



DIOCESE OF EXETER

The Council for work with Children and Young People *incorporating Exeter Diocesan Board of Education*

A GOSPEL IMPERATIVE

In his ministry, Jesus provides us with clear evidence of his love for and commitment to children and young people. When women bring their children for his blessing and the disciples attempt to prevent them, it is the disciples that he rebukes:

‘Let the children come to me. Do not stop them, for the kingdom of God belongs to such as these.’ *(Matthew 19: 14)*

And again, as he deals with the rivalry that has broken out among his disciples, he employs a child to teach them Gospel ways:

‘Jesus placed a little child in the midst of them. Anyone who welcomes this little child in my name, welcome me; and anyone who welcomes me welcomes the one who sent me. For the least among you all, that is the one who is great.’ *(Luke 9: 47)*

Children are important to Jesus and they belong where He places them, in the midst of the Christian community. Their formation in Gospel ways is no less important than that of adults, and they should and must be at the heart of the Church’s ministry. Why? Not because of the Dearing Report or a General Synod vote, but because that is where the Lord of the Church wills them to be.

When he commanded the disciples to

‘Go into all the world and make disciples’ *(Matthew 28: 19)*

none of us can imagine that Jesus meant every one *except* children and young people! 'The kingdom of God belongs to such as these!' These are his words not ours.

The Bishop's ministry to children and young people is given practical expression by the existence of this Council and its work – working with mission communities/parishes and others in the voluntary setting, and working with mission communities/parishes, schools, colleges and universities in the statutory setting. What we offer to children and young people must be the very best that our resources will allow. This is true, not only in terms of human resources, but also with regard to equipment and the built environment in which we encounter and work with them. When we proclaim the Gospel the means we use must always speak of the infinite value of the Good News we share.

So it is that we strive to ensure that our sharing in the Bishop's ministry with and among children and young people mirrors the Lord's love, providing the highest standards of care and quality of provision for all. Statutory and voluntary settings must be places of real encounter with God's hope for his people; our encounter with the Good News through exploration, learning and attainment must speak of the God who lavishes his love on us in Jesus Christ and allows us all to be called his children.

A NEW AND EFFECTIVE WAY OF WORKING

At the meeting of the Diocesan Synod on 10th October 2009 the Bishop of Plymouth issued a memo on the work of the Task Group (*Appendix 1*). It contained some important principals and these underpin this document. It boldly stated:-

The work of this Council must make a difference for the better to the way the Church serves the children and young people of Devon in our mission communities, schools, colleges and universities.

Members are now being called to work with our Officers to make this happen through a system of portfolio holders, appointed to engage with and take responsibility for various aspects of the Council's work, much in the same way as we have been dealing with school buildings and their finance.

For such a system to work and work well, the Council will now provide:

JOB DESCRIPTIONS

Among other matters, the Job Descriptions will establish:

1. the area of work for which each portfolio holder carries responsibility;
2. the extent *and* limit of each portfolio holders authority to make decisions;
3. clarity with regard to accountability to the Council;
4. a secure mechanism for ensuring that such accountability works.

PARTNERSHIP AND COLLABORATION

The culture of the Council, and therefore of its constituent parts, must be securely characterised by and embedded in a commitment to *partnership working* and *collaboration* between Council members themselves, and by them with Council Officers.

PORTFOLIO HOLDERS

Initially, there will be **eight** portfolio holders:

1. Leadership and Management
2. Curriculum, RE and Collective Worship
3. Governance and Admissions
4. School Buildings
5. Children
6. Youth
7. Higher and Further Education (Chaplaincy)
8. Increasing School Provision (including Academies) *(as required)*

WORKING PRACTICE

1. Each portfolio holder will relate to and work with the appropriate officer who covers the same area of responsibility.
2. Each portfolio holder, together with the officer, will assemble a group of volunteers *(not necessarily members of CCYP)* who have knowledge/expertise in their particular area of work. These groups or *clusters* may be geographically drawn and have a life span such as the work demands. Portfolio holders should not be timid when a Cluster is no longer useful to the task – no cluster should survive its lack of usefulness for the task.
3. It is important to be clear that the portfolio holder is the **decision maker** in such Clusters but will make decisions only after having taken account of the advice of the Officer.
4. Both portfolio holder and officer will need to be able to discern when a decision should be remitted either to the group of portfolio holders *(see below)*, or to the Chair of CCYP.
5. Each portfolio holder will give a written account of their work to the Portfolio Holders Forum and to the Chair of CCYP. The regularity and content of such reports will be decided by the Chair of CCYP.
6. The Portfolio Holders Forum is to provide a written report to every meeting of the Council.

