



**ESP**  
Enhanced Service Plan  
**24/25**  
**Primary**

# Thank you

This year the Diocese of Leeds is celebrating its tenth birthday. During this time the work of the Education Team has grown in terms of its offer and reputation. Today we continue in our commitment to empower our schools to transform their communities. We have remained focused on both our core responsibilities and expanding our services to meet school needs. This has resulted in 99% of our church schools buying into the ESP in 23/24, with a growing number of community schools joining in too.

I believe that this success stems from understanding each school's unique situation and building strong relationships with school leaders. Feedback from schools in 23/24 has been overwhelmingly positive. 97% of our schools would recommend our work, are satisfied with their support and the value for money it offers. Schools have told us that they appreciate the insights drawn from our work across nine local authority areas and eleven multi-academy trusts. Plus, they value that our advisors work in a flexible, bespoke way and have first-hand experience as successful headteachers, especially in leading church schools.

I hope that this brochure will give you an insight into the range of support we offer as we actively collaborate with schools, academies and trusts in the region to develop our support and training. So many schools tell us they need support more than ever at this time. Please do get in touch if you feel we have missed something - we are continually open to improving and expanding our offer, whilst maintaining the high standards you deserve.

I hope that you will buy into our ESP for 24/25. In doing so, we can ensure the team is here for our whole family of schools when they need us, whether in good and more challenging times. As you continue to nurture success in your schools academically, emotionally, socially, physically and spiritually, we remain committed to both our partnership work with you and our care of you. Mindful of the financial pressures, you will see that any price increases have been kept to a minimum with some additional services frozen at last year's price to support you at this time.

I cannot finish without saying a huge thank you. Not just for engaging with our work so positively, but for the sacrificial leadership and sheer hard work you show daily as an advocate for the young people in your care. I, alongside the whole education team, deeply appreciate all that you are and all that you do.

Wishing you and your teams continued blessings in your work, as we continue to travel hopefully together.



Simone Bennett  
Director of Education



# What do headteachers say about our support?

A selection of feedback from schools in 23/24

*"The delivery of professional development and school improvement support is always of the highest quality. Whilst the team is small in comparison to the number of schools supported, the approach is always personalised and the team place great emphasis on knowing schools and their leaders well so that the impact of working together has the greatest possible benefit."*

- Primary Headteacher, North Yorkshire

*"The Diocese Team and our Diocese Advisor are incredibly supportive. The support, guidance and CPD offered to prepare us for our successful SIAMS inspection were quintessential but also the ongoing support through regular visits, some really great CPD and network opportunities (Bible Course, New To Headship Course, ESP Online) have helped me as a new head who is also new to church schools in a really effective way. Not just as a Church School Headteacher but also as a Headteacher in general."*

- Secondary Headteacher, Leeds

*"The support we receive from our advisor is invaluable for the head teacher, subject leads and the wider staff community. Our advisor has also worked with a group of local heads on different aspects of being a Church school - this has really supported with networking, sharing best practice/expertise and getting value for money. We have also been supported through the academy process and most recently our SIAMS inspection."*

- Primary Headteacher, North Yorkshire

*"Really appreciated the support and advice both personally and professionally. Honest dialogue is possible and this helps improve the school."*

- Secondary Headteacher, Bradford

*"It isn't just the school improvement side that is valued it is also the friendly face and the emotional support that I am truly grateful for."*

- Primary Headteacher, Wakefield

***"I feel very well supported by the full team. There is a warmth alongside a clear understanding of the demands of our role as senior leaders."***

***- Headteacher, Calderdale***

# Membership of the ESP

## The benefits

- A **highly experienced 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 for FREE
- Access to briefings for FREE

## The cost

**£4.40 per pupil** - min £440 - max £1650

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

- **Training** - Full day £169 (£285) - Half day - £90 (£155)
- **Headteacher Appraisal** - £450 (£750)
- **Governance Review** - £735 (£1260)
- **Additional time:**
  - After school training session £325 (£550)
  - Half day visit £420 (£700)
  - Full day visit £575 (£970)
- **Networks** FREE (£275 per network)

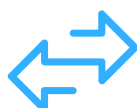
## Flexible support through visit swaps

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 adviser visits for the cost of courses.

