



ESP

Enhanced Service Plan

23/24

Secondary



Welcome

In the nearly 10 years since the creation of the Diocese of Leeds in 2014 the Education Team has been passionate about supporting our schools to transform the communities they serve. We continue to achieve this through the enhancement of the Diocesan Board of Education's statutory work, as prescribed by the DBE Measure 2021, and by widening our services to meet the needs of schools. Our work and reputation has grown and we now work with over 96% of the 238 church schools through the ESP and a growing number of community schools buy into this service too. We believe that this is because our approach is rooted in understanding the unique context of each school and developing and deepening relationships with our school leaders.

We have received positive feedback on the work of our team in 22/23. We know that schools welcome the valuable and unique insight we gain from our work spanning nine local authority areas and eleven multi-academy trusts. In addition, school leaders have told us they appreciate that all of our named advisers have experience as successful headteachers with relevant experience in school improvement and leading a church school.

Actively collaborating with schools, academies and MATS across the region, we continue to provide services and training within the Diocese for:

- Leadership
- Governance
- Religious Education
- Collective Worship
- SIAMS
- Christian Distinctiveness
- Strategic School Improvement alongside LA and Regional partners
- Performance Management

We always seek to improve and adapt our offer and capacity, to allow us to support more schools across the Diocese and region, whilst retaining our high standards of quality and value for money. We look forward to further strengthening our partnership with you in 23/24, playing our part in nurturing success in your school and helping to deliver the high-quality education each child deserves.

God's blessings for your work and the part you play in helping to make the lives of our young people rich and abundant.

Canon Richard Noake
Director of Education



Membership of the ESP

The benefits

- A **highly experienced secondary adviser** for your school
- **Up to 3 visits, the equivalent of 1.5 days of adviser time**
- Expert SIAMS support from serving inspectors
- Phone/email **support at any time**
- **40% discount** on a range of services
- Being a part of, and having access to, a wide spectrum of schools
- Access to the networks below, at no additional cost
 - Church School Leaders' Network
 - Chair of Governors' Network
 - Governors' Network
 - School Chaplains' Network
 - RE Leaders' Network
 - Saving Creation Network

**Click
Here**
to sign up to the
ESP



The cost

£4.20 per pupil - max £2625

Once in the ESP the following costs apply (non-ESP schools will pay the cost in brackets)

- **Training** - Full day £160 (£270) - Half day - £85 (£145)
- **Headteacher Appraisal** - £450 (£750)
- **Governance Review** - £700 (£1200)
- **Additional time:**
 - After school training session £310 (£520)
 - Half day visit £400 (£670)
 - Full day visit £550 (£925)
- **Networks** FREE (£265 per network)

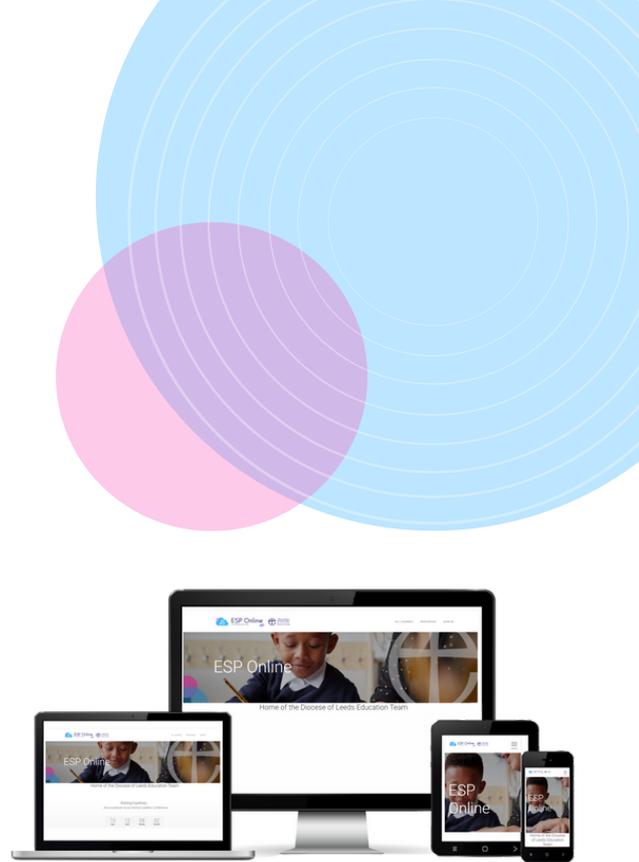


High Quality Training

40% discount for schools in the ESP

We have an excellent reputation for training and development courses. All our materials are written by the advisers that work alongside schools, this ensures that content is always up to date and relevant. We ensure that our courses are rooted in practical application, evidence and research.