MEETINGS

This new way of working requires three gatherings:

1. **Cluster** – Portfolio Holder, appropriate Officer; Volunteers
2. **Portfolio Holders Forum** – all eight will meet as a group*
3. **Council** – Chaired by Bishop of Plymouth

By way of explanation, it should be noted:

- i. It is intended that this new structure will *travel light* and meetings are listed here in order of support importance – the Council underpins the whole but the Cluster is the front line. Clusters may include people who are not members of the Council and should be as flexible as an effective engagement with and delivery of the work needing to be done requires.
- ii. Telephone and email will be explored as a means of avoiding travel.
- iii. *The portfolio holders will meet as a group to safeguard against a ‘silo’ mentality developing. They will work as a team for a common cause i.e. the whole CCYP agenda. They also need to work with other Councils within the Diocese.
- iv. The Chair or Vice Chair of the Council will Chair the Portfolio Holders Forum.
- v. The Director of Education will always be in attendance at or send a deputy to the Portfolio Holders Forum.
- vi. The Chair of CCYP has the right to attend all meetings.
- vii. Other Council officers may be in attendance at any meeting when the work requires them to be so.
- viii. The Council meets formally three times per year.

LEADERSHIP and MANAGEMENT

Commitment

1. The Portfolio Holder shall be a member of the following: the DBE, the Portfolio Holders Forum, and the cluster group for leadership and management
2. The Portfolio Holder will work, with the Director of Education and appropriate officers, within the set budget of the CCYP and be aware of financial considerations in all decisions.
3. There will be a close working relationship between the Portfolio Holder and the named officer, based on agreed protocols and an annual action plan to develop agreed priorities in relation to the CCYP Development Plan
4. The Portfolio Holder will be aware of and liaise with appropriate Diocesan, LA and National College groups as appropriate, in order to be aware of local and national issues, including OFSTED and SIAS inspection processes, and opportunities available.
5. The Portfolio Holder will be available to officers by telephone (including mobile) and email between cluster meetings in order to deal with urgent matters requiring immediate decision.
6. When necessary, the Portfolio Holder shall liaise with Church schools in and outside school hours and terms and shall engage with Governing Bodies and Head Teachers if required.
7. Decisions will be made by the Portfolio Holder, based on advice from the Director or nominated officer, in conjunction with any other interested CCYP cluster.
8. The Portfolio Holder will ensure that there will be excellent communications between the Director so that there is a regular flow of information and regular dialogue, initiated by either side

Knowledge

- The Portfolio holder shall have present or recent successful experience of Headship or senior leadership within a Church School, preferably Voluntary Aided school, DBE or LA experience as a leadership adviser or similar. It will be important that s/he shall be fully conversant with the regime of Church School inspection and the impact of leadership within that context, together with the school and Diocesan responsibilities within that framework. The ability to understand the principles and practices of effective Church school leadership is a key requirement. The holder will also be able to promote and support the need for succession planning for leaders willing and able to take on the leadership of church schools, based on a thorough understanding of the context in which they will work.

- The Portfolio Holder shall also be fully aware of the Governance structures and legalities of Church Schools and will have a sound understanding of creative ways of enhancing the leadership of our schools in current times.
- It will be important that the holder has a good knowledge of Diocesan structures at parish, Deanery and Diocesan levels, particularly in the context of the movement towards Mission Communities and how this will positively impact on the ethos of the Church school community

Person Skills

The person appointed shall be:

- A team player, who is able to establish good working relationships characterised by openness and trust both within the cluster and with Head Teachers and Chairs of Governing Bodies.
- An effective communicator between all stakeholders
- A clear and incisive thinker who is able to distinguish between what is important and what is not.
- A confident decision-maker who is able to make sound judgements with regard to risks.
- Capable of grappling with issues and decisions which involve an understanding of finance.
- Confident in situations of conflict and able to deal with people face to face and to recover difficult situations.

