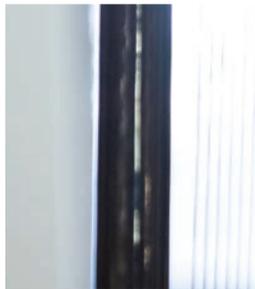


Durham  
Cathedral  
Schools  
Foundation



**Development Plan  
2023-2027**



# Welcome

At its simplest, a strategy is a resourced long-term plan to achieve an intended set of goals. In this booklet, we set out some of our broader strategic goals to move the Foundation forwards.



Our goals are rooted in our guiding principles of Moral Integrity, Ambition, Responsibility, and Kindness – the MARK of a Durham Cathedral Schools Foundation education.

MARK values provide a framework within which pupils gain an understanding of themselves and the world around them, ultimately developing confidence for life and respect for all. In doing so, we are not only preparing pupils academically for their future, but also preparing them physically and emotionally to succeed in their adult lives.

Just as our pupils need to prepare to succeed, we too need to prepare for the Foundation's future. This development plan clearly articulates our vision and draws on our detailed planning for the next five years.

Much of this is underpinned by research into the future of teaching and learning, feedback from parental and alumni surveys, and our six centuries of experience in supporting young people to flourish.

Our Foundation Community is a diverse one. Thanks to our bursary and scholarship programs, our strong international reputation, and our unique position as the Chorister School for Britain's most beloved cathedral, we attract pupils and staff from a wide variety of backgrounds representing nearly two dozen nations around the world.

Plans inevitably react to the environment. Our previous five-year strategy is a good example of how a strong plan can help us continue to achieve our goals, despite even the most challenging of unforeseen circumstances.

This document is therefore necessarily a snapshot of our ambition for the future and will respond as the future environmental changes. With that in mind, your feedback is very much encouraged.

Yours sincerely

A handwritten signature in black ink, appearing to read 'K. McLaughlin'.

Mr Kieran McLaughlin  
Principal

Durham Cathedral Schools Foundation

# Our Values

We believe our pupils carry the MARK of the Durham Cathedral Schools Foundation long after they leave.

The fundamental principles of Moral Integrity, Ambition, Responsibility and Kindness underpin everything we do across the Foundation and are the core values we use to shape the children that we are entrusted with into happy, confident and productive young adults who will go on to make their own MARK on the world.

We firmly believe providing teaching that has its foundation in these values will develop mature, assured, and responsible young people who are better placed to succeed in life as well as in their academic exams, and that by doing so we can provide an education that lasts a lifetime.



# Moral Integrity

- We have the courage to say & do the right thing
- We demonstrate a will to do the right thing
- We can be relied upon to do the right thing
- We act in private as we do in public
- We stand firm for what is right
- We challenge things we think wrong and are open to challenge from others
- We are accountable for failure as well as success, and do not allocate blame
- We demonstrate and promote honesty, and are true to ourselves

M

# Ambition

- We achieve our goals by consistently working toward them
- We go above and beyond the call of duty
- We're ambitious when we set goals for ourselves
- We seek help and support before giving up and identify lessons in setbacks
- We encourage all to develop maximum potential and support others to achieve
  - We embrace opportunities, challenge, and seek to develop our skills and talents
    - We identify opportunities for School Development