All our training courses can be accessed through ESP Online, our learning platform. From here you can book self-study, live online and longer-term development programs.



Visit Swaps

We are committed to providing a flexible and bespoke service. Appreciating the financial challenges of schools, we offer schools in the ESP the opportunity to swap the equivalent of a half-day visit for the cost of one of our courses.*



School Leaders' Conference

Our annual School Leaders' Conference is a must-visit event. Put a placeholder in your diary for **Friday 24th November 2023**

*excludes our conference, Understanding Christianity courses or those with partner organisations

Career Pathways Programme



Designed by the whole team, based on our knowledge of the needs of schools and leaders, our successful Pathway programme has been welcomed by all. Unlike other external programmes such as NPQs our Pathways offer developmental support through a distinctiveness lens.

Experienced Headteacher Pathway £470*

Lasting one year, this development programme is for **experienced heads with more than five years in the role**. Designed to sustain and replenish well-established heads as they continue on their leadership journey.

Headteacher Pathway £470*

Lasting one year, this development programme is for **headteachers in years two to five of their headship** and focuses on deepening an understanding of leadership.

Deputy Heads' Pathway £260*

Lasting two terms, this development programme is for **assistant heads and deputies** and focuses on deepening an understanding of the knowledge and skills required of leaders.

Teaching Assistants' Pathway £160*

This four week practical development programme is for **teaching assistants** with a focus on improving teaching and learning.

Teachers' Pathway £160*

This one term, practical development programme is for post-early career **teachers** with a focus on pedagogy and classroom management.

Subject Leaders' Pathway £160*

This one term development programme is for **subject leaders** and aims to improve and evidence their impact as an emerging leader.

*Prices include a 40% discount for schools in the ESP



External Reviews

We provide a range of focused comprehensive reviews. Always aimed at finding and celebrating the strengths of the school, whilst also identifying the next steps on your school's improvement journey. They provide a useful external view of what happens in school. All of our reviews include verbal feedback and a written report.

SIAMS review

A focussed look at the school through the lens of the SIAMS inspection framework. A useful health check between inspections.

Religious Education review

An in-depth look at provision for religious education across the school, its impact and how well the school meets the requirements of the Statement of Entitlement for RE.

Collective Worship review

A focussed look at the impact of collective worship on pupils and adults, how this is a result of the provision for collective worship and an outworking of the school vision.

Vulnerable Pupils review

An evaluative review of how the school prioritises the needs of the vulnerable as well as the existing provisions for disadvantaged pupils.

Schools in the ESP can use their allocated time for reviews or buy additional time at a bespoke rate. All our external reviews take a full day.



Leadership and Management review

A focussed look at leadership at all levels across the school. We will explore whether there is clear ambition set from the top and if it is supported by systems and processes.

Curriculum review

A detailed look at the intent, implementation and impact of your curriculum, taking your school's vision and unique context into account.

Teaching and Learning review

A focussed look to see if there is effective and consistent pedagogical practice across the school and the effect this is having on how well pupils learn.

Wellbeing review

A focussed review of the wellbeing of pupils and adults and the impact of measures taken by school leaders to support in this important area.

Support for governors

We never forget that, despite significant responsibilities, governors are volunteers. Our aim is to equip all governors with the skills and knowledge they need so they can confidently contribute to the successful running of their schools. By joining the ESP you can access up to one and a half days of support from an experienced named adviser. This named adviser can be used to work with the board and support the development of governance.

All schools in the ESP can also access the following:

- The Governor Update, a termly electronic newsletter provides news, information and guidance for the board
- A termly Senior Leaders Briefing provides national and local educational updates, all governors can access this
- A termly Chair of Governors' Network provides the opportunity for board leaders to share with others from across the region
- A termly Governors' Network provides the opportunity for any governor to network with others from across the region
- A termly Governors' Briefing which provides a focussed look at key issues of the day. Previous themes have included Remote Learning, Curriculum, The New Ofsted Framework and The Academies Programme

We offer a tailor-made range of courses to ensure that governors are fully prepared to meet their statutory responsibilities. Support can be arranged through your named adviser. Alternatively, courses and networks are updated regularly and can be found at ESP Online.

Full Governance Review

Our aim at the Diocesan Education Team is to provide a robust, impartial review to quality assure the work of the governing board. Experienced advisers will undertake a critical review that celebrates all that is done well and identify potential areas for development, captured in a written summary report.