CURRICULUM, RE and COLLECTIVE WORSHIP

Commitment

1. The Portfolio Holder shall be a member of the following: the DBE and the Portfolio Holders Forum and the Cluster group for Curriculum, RE and Collective Worship
2. The Portfolio Holder will work with the Director of Education and appropriate officers, within the set budget of the CCYP and be aware of financial considerations in all decisions.
3. There will be a close working relationship between the Portfolio Holder and the named officer, based on agreed protocols and annual action plans for each of the three aspects in order to develop agreed priorities in relation to the CCYP Development Plan
4. The Portfolio Holder with the named officer will be aware of and liaise with appropriate Diocesan, LA, South West Diocesan Advisers, SACRE, and national groups and other Diocesan groups as appropriate, in order to be aware of local and national issues and opportunities available.
5. The Portfolio Holder will be available to officers by telephone (including mobile) and email between cluster meetings in order to deal with urgent matters requiring immediate decision.
6. When necessary, the Portfolio Holder shall liaise with Church schools in and outside school hours and terms and shall engage with Governing Bodies and Head Teachers if required.
7. Decisions will be made by the Portfolio Holder, based on advice from the Director or nominated officer, in conjunction with any other interested CCYP cluster.
8. The Portfolio Holder will ensure that there will be excellent communications between the Director so that there is a regular flow of information and dialogue, initiated by either side

Knowledge

- The Portfolio holder shall have present or recent successful experience of Headship or senior leadership within a Church School. S/he will be aware of the local Agreed Syllabus for RE and the arrangements for modifying and adapting the syllabus for VA schools. An understanding of Worship in Church Schools will also be essential. It will be important that s/he shall be fully conversant with the regime of Church School inspection in the areas of Religious Education and Worship.

- The Portfolio Holder shall be fully conversant with the Governance structures and legalities of Church Schools and will have a sound understanding of creative ways of enhancing the middle leadership of our schools in the current context, encouraging creativity within the current curriculum.
- It will be important that the holder has a good understanding of Diocesan structures at parish, Deanery and Diocesan levels, particularly in the context of the movement towards Mission Communities. Of special significance is how the Mission Community can sustain, support and enhance both these aspects within its structures.

Person Skills

The person appointed shall be:

- A team player, who is able to establish good working relationships, characterised by openness and trust, both within the cluster and with Head Teachers and Chairs of Governing Bodies.
- An effective communicator between all stakeholders
- A clear and incisive thinker who is able to distinguish between what is important and what is not.
- A confident decision-maker who is able to make sound judgements with regard to risks.
- Capable of grappling with issues and decisions which involve an understanding of RE and Worship and their place in the Church School curriculum
- Confident in situations of conflict and able to deal with people face to face and to recover difficult situations.

GOVERNANCE and ADMISSIONS

Commitment

1. The Portfolio Holder shall be a member of the following: the DBE, the Portfolio Holders Forum and the relevant cluster group.
2. The Portfolio Holder will work with the Director of Education and appropriate officers, within the set budget of the CCYP and be aware of financial considerations in all decisions.
3. There will be a close working relationship between the Portfolio Holder and the named officer, based on agreed protocols and annual action plans for each of the three aspects in order to develop agreed priorities in relation to the CCYP Development Plan
4. The holder will be able to have sufficient time to have regular and detailed conversations and meetings with the named Diocesan officer in order to challenge, support and develop ideas, practices and advice. This is vital in an area surrounded by administrative, and legalistic technicalities, so that the best service possible is offered to governing bodies
5. When necessary, the Portfolio Holder shall liaise with Church schools in and outside school hours and terms and shall engage with Governing Bodies and Head Teachers if required.
6. Decisions will be made by the Portfolio Holder, based on advice from the Director and/or nominated officer, in conjunction with any other interested CCYP cluster.
7. The Portfolio Holder will ensure that there will be excellent communications between the Director so that there is a regular flow of information and dialogue, initiated by either side

