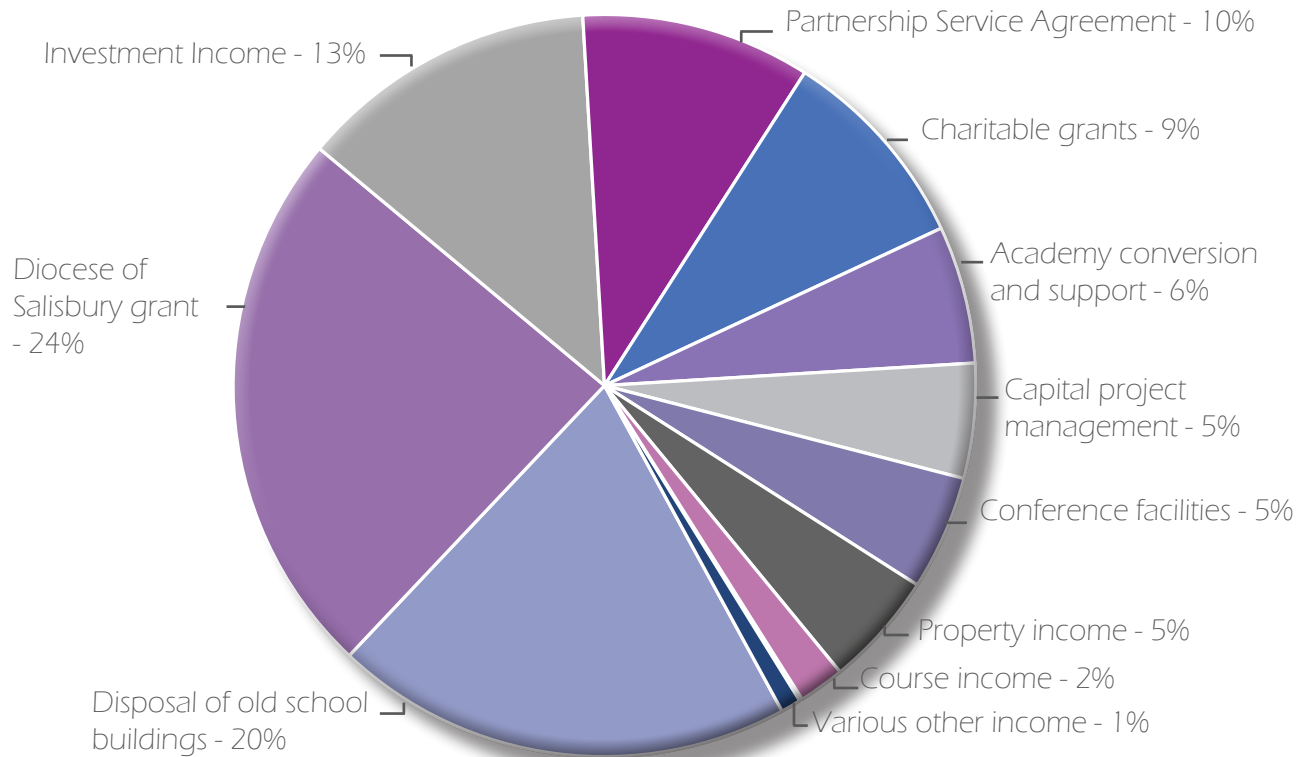
As the SDBE receives no direct funding from the government it has to ensure its long term financial viability and therefore needs to make the best use of its resources to support education in the Diocese. The SDBE Board has agreed to support the objectives of the SDBE over the five years by using funding from the disposal proceeds of old school buildings. In 2018/19 this is £0.2m.

The SDBE expenditure of £1.2m in 2018/19 is primarily related to staff and consultancy costs (£0.9m) to support the aims outlined in the strategic plan.

The income and expenditure figures do not include the 90% SCA and DFC capital funding that the SDBE receives from the Education and Skills Funding Agency (ESFA) on behalf of VA schools. This is fully utilised for capital schemes and is expected to be £3.0m in 2018/19.