A

# Responsibility

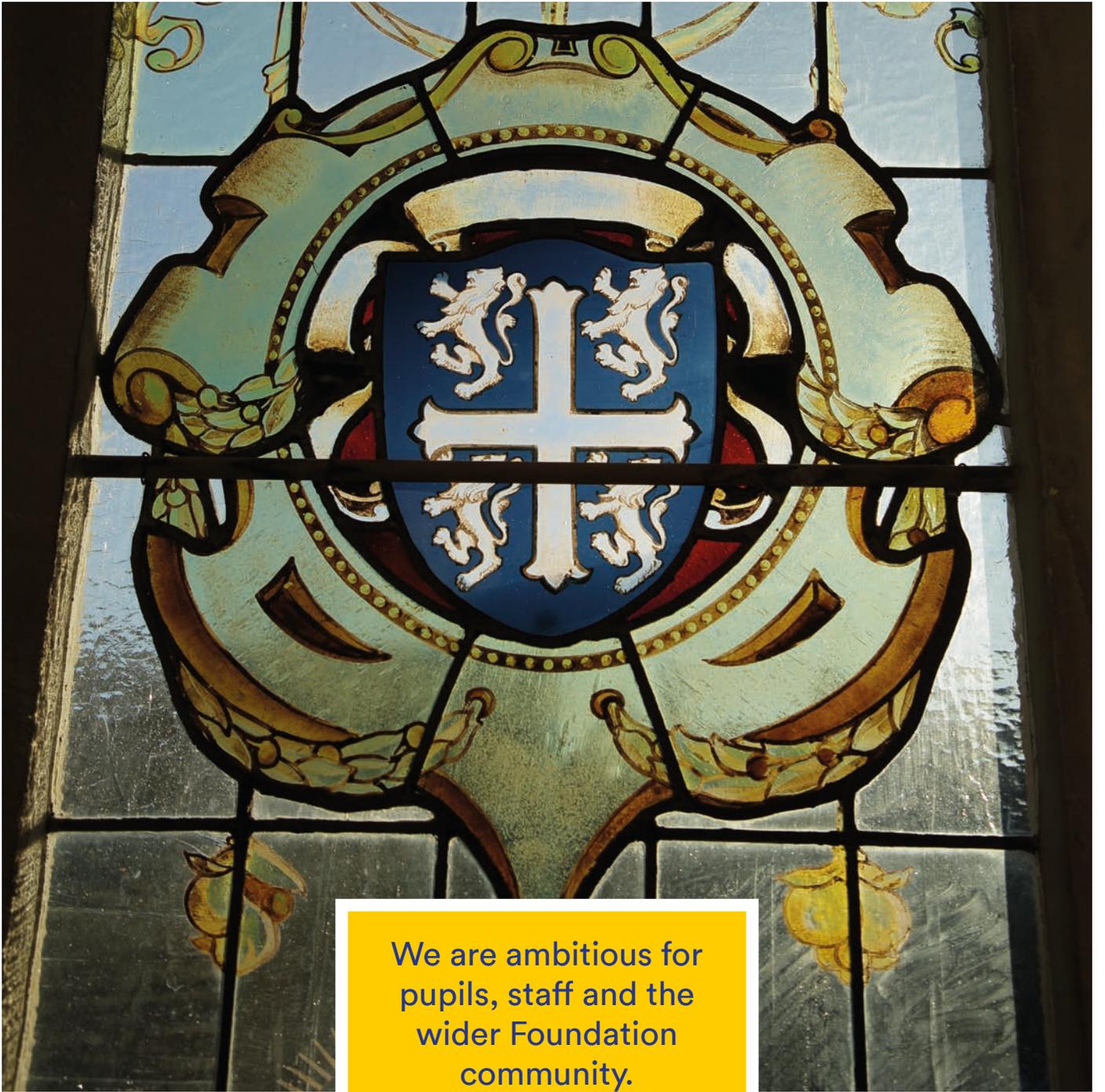
- We do what we say we will
- We are punctual and prompt in all that we do
- We use our resources responsibly, developing and caring for our environment
- We act before being asked and consistently deliver on expectations
- We prepare thoroughly for all tasks
- We are accountable for our actions
- We encourage autonomy in all and seek leadership
- We acknowledge and seek to resolve problems
- We pioneer better ways of doing things

R

# Kindness

- We are open and approachable to all, no matter their gender, faith, race or background
  - We welcome and listen to the opinions of others and look to engage and involve a diverse range of views in the community
- We attend to and include newcomers and those needing help, and actively build relationships
- We support each other and stand up for fellow colleagues and pupils
- We acknowledge individual needs within our diverse and inclusive community
- We speak positively of the School community, and are positive in responding to questions

K



We are ambitious for  
pupils, staff and the  
wider Foundation  
community.