Knowledge

- The Portfolio Holder shall be fully conversant with the Governance structures and legalities in Church Schools. They shall have present or recent successful experience of Headship, senior leadership or governance role within a Church School or DBE.
- In particular, they will be aware of the current legislation regarding the appointment and working of governing bodies in VC and VA schools. An understanding of admissions policy and practice, alongside the ability to understand and synthesise the evolving nature of admissions legislation and how that impacts on Governing Bodies and the three local authorities, will also be essential.

- It will be important that the holder has a good understanding of Diocesan structures at parish, Deanery and Diocesan levels, particularly in the context of the movement towards Mission Communities. In this regard, secure knowledge of the legalities and responsibilities will allow for advice and support to be offered in a highly professional context, thus enhancing school links for PCC's and Governing Bodies

Person Skills

The person appointed shall be:

- A team player, who is able to establish good working relationships characterised by openness and trust both within the cluster and with Head Teachers and Chairs of Governing Bodies.
- An effective communicator between all stakeholders
- A clear and incisive thinker who is able to distinguish between what is important and what is not.
- A confident decision-maker who is able to make sound judgements with regard to risks.
- Capable of grappling with issues and decisions which involve an understanding of governance and admissions
- Confident in situations of conflict and able to deal with people face to face and to recover difficult situations.

SCHOOL BUILDINGS

Commitment

1. The Portfolio Holder shall be a member of the following: the DBE, the Portfolio Holders Forum, and WIP (*Cluster*) and shall attend the annual Governors fora.
2. Whilst the Deputy Portfolio Holder may not be a member of the DBE the person appointed shall be a member the Portfolio Holders Forum and of WIP and attend the annual Governors fora.
3. The Portfolio Holder(s) shall be available to officers by telephone (including mobile) and email between WIP meetings in order to deal with urgent matters requiring immediate decision.
4. When necessary, the Portfolio Holder(s) shall visit Church schools in and outside school hours/terms and shall engage with Governing Bodies and Head Teachers.
5. Both Portfolio Holders shall ensure that they have a close working partnership with the WIP Task Group. Decisions made by the Portfolio Holders, except in emergency, shall be taken after advice from the Director of Education, the Diocesan Surveyors (Education) and, if funds are to be expended, the VA Funding Officer. The Portfolio Holders shall ensure that the Director of Education and the Manager of PSD are provided with good information at and between WIP meetings with regard to the Portfolio Holders activities and decisions. They shall contribute to the reports that are to be provided to the Portfolio Holders Forum/CCYP.
6. On average, those appointed can expect to give a commitment of time equivalent to one and half days per week. It is essential that both Portfolio Holders are able to provide this time input.

Knowledge

The persons appointed shall have (or be prepared swiftly to obtain) a good knowledge and understanding of the following documents:

- a) The Diocesan Board of Education Measure 1991
- b) The Pro-Forma Terms for Professional Consultant Appointments.
- c) The Premises Advice Pack for CE VA Schools
- d) Memorandum of Agreement between the DBE and CSS

Officers will provide briefings with regard to other areas - e.g. Governing Bodies' Asset Management Plans, the role of Local Education Authorities, and Government funding streams for building work in Church of England Voluntary Aided schools, all of which are subject to change at Government initiative.

In this Diocese, the Board of Education is unincorporated, and the Diocesan Board of Finance acts as custodian trustee, therefore a **current** knowledge of Diocesan finances is important. Membership of the Bishop's Diocesan Council (incorporating the Board of Finance) would be useful.

Person Skills

The person appointed shall be:

- A team player, who is able to establish good working relationships characterised by openness and trust both within WIP and, with Head Teachers and Chairs of Governing Bodies.
- A clear and incisive thinker who is able to distinguish between what is important and what is not.
- A confident decision-maker who is able to make sound judgements with regard to risks.
- Capable of grappling with issues and decisions which involve an understanding of finance.
- Confident in situations of conflict and able to deal with people face to face and to recover difficult situations.

