

## GENERAL SYNOD

### The Church of England's national work on education - a revised governance framework

1. The *Church School of the Future Review (Chadwick, 2012)* emerged out of a period of rapid change in education policy, gathering pace from 2010 with the newly formed Coalition government setting out to radically reshape the state education system. The Review provided the structure and insight necessary to equip the Church to begin to meet the challenges of this time. The success of the two year implementation plan which followed the publication of the review has resulted in a wide range of documents and responses, ranging from the seminal *DBE for the Future* work to a practical toolkit for rural schools and an important review of RE in Church of England schools that will lead the development of RE and the teaching of Christianity for many years to come.
2. Chapter 5 of the report looked at our governance arrangements at national level. It suggested that structures at national level were the source of some complexity and confusion and recommended some streamlining. Since 1919, when the CBF Advisory Committee on Education was created and 1920 when the Church Assembly came into being there has in fact been a recurring issue over how best to manage the relationship between the National Society, which was created under Royal Charter in 1811 and the other deliberative and representational bodies of the Church of England.
3. There has since the 1970s been a single national education office based in Church House with a single chief officer. In addition the lead bishop has been chair both of the National Society and the Board of Education. Following the Turnbull Report, *Working as One Body*, the National Society became one of the newly formed National Church Institutions (NCIs). The staff of the Education Office are part of the NCI joint employment arrangements and successive chief education officers have been both the General Secretary of the National Society and part of the Secretary General's senior management team. The Archbishops' Council is the managing employer.
4. The issue that the National Society (NS), the Archbishops' Council's and the Board of Education (which is a sub committee of the Council) have considered in the light of the Chadwick report is whether some further streamlining could be achieved among the member level bodies. For a number of reasons it was concluded that complete integration would be too complex and undesirable, not least given the valued role that the National Society plays and the fact that it supports work in Wales as well as England.
5. Instead:
  - The National Society has, with the agreement of the Privy Council, reformed its own governance arrangements, reducing the size of its Council from 27 to 12, including for the first time two members elected by the General Synod
  - The National Society and the Archbishops' Council have reached agreement on a governance framework which sets out their respective responsibilities in relation to the work carried out on their behalf by the Education office, which will continue to be jointly funded by both bodies, as well as receiving external funding
  - From the beginning of the new quinquennium either the Chair of the National Society or another senior member of its Council will become a member of the Archbishops' Council
  - The Board of Education will not continue after the end of this quinquennium. In future Synod questions will be answered by the Chair of the National Society
6. Simplifying the arrangements in this way will help reduce confusion and save on the number of member level meetings, but more importantly it will enable the new National Society Council to carry

out an effective strategic governance function as it acts as the agency for the Archbishops' Council and oversees the Education Office's delivery of its business plan.

7. The Queen remains Patron of the national Society with the Archbishops of Canterbury, York and Wales as Co-Presidents. The new Council is constituted as follows:

Chair	Appointed by the Archbishops, after consultation with the Appointments Committee	Rt Red Stephen Conway
Chief Officer	Appointed by the Chair (Note: the Chief Officer will not be a Trustee but will have right of attendance)	Revd Nigel Genders
Treasurer	Appointed by the Chair	Revd Canon Peter Ballard
	3 Trustees appointed by Archbishop of Canterbury and the Archbishop of York, after consultation with the Appointments Committee.	Dr Priscilla Chadwick Baroness Estelle Morris Revd Canon Peter Neil
	2 Trustees appointed by the Governing Body of the Church in Wales	Rt Revd David Wilbourne Revd Canon Edwin Counsel
	2 Trustees elected by General Synod	Ms Rosemary Lyons Ms Susan Witts
	Up to 3 Trustees co-opted by the NS Council's Nominations Committee for their expertise	Dr Marion Plant Canon Maurice Smith Revd Dr Howard Worsley

8. In order to aid the work of the new Council, it has established a finance committee and nominations committee and is in the process of forming three strategic development groups:
- Children & Young People - chaired by Bishop Paul Butler
  - FE & HE - chaired by Bishop Tim Dakin
  - Schools - chaired by Bishop David Thomson
9. These development groups will be supported by the lead officer for the area and include a member of Council. Each will have a core membership made up of key partners in the field but will also engage with other groups within and outside of the Church of England in order to inform their work and so enable the Council to benefit from a broad range of expertise.
10. The combination of development groups and the newly formed strategic governance arrangements for the NS Council, along with the proposals for the Chair of the Council to be a member of Archbishops' Council, will enable it to oversee the delivery of the Archbishops' Council's objectives and ensure that education in its broadest sense is an integral part of the mission and ministry of the Church of England.

