



LONDON DIOCESAN BOARD FOR SCHOOLS

THE CASE FOR INVESTMENT BY THE DIOCESE

4 March 2009

1. The London Diocesan Board for Schools (LDBS) is responsible for 148 schools (soon to be 149) in the Diocese of London; those schools provide an education for around 48,000 pupils. It is a statutory requirement that the Diocese has a Board of Education and a Director of Education; in London the LDBS fulfils that statutory requirement.
2. The LDBS employs a Director of Education and a number of school advisers, buildings officers and support staff who assist headteachers and governing bodies in maintaining and enhancing:
 - Educational standards and the overall quality of education
 - The Christian identity and ethos of the school
 - The buildings

Much of this is done in conjunction with our local authority partners, but the LDBS is very much a proactive partner and champion of Church schools. Currently over 70% of LDBS schools are rated Outstanding or Good in their Ofsted inspections; the performance of our primary and secondary schools exceeds national and London averages; our schools are highly praised for their Christian distinctiveness by inspectors.

3. Successful Church Schools engaging with 48,000 young people and their parents play a vital part in the mission of the Diocese. The LDBS is a significant factor in the success of those schools - 80% of headteachers of LDBS schools say that the '*LDBS makes a great deal of difference for good to their leadership of their school.*' An example of the growing reputation of LDBS is such that in 2008/9 it has been approached by 3 community schools which want to affiliate to LDBS so that they can benefit from advice and training courses.
4. The strength of our schools and the increasing school population means that there are opportunities to expand our footprint at both primary and secondary levels. Already we have met the objectives set for us in the 2012 London Challenge. But we can exceed those. Most of the 18 local authorities in which our schools are located are developing plans to expand primary and secondary school capacity. But to take advantage of those opportunities we need not only to raise capital ourselves and assist schools to raise capital, we must also retain (and even expand) the staff resource so that we can argue for, negotiate, procure and oversee those projects.
5. A rough picture of some of the potential opportunities that we are pursuing at this moment gives an idea of the scale:

Borough	Investment Required	Potential Contribution from LDBS or Schools
Barnet	LDBS sponsoring Wren Academy – cost £25m	The LDBS is required to raise/provide up to £1.5m
	Need to invest in St Mary's High School Hendon which is not fulfilling its potential	Governors inability to raise 10% contribution has held back investment.

Camden	New C of E Secondary School as parents want the C of E to provide a secondary school	Lack of site has been a constraint
	Local churches asked to fund a worker to work in secondary schools	£25,000 required but LDBS does not have fund
	Expansion of Emmanuel School, West Hampstead to 1 form of entry	The Governors 10% contribution will be £800k but Camden willing to contribute
Brent	New school required in North of Borough where there is no LDBS school	LDBS may have to find up to £1m
Ealing	Expansion of primary schools by 1 form of entry	Governors will have to find 10% say £600k
	New secondary school planned in Greenford and LDBS wishes to make a bid	Most funding will come from Government but some (either capital or project resource) would need to come from LDBS.
Enfield	Borough has agreed that St John & St James School, Edmonton and St Michaels brigadier Hill can each expand by 1 form of entry. St John and St James will incorporate space for local Church.	Enfield will help Governors meet their 10% contribution. Diocese to rent space for Parish to use for Worship.
	Need for a new C of E secondary school but no site found	
	Forty Hill School wish to build a new hall and provide a nursery	Investment of £1m required
Hackney	Hackney Free & Parochial Secondary School is being rebuilt	Governors and LDBS committed to finding £2.7m by 2010
	Dalston is undergoing re-generation and Holy Trinity School has an opportunity to expand to 2 forms of entry	School unlikely to find its 10% contribution and we hope sale of air space will generate funds
Hammersmith and Fulham	Lady Margaret Secondary School to expand its sixth form	If Learning & Skills Council approve plans, School will have to raise £600k
	Lady Margaret Secondary School to expand by 1 form of entry if Borough can purchase land	Funding will come from Government
Hammersmith and Fulham	Additional spaces required at primary schools and there is an opportunity to expand two or three schools	
Hounslow	Pressure on school places is intense – need for a C of E secondary school for boys to	Most funding will come from Government but some (either