The review will include a look at:

- How the vision drives the work of the board
- How well the board meets its three core statutory roles, including holding leaders to account for the educational and financial performance of the school
- How the board ensures it meets requirements on compliance
- The effectiveness of board organisation and meetings
- How well the work of the board preserves and enhances the church school ethos

£700

cost for schools
in the ESP



Governing Board Development Programme



£1500

cost for schools
in the ESP

“Governance has never been more critical to the education of our nation’s young people... the governance duty is, above all, to drive relentless ambition for the young people served by our schools’ system, whatever the circumstances.”

Baroness Elizabeth Berridge,
Parliamentary Under Secretary of State for Schools

We know that attendance at one-off training events can have limited impact and so we have designed the Board Development Programme to support the whole board to go on a developmental journey together. The programme focuses on current challenges, best practice and how the work of the board can be made more effective. It encourages full participation and is supportive of new and experienced governors alike.

The programme includes:

- A full governance review to provide a baseline (see previous page)
- Support with the creation of an action plan for improvement following the review
- Adviser attendance at one governing board meeting
- Two virtual progress meetings across the academic year with the chair and vice-chair
- Two bespoke board training sessions on agreed priorities
- A follow-up visit at the end of the year to review progress against the key priority areas

Headteacher Appraisal

As former headteachers, our team of advisers are qualified and perfectly placed to act as external advisers to governors for your headteacher’s appraisal process. Headteacher performance management is a crucial part of the overall development planning of the school. As well as ensuring that appraisal targets are clear and manageable, we ensure that headteacher wellbeing is a key part of the review.

Our service includes:

- Attendance by an external adviser at the appraisal meeting
- Facilitation of appraisal meeting
- Guidance materials for governors
- A full written statement provided
- Email or phone support

£450

cost for schools
in the ESP



Plan your support for 23/24



The support we offer is bespoke to the needs of your school. Use this page to think about how you might want to use your adviser time in 23/24. You then have a starting point for discussions with your named adviser.

Possible focus for a half day visit

- Pastoral support for school leaders or staff
- Developing and embedding a distinctive Christian vision for the school
- Support for governors in developing strategic priorities
- Strengthening spiritual development
- Developing the effectiveness and impact of collective worship
- Support in developing pupils as leaders of worship
- Development of pedagogy in religious education
- Development of environmental action and education
- Preparation for SIAMS
- Support with school improvement planning or self-evaluation
- Developing monitoring and evaluation
- Support/coaching for middle leaders, including religious education
- Strengthening inclusive practice
- Verification of school leader judgements; book looks, environment, teaching etc
- Subject specific leadership development
- Development support for school leaders, including governors
- Support for Foundation Governors and/or Incumbents in their role
- Preparation for Ofsted

Full day external reviews

- SIAMS Review
- Religious Education Review
- Collective Worship Review
- Vulnerable Pupils Review
- Leadership and Management Review
- Curriculum Review
- Teaching and Learning Review
- Wellbeing Review

Additional services (outside the ESP)

- Headteacher Appraisal - £450*
- Governance Review - £700*

*cost for schools in the ESP

Meet the team

Richard Noake - Director of Education

Richard has over 30 years experience of working in education. A qualified teacher, with a background in secondary education, teaching and managing RE, he spent over 20 years in Higher Education in Initial Teacher Training and leading a large academic department. Richard supports improvement, change and innovation within and across the whole Church School sector. He has a keen interest in RE, works to promote effective church school vision, values and ethos and leads the Diocese's academy programme. He supports school and Multi Academy Trust governance having been a Church School governor and chair and at Member and Trust Board level in MATs. From September 2021 he has also been the first CEO of the Leeds Diocesan Learning Trust.



Simone Bennett - Deputy Director of Education

Simone has worked in education leadership for more than 30 years in a range of school sizes and contexts. During ten years in headship, she led schools through rapid and sustained improvement to outstanding Ofsted and SIAMS inspection outcomes. Her particular interests are in developing vision, authentic leadership practice, and the place of pastoral care in empowering others. She is the Diocesan lead for SIAMS. Simone is a Fellow of the Chartered College of Teaching, a serving SIAMS inspector and is ordained.



Darren Dudman - Assistant Director of Education

Darren has worked in senior leadership positions in a wide range of schools and involved in primary education for 30 years. For fourteen years he was a primary church school headteacher. This work included leading rapid improvement from an Ofsted category. Darren is a SIAMS inspector. He has oversight of school effectiveness, governance, admissions and school organisation matters. He has a particular interest in leadership development, curriculum and creativity.