**William Fittall**  
Secretary General  
January 2015

**Nigel Genders**  
Chief Education Officer

## THE ARCHBISHOPS' COUNCIL AND THE NATIONAL SOCIETY

### A governance framework for the Church of England's national work in education and outreach to children and young people

#### Purpose

1. The Archbishops' Council and National Society are each charitable bodies, one established by statute and the other by Royal Charter. This Operating Framework sets out how, in practice, the two bodies will work better together to discharge their overlapping responsibilities in England effectively, so as to advance the mission of the Church of England, enhance the effectiveness of its work in education and among children and young people more generally and ensure that the work of the integrated staff team of the Education Office is better branded and communicated.
2. The Framework draws upon the common vision of the Archbishops' Council and the National Society for education which transforms the lives of children and young people and of the communities which the Church of England serves, in accordance with its principles and practices.
3. The Archbishops' Council is committed to sustaining and advancing the Church's work in education, lifelong learning and discipleship. This is part of the Council's wider task of undertaking and supporting work which is aimed at:
  - **Contributing to the Common Good:** promoting resourceful communities infused with the values of God's kingdom and, particularly at a time of economic hardship in society, enhancing the capacity and commitment of the Church to stand alongside people facing unemployment and financial insecurity.
  - **Going for Growth:** seeking sustained spiritual and numerical growth in the Church of England.
  - **Reimagining Ministry:** reshaping, 're-imagining' and re-energising ministry, both lay and ordained, in the Church of England so that it is equipped both to grow the Church in every community and contribute to the common good.
4. The work of the Education Office, in both formal and informal settings, makes a powerful contribution to these objectives.
5. The National Society's principal object is, as expressed in its revised Charter, the promotion, encouragement and support of education in accordance with the principles of the Church of England. The Society's remit extends beyond England and it has since its foundation in 1811 supported education work in Wales. That work is subject of a separate agreement between the National Society and the Church in Wales.

#### Main Areas of Activity

6. The detail of the work carried out by the staff team of the Education Office varies over time, according to the changing landscape of education, the priorities of the Church and particular needs and circumstances. The principal areas of activity have, however, consistently included the following:

***Ensuring the voice of the Church of England is heard in education, in Parliament, in Government Departments and in the public arena.***

- Articulating and communicating the vision for education which arises from Christian theology and practice.

- Advising the Archbishops' Council, General Synod and the House of Bishops on educational issues

***The provision, maintenance and extension of Church of England schools that offer a distinctive, inclusive and effective education.***

- The development of national educational policy and negotiation with government in respect of schools, colleges and universities
- Support for diocesan responsibilities and for diocesan directors of education and their boards of education
- Developing policy and national frameworks for school improvement
- Developing curriculum frameworks for RE
- Provision of curriculum and other resources
- Evaluation and assessment, particularly through denominational inspection

***Working with universities and with FE and Sixth Form Colleges, including the support of chaplaincy services contributing to the faith development of staff and students***

- Identifying and strengthening the Anglican identity of 12 Church of England foundation Universities
- Facilitating the provision of high-quality and effective chaplaincy services and the associated professional development of chaplains
- Engaging with policy issues affecting Higher Education and the personal and professional needs of staff and students

***Resourcing the growth in faith and well being of children and young people, especially through what is provided by parishes and dioceses***

- Providing a clear lead for churches in growing and maintaining discipleship among children and young people
- Resourcing and supporting the church's work and growth among children and young people, in both formal and informal settings
- Enabling the voice of young people to be heard in their communities and the church.

**Relationships and accountabilities**

7. All four of these areas of activity are within the objects of both trustee bodies. Strategic responsibility for the Church of England's policy on education and in relation to children and young people more generally resides with the Archbishops' Council. The more detailed supervision of the Education Office's work is carried out by the Council of the National Society. The practical outworking of this is as follows:

***Strategic objectives:*** The strategic objectives for the Education Office are set by the Archbishops' Council within its larger objectives for the Church of England and in the light of General Synod resolutions and the statements of the House of Bishops.

***Operational Objectives:*** These are embodied in an annual business plan which is produced by the Chief Education Officer and submitted to the Archbishops' Council and National Society in advance of the year in question. In relation to the formal education sector, delivery against the plan is overseen at member level by the National Society. Both trustee bodies will receive an annual report on the full range of the work undertaken by the Education Office.

***Operational delivery:*** This is the responsibility of the Chief Education Officer, who is jointly employed by the NCIs, has the Archbishops' Council as managing employer and the Secretary

General as line manager. All staff employed by the National Society and the Archbishops' Council continue to be employed under the Terms and Conditions applicable to staff of the NCIs.

***Funding and Finance:*** The Education Office will continue to be jointly funded by the Archbishops' Council from Vote 2 and by the National Society from its funds. In addition, external funding will be sought for particular pieces of work. Work will be funded on the basis of agreed objectives, with the quantum of funding provided by the Archbishops' Council determined within the synodically approved annual budget processes and by the National Society in accordance with the decisions of its trustees. The Archbishops' Council will continue to make contingency funding available on the same basis as at present, for example where necessitated by new legislation affecting the educational work of the church.

***Reporting:*** Both trustee bodies produce annual reports setting out how they have applied their respective resources in the pursuit of their objectives. In addition each body can be asked questions at groups of sessions of the General Synod about its work.

**The Archbishops' Council**  
October 2014

**The Council of the National Society**