# Our Aims

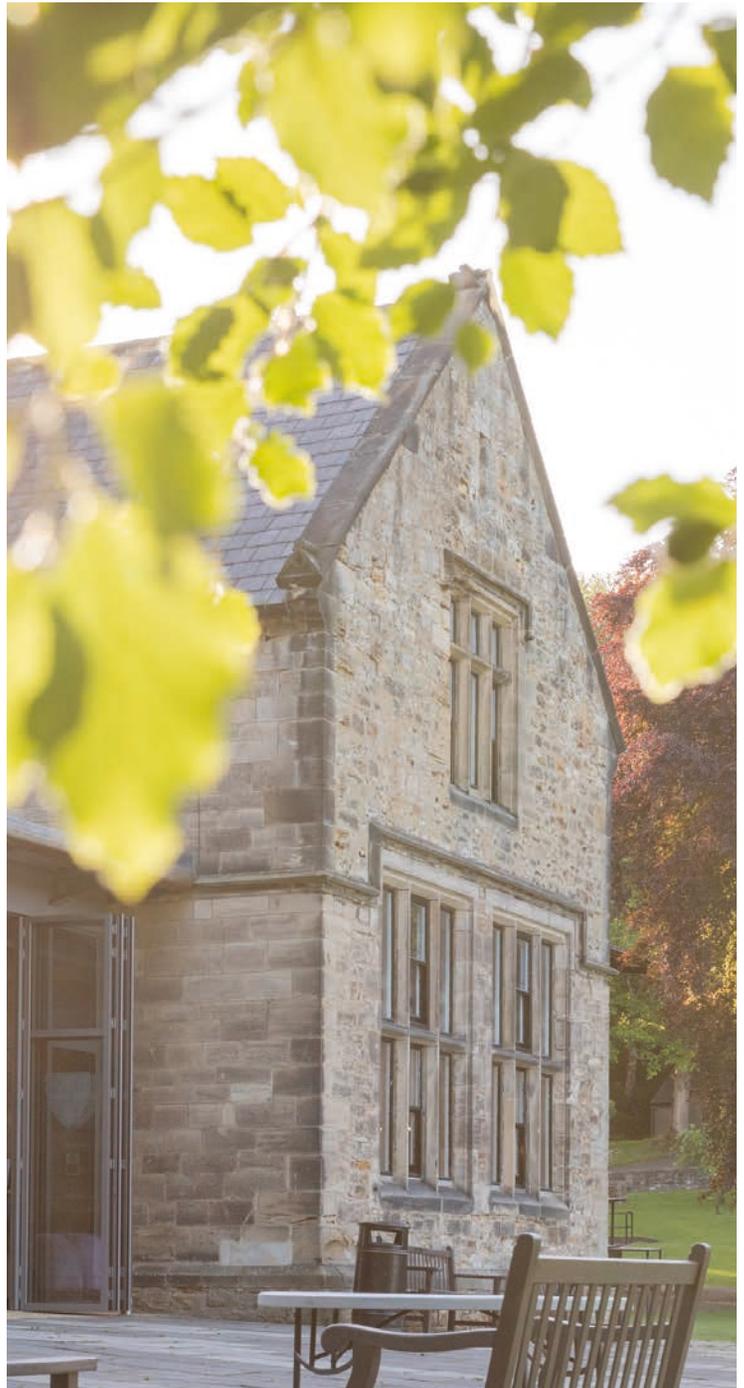
- We want individuals to strive for excellence in all that they do.
- We want them to aim high and involve themselves in all areas of Foundation life with commitment.
- We want individuals to grow as people by taking advantage of all the opportunities that are available to them at DCSF.
- With a Christian ethos underpinning our values, we want all members of the Foundation community to be tolerant, respectful and kind.
- We want individuals to become fully integrated members of the community, taking responsibility and fulfilling their leadership potential.
- We want to educate and support the Choristers of Durham Cathedral so that they can sing the daily praises of God.
- We want all Choristers to avail themselves of all the opportunities available to them at the Foundation.
- We want the DCSF community to be diverse and inclusive, with each member working together as part of one family.
- We want everyone in the DCSF community to be known as an individual, supported in their ambitions.
- We want DCSF to play a wider role in the life of the City, Region and beyond through building sustainable partnerships.

# A Strong Ethos

At Durham Cathedral Schools Foundation we strive to combine the best traditions of a truly independent school steeped in centuries of history with the most modern and progressive teaching methods and practices to deliver academic excellence and personal growth.