CHILDREN

Commitment:

1. The Portfolio Holder shall be a member of the CCYP Council, the Portfolio Holder's Forum and the relevant Cluster Groups.
2. The Portfolio Holder will work closely with the relevant Exeter Diocesan Children's Work Adviser and the Director of Education and, when appropriate, those in neighbouring dioceses and in the National Society.
3. Decisions taken by the Portfolio Holder will be made after consultation between the Director, the Portfolio Holder, the Advisers and the relevant Cluster Groups.
4. There will be a close working relationship between the Portfolio Holder and the named officer, based on agreed protocols and the annual action plan to develop agreed priorities in relation to the CCYP Development Plan.
5. The Portfolio Holder will be available to the CCYP Officers, members of appropriate Cluster Groups by phone, mobile phone and e-mail.
6. The Portfolio Holder must be prepared on occasion to attend Mission communities and Parishes within the Diocese of Exeter with the Adviser.
7. The Portfolio Holder will be expected to advise on the setting up of Cluster groups, assist with their development and chair their meetings.

Knowledge:

- The Portfolio Holder shall have a knowledge of how the DBE and CCYP Council fit into the Exeter diocesan Council Structure
- The Portfolio Holder should have an awareness of the roles and work of the other Diocesan Councils and how these can work together on various projects.
- The Portfolio Holder should know the roles and work of the other members of the DBE and CCYP team and how they work to make up the whole.
- The Portfolio Holder should have an up to date knowledge of government and local strategies and policies relating to the work with Children and Young people including those relating to the statutory sector.
- The Portfolio Holder should have a knowledge of strategies and methods Mission Communities are currently using to engage with children.

- The Portfolio Holder should have an awareness of the sensitivities within Mission Communities and parishes on issues relating to mission to Children and Young People, and be able to engender an atmosphere of confidence and trust between the CCYP and those working in the voluntary sector within the Parishes and Mission Communities.

Person Skills

- The Portfolio Holder shall be a team player with the ability to lead, inspire and able to engender an atmosphere of trust, openness and confidence..
- The Portfolio Holder should be an effective communicator, not be judgmental.
- The Portfolio will have the ability to speak for CCYP in public meetings.
- The Portfolio Holder should be able to delegate, be open to new ideas, a catalyst, and not afraid to fall at the first hurdle.
- The Portfolio Holder must be a clear thinker, a confident decision maker and not afraid to make difficult decisions.

YOUTH

Commitment

1. The Portfolio Holder shall be a member of the CCYP Council, the Portfolio Holder's Forum and the relevant Cluster Groups.
2. The Portfolio Holder will work closely with the relevant Exeter Diocesan Youth Adviser, Adviser for Youth Church and the Director of Education and, when appropriate, those in neighbouring dioceses and in the National Society.
3. Decisions taken by the Portfolio Holder will be made after consultation between the Director, the Portfolio Holder, the Advisers and the relevant Cluster Groups.
4. There will be a close working relationship between the Portfolio Holder and the named officer, based on agreed protocols and the annual action plan to develop agreed priorities in relation to the CCYP Development Plan.
5. The Portfolio Holder will be available to the CCYP Officers, members of appropriate Cluster Groups by phone, mobile phone and e-mail.
8. The Portfolio Holder must be prepared on occasion to attend Mission communities and Parishes within the Diocese of Exeter with the Adviser.
6. The Portfolio Holder will be expected to advise on the setting up of Cluster groups, assist with their development and chair their meetings.

Knowledge:

- The Portfolio Holder shall have a knowledge of how the DBE and CCYP Council fit into the Exeter diocesan Council Structure
- The Portfolio Holder should have an awareness of the roles and work of the other Diocesan Councils and how these can work together on various projects.
- The Portfolio Holder should know the roles and work of the other members of the DBE and CCYP team and how they work to make up the whole.
- The Portfolio Holder should have an up to date knowledge of government and local strategies and policies relating to the work with Children and Young people including those relating to the statutory sector.