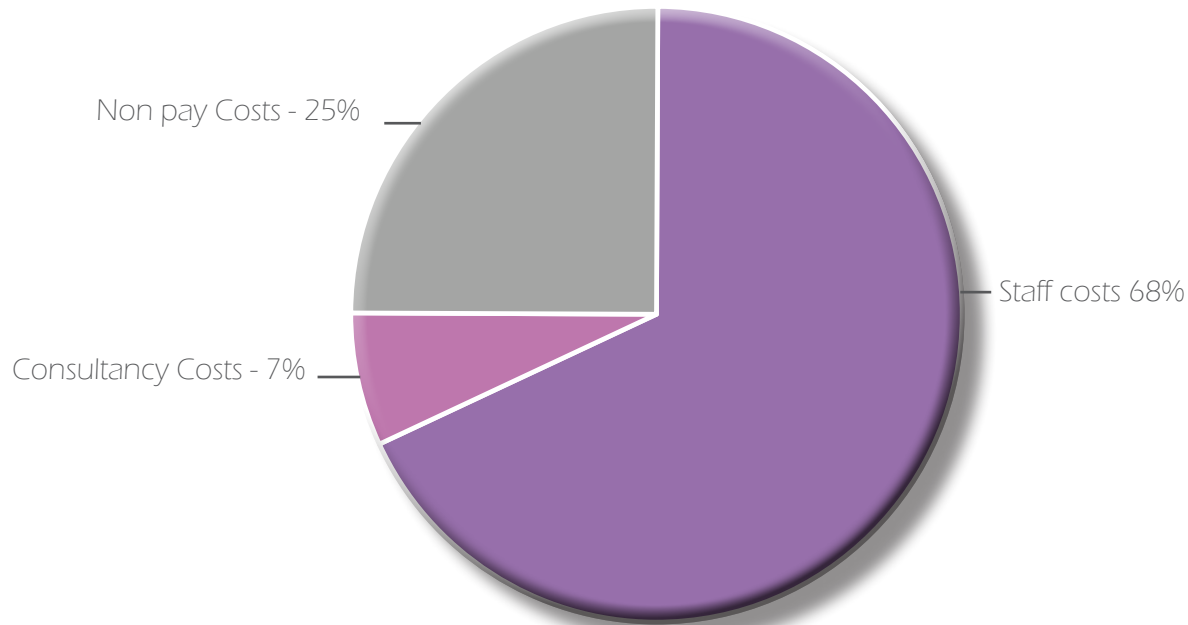
# Finance 2018 - 2023

Total income in 2018/19: £1.2m - where does it come from?



# Finance 2018 - 2023

Total expenditure in 2018/19: £1.2m - where does it go?



## Reserves

The planned total reserves position at the 31st March 2023 is £7.3m a slight increase on the planned position at the 31st March 2018 of £7.2m.



# 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 to share this commitment; safeguarding therefore has the highest priority in the work of the SDBE, recognising that the welfare of the child or young person is paramount. We take our duty seriously to safeguard and promote the welfare of children and young people in our care.

The Board of Trustees and senior leadership team will act in accordance with the current statutory guidance. They have in place safeguarding arrangements that reflect the importance of safeguarding and promote the welfare of children.

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

If you want to know more about the SDBE safeguarding procedures please contact the SDBE designated safeguarding lead: [education@salisbury.anglican.org](mailto:education@salisbury.anglican.org).

SDBE website link: <https://www.salisbury.anglican.org/schools/safeguarding>

If you are based within a church and you have a specific safeguarding issue, you should contact the Diocesan Safeguarding Adviser on **01722 411922**.

Parish website link: <https://www.salisbury.anglican.org/parishes/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  
PSA – Partnership Service Agreement  
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

## Bibliography

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[https://cofefoundation.contentfiles.net/media/assets/file/Church\\_of\\_England\\_Vision\\_for\\_Education\\_-\\_2016\\_jdYA7EO.pdf](https://cofefoundation.contentfiles.net/media/assets/file/Church_of_England_Vision_for_Education_-_2016_jdYA7EO.pdf)



# Disturb us, Lord

“Disturb us, Lord, when we are too well pleased with ourselves, when our dreams have come true because we have dreamed too little, when we arrived safely because we sailed too close to the shore.

Disturb us, Lord, when, with the abundance of things we possess, we have lost our thirst for the waters of life; having fallen in love with life, we have ceased to dream of eternity: and in our efforts to build a new earth, we have allowed our vision of the new Heaven to dim.

Disturb us, Lord, to dare more boldly, to venture on wider seas where storms will show your mastery; where losing sight of land, we shall find the stars. We ask You to push back the horizons of our hopes; and to push into the future in strength, courage, hope, and love.”

(Prayer attributed to Sir Francis Drake circa 1577)