We are immensely proud of our pupils, not only for their impressive academic achievements, but also for their kindness and consideration, their generosity of spirit and respect for others. We strive to engender a passion for learning in all our children, as well as the curiosity to seek new challenges and the pursuit of excellence in all that they do.

All our staff are dedicated to the various roles they play, enabling children to grow in confidence and security, and to develop those skills necessary for success in life. Our inspiring teachers take great pride in getting to know and care about every child as an individual, and are empowered to deliver a rich, expansive and exciting curriculum in small class sizes.





Our excellent pastoral provision and House system provide a safe and supportive family network for students and ensure they are never lost in the crowd. Students are encouraged to take leadership roles and responsibilities that will help prepare them to make a meaningful contribution to society after they leave us.

The Foundation is supported by talented academic and non-academic staff, who help put in place and maintain the infrastructure that supports our pupils.

The role of the wider Foundation Community is also recognised in helping to provide learning opportunities, through bursary and scholarship programmes and through supporting our vision for our campuses.

Above all we are committed to being one Foundation, where pupils can benefit from our strong values and ideology and enjoy a seamless and continuous journey from the ages of three to eighteen.



**Our Foundation  
Motto is  
Confidence  
for Life and  
Respect for All.**

### **Our Mission**

To provide its pupils with a complete education; one which instils in them an aspiration for achievement, a respect for others and a confidence for life.

### **Three Pillars**

The three pillars of the Foundation which support this mission and so provide an environment where pupils can explore, make mistakes, learn and grow are:

- Academic challenge which gives students a lifelong appetite for learning.
- Pastoral care to provide our students with emotional, moral and spiritual strength.
- Co-curricular opportunities which enrich and develop the individual, and foster leadership, collaboration and teamwork.

### **We do this by nurturing and supporting our pupils to become:**

- Thinkers who can understand, research, evaluate and create, both collaboratively and independently.
- Individuals who are morally sound, emotionally resilient, reflective and effective communicators.
- Adults who act with responsibility, humility and kindness and are ready to make a positive contribution to society.



## Academic

“52.3% grades 7-9 at  
GCSE in 2022.”

“86.8% A\* - C  
at A level in 2022.”



## “Teaching and Learning is at the heart of what we do.”

We are very proud of the achievements of our pupils here at Durham Cathedral Schools Foundation. Our recent inspection report found that children “demonstrate an extremely high level of achievement in their academic studies”. We want to build on this excellence so that we can enable every pupil in our care to fulfil their academic potential.