- The Portfolio Holder should have an awareness of the sensitivities within Mission Communities and parishes on issues relating to mission to Children and Young People, and be able to engender an atmosphere of confidence and trust between the CCYP and those working in the voluntary sector within the Parishes and Mission Communities.
- The Portfolio Holder should have a knowledge of 'Soul Survivor', Soul Exeter and other Youth Church initiatives within the Diocese and beyond. Be prepared to take part in them, with the Adviser, when appropriate.
- The Portfolio Holder should have an awareness of the National Society's initiatives for youth work; and an understanding of key strategies for youth ministry including 'Going for Growth'

Person Skills:

- The Portfolio Holder shall be a team player with the ability to lead, inspire and able to engender an atmosphere of trust, openness and confidence..
- The Portfolio Holder should be an effective communicator, not be judgmental.
- The Portfolio have the ability to speak for CCYP in public meetings.
- The Portfolio Holder should be able to delegate, be open to new ideas, a catalyst and not afraid to fall at the first hurdle.
- The Portfolio Holder must be a clear thinker, a confident decision maker and not afraid to make difficult decisions.

HIGHER & FURTHER EDUCATION (CHAPLAINCY)

Commitment

1. The Portfolio Holder shall be a member of the following: the DBE, the Portfolio Holders Forum, and the cluster group for leadership and management
2. The Portfolio Holder will work, with the Director of Education and the appropriate officers, within the set budget of the CCYP and be aware of financial considerations in all decisions.
3. There will be a close working relationship between the Portfolio Holder and the named officer, based on agreed protocols and an annual action plan to develop agreed priorities in relation to the CCYP Development Plan
4. The Portfolio Holder will be aware of and liaise with appropriate Further Education Colleges and Higher Education institutions and National groups as appropriate, in order to be aware of local and national issues and opportunities available.
5. The Portfolio Holder will be available to officers by telephone (including mobile) and email between cluster meetings in order to deal with urgent matters requiring immediate decision.
6. When necessary, the Portfolio Holder in conjunction with the named officer shall liaise with Further Education Colleges and Higher Education institutions.
7. Decisions will be made by the Portfolio Holder, based on advice from the Director or nominated officer, in conjunction with any other interested CCYP cluster.
8. The Portfolio Holder will ensure that there will be excellent communications between the Director so that there is a regular flow of information and regular dialogue, initiated by either side

Knowledge

- The Portfolio holder shall have present or recent successful experience of working in post 16 education. It will be important that s/he shall be fully conversant with how colleges operate, as well as recognising the continual changes they face which has an affect on how they operate, based on a thorough understanding of the context in which they will work. They will need to be able to show strategically how Chaplaincies can support the college's staff and students at a parochial level, as well as contributing to the delivery of Spiritual, Moral, Social and Cultural agenda; Community Cohesion initiatives; Prevent and Every Child Matters.
- The Portfolio Holder shall also be fully aware of the Governance structures and legalities of Further Education Colleges and Higher Education institutions. It will be important that the holder has a good knowledge of Diocesan structures at parish, Deanery and Diocesan levels, particularly in the context of the movement towards Mission Communities and how this will positively impact on the ethos of their local colleges.

Person Skills

The person appointed shall be:

- A team player, who is able to establish good working relationships characterised by openness and trust both within the cluster and with senior members of staff within Further Education Colleges and Higher Education institutions
- An effective communicator between all stakeholders
- A clear and incisive thinker who is able to distinguish between what is important and what is not.
- A confident decision-maker who is able to make sound judgements with regard to risks.

INCREASING SCHOOL PROVISION (INCLUDING ACADEMIES)

The Job Description for this role will be written in the light of the work currently under way in developing the All Saints Church of England Academy in Plymouth under the leadership of Dr John Rea on behalf of the Diocesan Board of Education.

In the interim, Dr Rea will enjoy an open invitation to participate in the Portfolio Holders Forum.

07/04/2010