You can swap up to half a day of adviser time for free access to one of a range of half-day or full-day courses\*  
OR

You can swap the equivalent of one day of adviser time for free access to the SIAMS IQs Unpicked staff meeting series.

\*Except for the pathway series and the school leaders conference



**Click  
Here**

to sign up to the  
ESP



# Plan your support for 24/25



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

## Full day external reviews (see details on next page)

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

## Possible visit Swaps

- Swap one half day visit for a course
- or
- Swap two half day visits for SIAMS IQs Unpicked series

## Additional services (outside the ESP)

- Headteacher Appraisal - £450\*
- Governance Review - £735\*

\*cost 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.

## 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 Audit

We also offer a wellbeing audit for schools. This is a scheduled half-day visit with your named adviser. This will involve discussions with leaders at all levels, staff, parents and children. It is designed to road test your school's own approach to supporting wellbeing. It provides a useful external lens in ensuring that you are achieving what you set out to do.

# Headteacher Appraisal

**Price held at 2023 levels to support our schools and trusts during this challenging time**

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

## Feedback from some that used the service in 2023

*"The process never feels rushed, there is always useful discussions and our advisers have always provided some great insights from their wider experience across lots of other schools within the diocese. The approach feels holistic, about the HT as a person, not just their role as HT. We always feel that there is a great deal of care taken and the whole process enjoyable - it is also great value for money!" - Chair of Governors, North Yorkshire*

*"Preparation was of the highest quality - the needs of the school were thoroughly researched and identified so that targets suggested were exactly what we needed. The whole process was carried out in a highly professional and supportive manner - governors and HT all felt well supported." - Chair of Governors, Leeds*

*"The support during this process was exceptional. The adviser is sensitive, yet forthright when needed and can very quickly evaluate the evidence that leaders provide as part of the process. As the adviser already works with our school leaders, there is a strong understanding of the needs and challenges of schools and can translate these into clear objectives. This continuous work with the Trust overall, and myself as CEO, means we have a fully aligned view. They rightly focus on wellbeing as a key part of this process. The adviser ensures that all relevant documentation is completed in a timely manner and is comprehensive." - MAT CEO*



# Support for governors

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. Through the ESP your 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 for FREE:

- **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 series of six Governor Briefings** on important timely topics

**FREE**

for schools in  
the ESP

## 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
- 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

**£735**

cost for schools  
in the ESP

## Governing Board Development Programme

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.

**£1500**

cost for schools  
in the ESP

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 progress review visit** at the end of the year to review the key priority areas



# 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 who 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.

The training offer for 24/25 will be launched in the summer term

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 programmes.

## Feedback from courses in 23/24

*"Engaging delivery and very helpful for my setting - lots of ideas and information shared by the course facilitators. Lots of opportunities to hear about best practices." - New to Collective Worship Course*

*"Interesting and engaging with lots of opportunities for reflection on our school's spiritual journey. Lots of practical ideas to implement to develop this further."- Developing Children's Spirituality*

*"Clear, thorough and to the point. Have come away with useful things to do and attend that will have a real impact as well as knowledge I didn't have an hour earlier!" - Senior Leaders' Briefing*

*"It was well-thought-out, rich in detail and paced well." - Governor Briefing: Disadvantaged Pupils*

*"The delivery of the course was great. Lots of great ideas about how to develop subject leadership which will have a positive impact on the school." - Subject Leader Pathway*

*"Clear, concise, a good mixture of learning and opportunities to discuss/network/practise skills and time to get personal questions and queries answered."- Applying for Headship in a Church School*



# 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 £495\*

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 £495\*

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 £495\*

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.