### **We want to:**

#### **Promote pupils’ ambition**

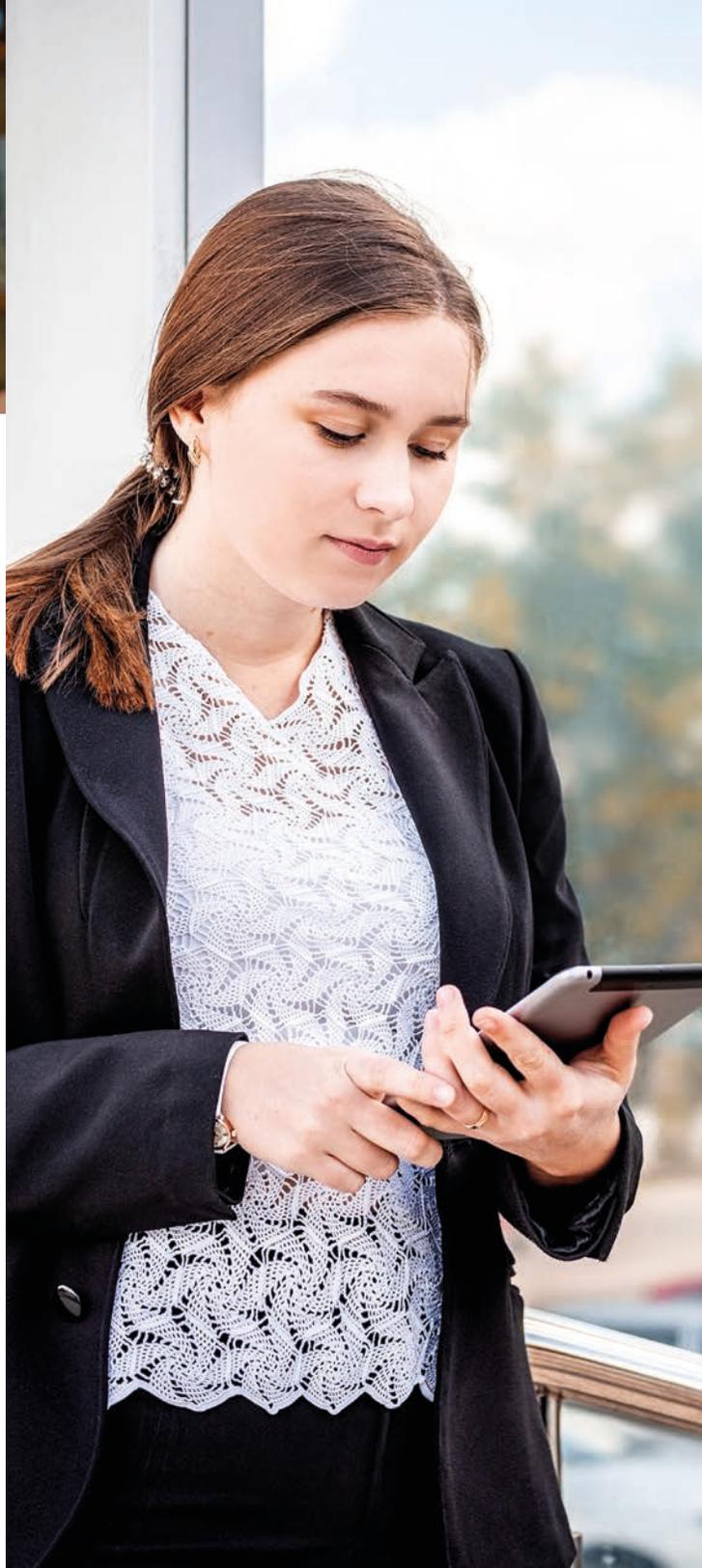
- Build on recent success in public examinations.
- Refresh our Stretch and Challenge programme for the most able pupils.
- Enhance our provision for Learning Support.
- Develop further our links with local universities.

#### **Prepare pupils for the future**

- Review sixth form curriculum to ensure it provides a wide range of options for pupils as well as preparing them for further study.
- Increase meaningful use of ICT across the school in order to aid learning.
- Strengthen our Futures programme throughout the school so pupils are knowledgeable about career possibilities beyond school.
- Foster pupils’ ambition to study at best universities in the world.

#### **Promote staff ambition**

- Recruit and retain the best teachers and provide them with a positive working environment.
- Enhance our programme of professional development in and outside of school.
- Develop as a centre of excellence for Teaching and Learning.



**“Digital Learning provides increased engagement, improved access to resources, and greater flexibility”**

**As well as exam success, we want pupils to be prepared for future academic study and have the skills necessary to thrive in an increasingly digital world. We want them to be able to harness the most up-to-date technology in order to learn new ideas in different ways.**

**We want to:**

### **Promote ambition through digital learning**

- Fully embed our Bring Your Own Device policy so that all pupils are equipped with a device which allows digital learning in the classroom.
- Invest in our ICT facilities so that the specialist provision can be accessed across the Foundation.
- Allow people to harness, safely and ethically, the latest technological developments such as AI in learning.



# Pastoral

Our House System is central to our Pastoral Care



**“If children live with encouragement, they learn to be confident.”**

DCSF is committed to providing a safe, supportive and nurturing environment in which all of its pupils can learn, develop and thrive.

**Ensure that pupils are and feel safe in the School environment, both offline and online**

- Monitor pastoral issues and develop programmes to manage.
- Work with parents so that pastoral care is a partnership.
- Review our LWE programme to prepare youngsters for challenges of life.
- Educate pupils regarding the online safety of themselves and others.

**Develop pupil voice and respond to issues of the time**

- Develop opportunities for pupil voice.
- Encourage use of surveys and other feedback mechanisms.
- Enhance contributions of House and School councils.