	complement Isleworth the Green School for Girls. Problem is finding a site and persuading Local Authority to fund.	capital or project resource) would need to come from LDBS.
	Opportunity to expand two primary schools if site constraints can be overcome and Local Authority persuaded to invest in Church Schools	Governors would need to raise over £1m
Islington	St Mary Magdalene Academy is successful	LDBS has had to raise/provide £2m. The final contribution of £500k is to be paid in summer 2009.
Kensington & Chelsea	The LDBS is co-sponsor of the Chelsea Academy and over £40m is being invested	The LDBS has to provide £2.15m. LDBS has paid out £1M of its commitment to date.
Richmond	Pressure on School places is intense. Opportunity to expand two primary schools	Richmond has agreed to fund the investment
Tower Hamlets	Borough has forecast a need to expand places at primary schools. Opportunity to expand C of E provision in the East of the Borough at one or two schools.	One school has trust funds available which will help provide the Governors 10% contribution. At another school expansion can only take place if air space can be sold.
Westminster	A number of schools require investment and the priority is St Luke's at Queens Park where there is a high level of deprivation and the school's facilities are inadequate.	School Governors will struggle to fund their 10% contribution of £400k

6. As can be seen from the above the LDBS has not only to organize a substantial building programme but also to find sources of finance to help the governors of Church of England Schools meet their 10% contributions. The LDBS has a good track record of seeking or creating the opportunity and then 'worrying' about where our share of the funding will come from once political agreement for a project from the local authority or Government has been obtained.
7. In addition to the investment required in school capital projects there is also the wide range of activities and programmes which we are also leading on, including:
- Providing training courses for staff and governors – the LDBS is particularly effective at growing leaders and keeping them within our church school sector. For example we run an 8 day training course (spread over the year) for the future headteachers of our schools. This year 30 people are signed up on it and the evaluations for each day of the course are extraordinarily positive. 100% of the participants rate the course as Excellent or Very Good with 80%+ saying 'Excellent'
 - Recruiting teachers- London has had difficulty attracting and keeping experienced teachers. LDBS has addressed this successfully through employing a part time adviser and by running a year long teacher training course for early years' teachers. We have been successful in attracting minority ethnic students who represent around 18% of the intake. The Training and Development Agency funds a large part of the course but as they limit the numbers we can train to 22, LDBS has, this year, to make a £20k grant from unrestricted reserves. We have TDA approval to start a new secondary course in 2010 alongside our primary programme

- Supporting schools in difficulties – whilst our cohort of schools as a whole is strong and effective, this, to some extent, disguises the reality that some schools (like some of our parishes/churches) are in very challenging circumstances and every year a number of schools find themselves in difficulty or even crisis – the demands on our advisers then are exceptional. On average our small team of school advisers make over 1200 visits to schools per year.
- Advising Schools on the appointment of senior staff – this is an absolutely crucial activity because effective Christian leadership is the fundamental driver of quality and standards in our schools. LDBS advisers support governors with about 60 senior appointments per year attending all interviews and preparatory meetings

Funding the LDBS:

8. Gross turnover of the LDBS was £36M in 2007/8 of which core operating costs totalled £1.4m. 81% was spent on staff costs and 19% on other costs. The split between school support and advice and buildings support is 70:30

9. Income funding this expenditure in the year to 31 March 2009 is derived from:

Fixed asset investments	£ 480k	(34%) net of loan interest payable
School Subscriptions	£ 445k	(31%)
Interest income	£ 340k	(24%)
London Diocesan Fund grant	<u>£ 160k</u>	(11%)
	<u>1,425k¹</u>	

10. The contribution of the London Diocese through the LDF grant to the LDBS works out at the equivalent of £3.33 for every child in a Church school. The current average across all the other Dioceses is £6.89.

11. Key Points

- The LDBS has delivered and will exceed the objectives set for it in London Challenge.
- To maintain standards in schools requires substantial investment of time by high quality advisers – nearly all of whom are former headteachers.
- Supporting, retaining and growing our own head teachers has been a key strategy in recent years.
- Expanding the building programme from £8m to £33m+ in 7 years has come through hard work and efficiency gains as there has been no increase in staffing.
- With 18 Full time Equivalent staff the LDBS is a very lean organisation whose gross income is now greater than the London Diocesan Fund.
- The collapse in interest rates will cause severe strains on LDBS in 2009/10 but it will honour its commitments.
- School budgets are based on a fixed sum per pupil. Popularity is vital if schools are to perform well and be able to contribute to LDBS.
- LDBS needs resources to be able to maintain its market share of a growing population and to go on supporting schools and championing the cause of Christian education and Church schools.

¹ These figures exclude the income and expenditure of the teacher training course amounting to some £360k with a net cost to LDBS of £20k.