Paul Bowlas - School Adviser

Paul has worked in schools for 25 years including in leadership positions in state and independent schools. He has led a large church school federation and has acted as interim headteacher for schools in challenging circumstances. Whilst headteacher, Paul has been a local authority school improvement partner, he is also a SIAMS inspector. Paul has a particular interest in the development of technology for leadership and systems for school effectiveness.



Meet the team



Trudi Garratt-Ward - School Adviser

Trudi has worked in education since 1995 and has enjoyed roles including SENDCO, EYFS Lead and Advisory Teacher (Behaviour). Trudi has led schools in East and North Yorkshire, most recently as Executive Head across three small primaries in the Dales, securing good Ofsted and SIAMS outcomes after 12 months in post. Trudi is motivated to support schools in developing a bespoke and relevant vision that enables leadership to flourish with integrity.



Ashleigh Lees - Secondary Adviser

Ashleigh has worked for 19 years in a range of senior leadership positions in church secondary education. She is currently the Headteacher of an outstanding church secondary school where she led the team to an 'excellent' judgement in SIAMS in 2019. Ashleigh is a SIAMS inspector and has recently completed the NPQ for Executive Leadership. She has particular interests in worship, ethos and the curriculum.



Helen Lever - School Adviser

Helen has over 20 years experience in senior leadership, including 10 years as a Headteacher leading the school to outstanding judgements in both OfSTED and SIAMS. During her career, she has worked in a range of schools across four authorities and supported schools in Calderdale, Oldham and an international school as an LLE. Helen has a keen interest in the arts and is passionate about training and developing staff at all levels to secure good teachers and leaders for the future.



Rupert Madeley - School Adviser

Rupert has over 10 years' experience as a church primary school headteacher in multiple schools. He has a successful track record leading schools to outstanding judgements in SIAMS and OFSTED. He has worked across a wide range of settings, from small rural schools to large inner-city schools, including time abroad in the international schools sector. He has great interest in ethical leadership and curriculum development, particularly creativity, outdoor education and character development. Rupert is a SIAMS inspector.

Meet the team



Lee Talbot - School Adviser

Lee started his career in the largest primary school in Leeds and has worked in both North and West Yorkshire leading a number of good and outstanding schools helping to raise standards and provide outstanding learning opportunities for the children and families. Lee is a SIAMS inspector. He is passionate about inclusive learning and has a strong track record of staff development and vibrant curriculum design, with a keen interest in literacy and outdoor learning.



Kevin Matthews

School Buildings Officer



Helen Shelley

PA to the Director of Education



Shakira Anderson

Administrator - School Organisation
Governance and Admissions



Anne-Marie Sceats

Education Administrator



Leeds Diocesan Board of Education – Service Charter

Schools participating in the Service Agreement are entitled to expect the Leeds Diocesan Board of Education to:

- * Have a pastoral concern for the staff and pupils of the school
- * Provide professional, expert assistance and advice
- * Provide written guidance, model procedures and other documentation
- * Arrange briefing sessions on important matters relating to Church of England schools
- * Deliver services and attend meetings as and when appropriate
- * Act with discretion and safeguard confidentiality
- * Deal promptly and courteously with requests for assistance
- * Anticipate needs and provide relevant information
- * Be responsive to the needs of individual schools and their distinctive ethos
- * Understand the roles and responsibilities of governors of Church of England schools
- * Represent the interests of Church of England schools with partner local authorities, DfE, Ofsted, ESFA, The Church of England Education Office (National Society) and other appropriate bodies
- * Ensure schools comply with National requirements for safeguarding, recruitment, admissions