**Promote pupil development as they grow from children into young adults**

- Encourage pupils to become fully involved in school life.
- Embed the work of the Senior Mental Health lead.
- Enhance opportunities for pupil leadership.
- Develop the work of EDI committees so that pupils develop an understanding of and empathy with those who have different life experiences.



## Co-Curricular

We have over 70 clubs  
and societies



## “Providing first-class opportunities inside and outside the classroom.”

Education at Durham Cathedral Schools Foundation is not just about what goes on in lessons. We believe that children learn as much about themselves on the games field, on the stage or in the choir as much as they do in the classroom. A broad and challenging enrichment program is key to building pupils’ resilience and character.

### **Ensure all pupils have access to a broad range of activities**

- Refine and enhance our offer so that each year has a balanced broad-ranging programme.
- Analyse and maximise participation rates amongst pupils.
- Increase the number of pupils participating in two or more co-curricular activities per week, including clubs and academic societies.
- Enhance the number of activities delivered through academic departments, particularly pupil-led societies.
- Embed Outdoors Club.
- Strengthen our outreach and community service work.

### **Provide the best educational experiences possible through a coordinated programme of trips and visits**

- Develop a four-year rolling calendar of trips.
- Provide an accessible programme of trips for all pupils.
- Increase the number of short, local educational off -site learning experiences on offer to our pupils through their curriculum.
- Provide value for money.



# Sport

“Participation in sports is key to a healthy lifestyle and fitness.”

- Refine our programme to supplement major games.
- Develop the Elite Performance programme for scholars and others.
- As numbers grow, enhance reputation of girls’ sports across the Foundation.

# Music

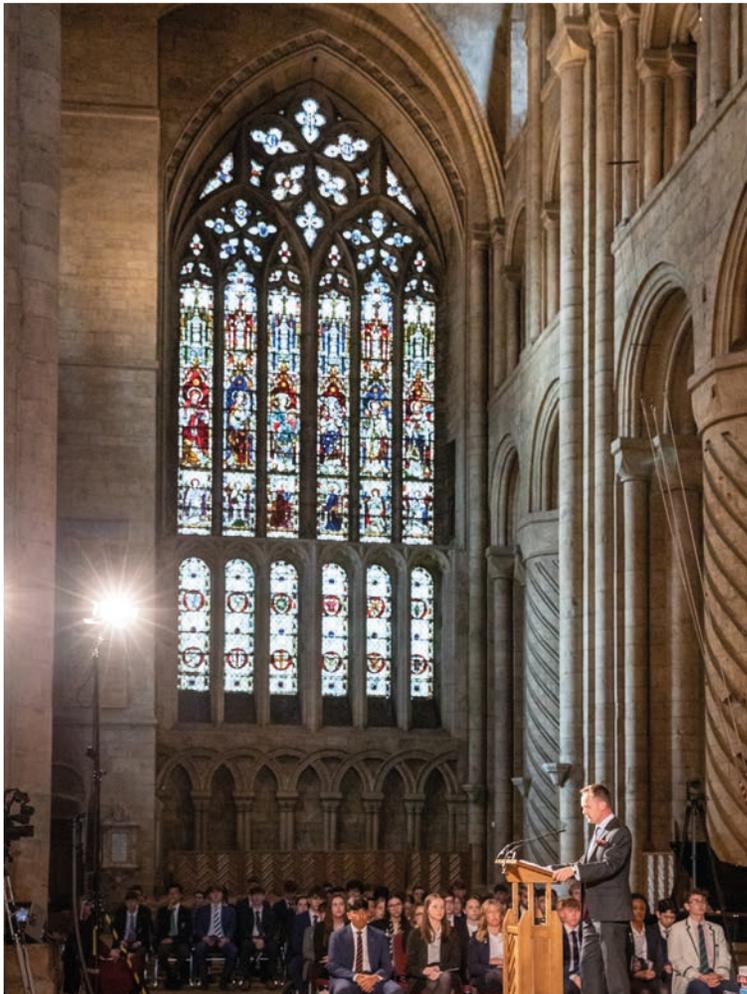
“There is music in every child.”