## Teachers' Pathway £169\*

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

## Subject Leaders' Pathway £169\*

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



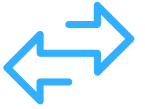
# SIAMS Inspection Questions Unpicked

Following the success of this course in 23/24, we will be repeating this in 24/25

The SIAMS framework ensures that inspectors look at the school through six or seven inspection questions (IQs). Schools will want to be prepared and review their own practice through the same lenses.

**£315**

cost for schools  
in the ESP



OR you can swap the equivalent of up to two half days from your adviser time

## The structure of the 3 part sessions

This course aims to unpick each IQ and offer the opportunity for school teams to reflect on their own practices. The six sessions are delivered live and virtually. This is designed to fit into your staff meeting schedule.

Each 3 part virtual session will focus on a single inspection question and include:

1. Training input: Our team, who are SIAMS Inspectors, unpick the question for 30 - 45 minutes
2. Self-review activity 1: A reflection task will be set for teams to reflect on their own practices in your meeting following the input
3. Self-review activity 2: An additional reflection task, which may take more time, will be set for schools to dig deeper beyond the end of the session

## The benefits of the course

- **Value for money:** Each session provides training input and feeds into your self-evaluation as a church school
- **Credibility:** Each session is delivered by serving SIAMS inspectors
- **Good use of time:** The sessions are designed to slot into a staff meeting or SLT meeting schedule. It could even be used as a training/evaluation series for governors



# 2024 SCHOOL LEADERS' CONFERENCE

SEEKING JUSTICE  
EMBRACING EQUITY

FRIDAY 8TH NOVEMBER  
QUEENS HOTEL LEEDS

'THEN YOU WILL  
UNDERSTAND  
WHAT IS RIGHT,  
JUST, AND FAIR,  
AND YOU WILL  
FIND THE RIGHT  
WAY TO GO.'

PROVERBS 2:9



## Adele Bates

Behaviour and Education Specialist  
Author of 'Miss I don't give a sh\*t -  
Engaging with Challenging behaviour  
in Schools'

BOOK YOUR  
PLACE NOW

THE CHURCH  
OF ENGLAND  
Diocese of Leeds

Confirmed  
Keynote  
Speakers



## Jeffrey Boakye

Educator, author and broadcaster.  
Author of Black, Listed, I Heard What  
You Said, Hold Tight and Musical  
Truth.



## Gary Aubin

EEF's Content Specialist  
for Special Educational  
Needs and Disabilities.  
Author of The Lone  
SENDCO.

## Mark Rowland

Specialist in addressing  
educational disadvantage.  
Adviser to the DFE, working  
with the EEF and Research  
Schools Network.



An updated format for our conference in 2024 will increase opportunities for networking and learning from each other.

## Feedback in 2023...

"An excellent day. Still thinking about the content and the messages. Lots to take away and reflect on."

"Thank you for an amazing day. It's a shining light in the midst of everything else that's going on and gives the breather we need to take stock, rejuvenate and continue. Thank you."

"It was such an inspirational day! Fantastic opportunity to network, inspirational key note speakers, great venue! See you same place next year."

PRICES HELD SINCE 2022

# Saving Creation



The Diocese of Leeds is committed to working towards being carbon net zero by 2030

As an education team, we take seriously our part in this and so have pledged to:

- Produce and promote resources to support schools and school leaders in developing and evidencing a culture of justice and responsibility through the lens of carbon reduction action
- Review and develop our practice so as to reduce the environmental impact of our work as a team