Terms of Agreement

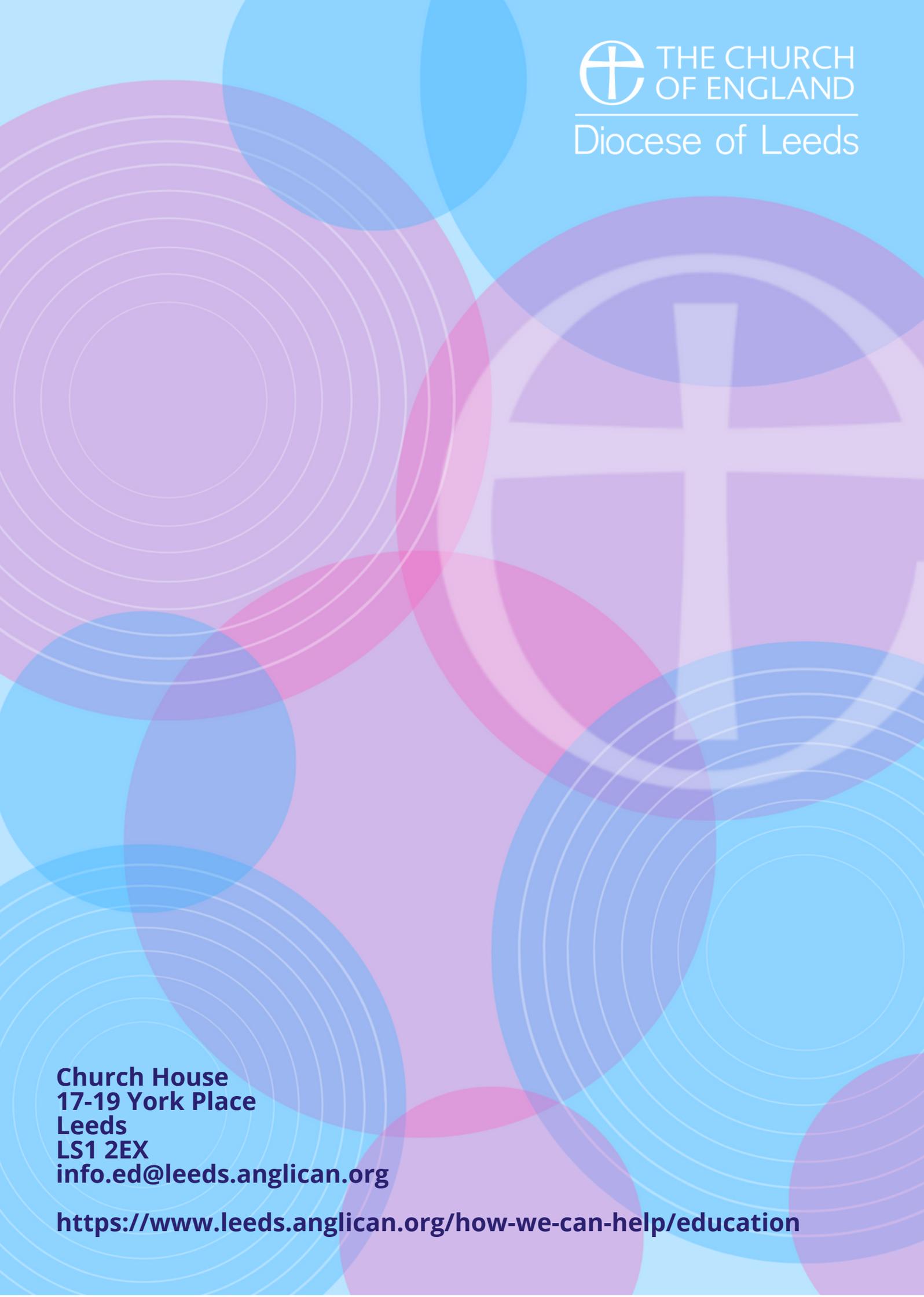
In consideration of the Diocese of Leeds Board of Education (LDBE) providing the services in accordance with this agreement, the customer agrees to pay the fees and charges to Leeds Diocesan Board of Finance (LDBF). The LDBF will raise an invoice(s) for the services and the customer will pay such invoices within 28 days of the date of each invoice or before delivery of a bespoke service.

If payment of the fees and charges is not made by the due date, the LDBF shall be entitled, without limiting any other rights it may have, to charge interest on the outstanding amount.

If either party ('the defaulting party') commits a breach of this agreement and does not remedy the breach to the satisfaction of the other party ('the complaining party') within 30 working days of the defaulting party's receipt of the complaining party's written notice specifying the breach and requesting it to be remedied; or the breach is not capable of remedy; or the breach is a fundamental breach of the agreement, then, the complaining party may, without prejudice to any accrued rights or remedies under the agreement, terminate the agreement by notice in writing, such notice to have immediate effect.

Complaints

In the event of a school being dissatisfied with any part of the service in this agreement, the first point of contact is the named adviser for the school. If this does not resolve the issue, contact should be made with Simone Bennett, Deputy Director of Education, and failing this, with Canon Richard Noake, Director of Education.

The background features a light blue gradient with several overlapping circles in shades of purple, pink, and blue. A large, faint cross is centered in the background, partially obscured by the circles.

THE CHURCH
OF ENGLAND

Diocese of Leeds

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<https://www.leeds.anglican.org/how-we-can-help/education>