- Increase opportunities to perform.
- Develop the Elite Musician pathway.
- Enhance links with Durham Cathedral.



# Choristers & the Cathedral

Durham Cathedral is famous throughout the world for the high standard of its music and its Cathedral Choir. In conjunction with cathedral staff, we want to continue and strengthen this tradition of musical excellence.



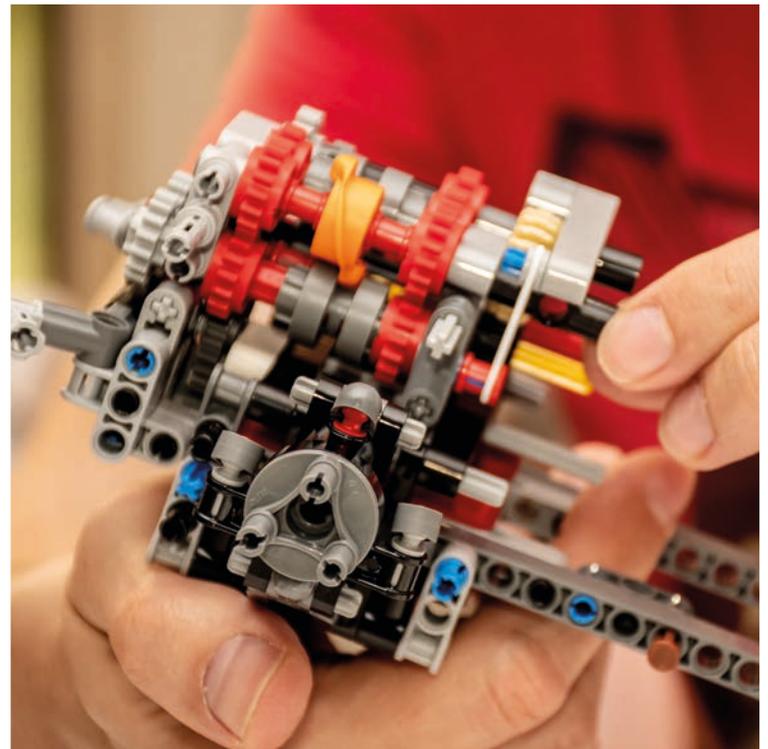
- Work with cathedral staff to develop outreach into the local area.
- Monitor experience of choristers so they can take full part in the life of the Foundation while fulfilling their choral commitments.
- Retain choristers post Year 8 through provision of means-tested bursaries and scholarships and an elite musical experience.

# Partnerships

DCSF has long-running outreach programmes across a range of academic and co-curricular activities including sport, music, and STEM.

To develop this we will:

- Provide support to teachers and gifted students in state sector partner schools, enhancing their existing curriculum.
- Promote aspiration and attainment, engaging students and collaborating with educators across a range of subjects.
- Develop existing partnerships including STEM, Sport and Community Service.



# Foundation Community

- Work with the Friends of DCSF and the OD Society to provide opportunities to support the Foundation.
- Fundraise to support bursaries which provide life changing opportunities in the local community and further afield.
- Share our story through sharing our history and archives with the wider community.
- Diversify our income streams which will provide financial resilience in the challenging years ahead.



# International

- Work closely with our partners in our current sister schools (Doha, Nairobi and Dubai) to strengthen the links between in all schools in the family.
- Continue to work with potential partners to open further schools in the Durham family.
- Foster links such as visits, tours and exchanges with our partner schools to provide further opportunities for our pupils and theirs.



The First North East  
School to open schools  
overseas

# Estates & Infrastructure

Durham Cathedral Schools Foundation is a new institution based in a mix of ancient and modern buildings. We need to stand back and look at our three sites so that we are making the best use of all of our excellent facilities.

- Assess our current estates layout and identify priorities for development.
- Focus on our use of space in classrooms, houses and complete the pavilion project.



800 years of history  
across over 40 acres of  
grounds.



**GET IN TOUCH:**

+44 (0)191 731 9270  
development@dcsf.org.uk

**dcsf.org.uk**

Durham Cathedral Schools Foundation  
Quarryheads Lane  
DH1 4SZ

Registered Charity No. 1023407



Durham  
Cathedral  
Schools  
Foundation