## Resources for Schools

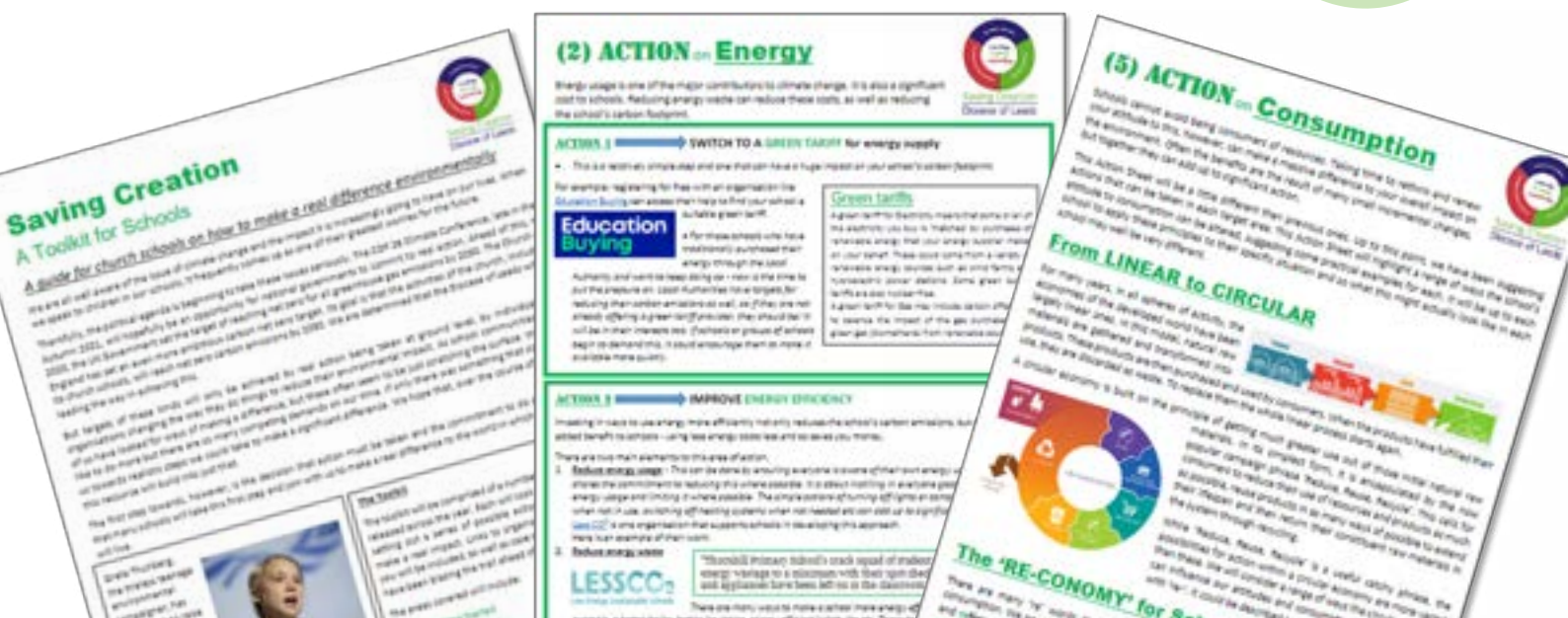
There is a range of resources available for schools with more planned to be launched 24/25. Resources include:

- Saving Creation Toolkit for Schools - The toolkit is made up of a series of Action Sheets, each looking at a 'big ticket' area of a school's environmental impact
- Pupils Leading Climate Action Workshop - A workshop for pupils, guiding them to engage with and lead the school's climate response, linked to IQ5, an active culture of justice and responsibility
- Climate-Focused Training Courses
- Buildings Support - Bespoke advice and support from our Buildings Team to help schools in developing climate-positive buildings

Speak to your named adviser if you want to know more.



[Find out more here](#)



# Meet the team

## Simone Bennett - 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 - Deputy 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.



## 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.



# Meet the team

## Ashleigh Lees - Secondary Adviser

Ashleigh has worked for 19 years in a range of senior leadership positions in church secondary education. She is currently 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.



## 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.



# Meet the team



**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



**Beth Maclean**  
School Buildings Support Officer



## 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 the 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, Director of Education.



The Education Team  
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 THE CHURCH  
OF ENGLAND  

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Diocese of Leeds

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