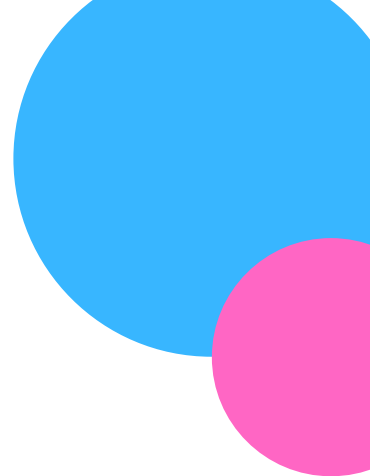


Support for  
**PRIMARY**  
Schools and  
Academies

**ESP**  
Enhanced Service Plan  
**22/23**



# Welcome

This is our new Enhanced Service Plan (ESP) brochure for 2022/23. It provides information and details of the range of high-quality support and professional development that we offer all schools across our nine local authorities and thirteen multi-academy trust partners. Like everyone, we are hoping that 2022/23 will be a better academic year for us all where we can grow and develop in partnership with all our schools through our support and training packages.

We believe that we offer a different kind of service to other providers and by signing up to the ESP you become part of our family of schools across the diocese. It's great that 97% of our 240 schools now buy into our service which supports the size of team and quality that we can provide. Each of our named advisers has experience of being a successful headteacher, which is unique. We now offer support for headteacher recruitment, school reorganisation, networks, briefings, SIAMS reviews and support, adviser input at Ofsted and SIAMS inspections, buildings support and much more besides. This is only possible because of your commitment to our work. We believe that by joining the ESP you are not just buying a service but also buying into a communion of schools, the sum of which is greater than the parts.

We believe our support makes a real difference in helping our schools improve the outcomes for the pupils in their care, delivered in the spirit of the Diocesan values of Loving Living Learning. Feedback indicates this is the case – some of which is in the brochure!

After five years of holding our prices, we have had to make some increases. Heads we have consulted about this have said it is to be expected. We believe our new prices are still very competitive and feel we offer great value for money. We look forward to continuing to work with you in 22/23.

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

It is easy  
to sign up  
**CLICK  
HERE**

## The benefits

- A **highly experienced adviser** for your school
- **Up to 3 visits, the equivalent of 1.5 days of adviser time**
- Phone/email **support at any time**
- **40% discount** on a range of services
- Access to network meetings at **no additional cost**
- Being a part of, and having access to, a wide spectrum of schools

## The cost

**£4 per pupil** - min £400 - max £1500

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

- **Training** - Full day £150 (£250) - Half day - £80 (£135)
- **Headteacher Appraisal** - £395 (£660)
- **Additional time:**
  - After school training session £295 (£492)
  - Half day visit £375 (£625)
  - Full day visit £525 (£875)
- **Networks** FREE (£250 per network)

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Leaders have been working much more closely with the Diocese of Leeds since September 2020. This partnership is making a real difference. There is clear evidence of appropriate challenge and support from the Diocese of Leeds.

*Tracey Ralph HMI  
Monitoring Inspection  
March 21*

— ” —



# Plan your support

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 22/23. You then have a starting point for discussions with your named adviser.

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



# External Reviews

With recent and relevant experience of outstanding leadership and rapidly transforming schools from inadequate judgements, the team is well-placed to meet the unique needs of your school, its pupils, families and the local community.

We provide a range of focused comprehensive reviews of your school. 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. Schools in the ESP can use their allocated time for reviews or buy additional time at a bespoke rate.

## 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.

## 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.

## Curriculum review

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

## Pupil Premium review

An evaluative review of existing provision for disadvantaged pupils to help you to explore ways of supporting their progress and close attainment gaps.

## 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.

# 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.

Courses planned for 22/23 include the themes:

**SIAMS - Collective Worship - Self Evaluation**  
**Religious Education - Teaching and Learning**  
**Spiritual Development - Leadership Development**  
**Governance - Personal Development - Wellbeing**  
**Curriculum - Partnerships and Community**



— “ —

This has been the most useful course I have ever attended and many of my colleagues also commented on this.

Thank you for this opportunity to meet such a fabulous set of colleagues and to have such personable and experienced trainers.

Purposeful, friendly, relaxed and clear. I will be recommending it to my colleagues

This course has been life changing - I have enjoyed every minute of it.  
Thank you.

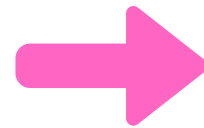
*Anonymous course feedback*

— ” —



 [ESP Online](#)  
[click here](#)

# Career Pathways Programme



40% discount for schools in the ESP

Last year we successfully introduced a Pathway programme of CPD for staff as they take their journey through our church schools. Designed by the whole team, based on our knowledge of the needs of schools, the Pathway programme was very popular and we received some great feedback. As a result, we are going to be running the Pathway programme again in 22/23.

## Teaching Assistants' Pathway

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

£150

## Teachers' Pathway

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

£150

## Subject Leaders' Pathway

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

£150

## Aspiring Heads' Pathway

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

£245

## Headteacher Pathway



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

£445

## Experienced Headteacher Pathway

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.

£445

# Come Together in our Networks

**FREE** to schools in the ESP\*

## RE Leaders' Network

Termly updates on developments in the subject, sharing resources and ideas. This is an opportunity to come together with colleagues from across the Diocese to learn from and support each other.

## School Chaplains' Network

This is a termly opportunity to share ideas, resources and best practices. It also provides a support network for all those involved in chaplaincy in our schools.

## Aspiring Heads' Network

This termly meeting is for Deputy Heads, Assistant Heads or Senior Teachers who aspire to Headship. Many previous attendees of this network have gone onto headship and attend further networks as their career progresses.

## Primary Heads' Network

This termly network provides an opportunity for serving headteachers to network, share ideas and resources from colleagues in the nine local authorities and twelve multi-academy trusts we work with.

## Secondary Heads' Network

An opportunity to come together each term with established headteacher colleagues from across the Diocese to learn from and support each other.

## Chair of Governors' Network

A termly meeting for chairs, or those preparing to take over as chair, to work together and seek mutual support on matters relating to leading the board.

## Governors' Network

A termly meeting for any governor from across the Diocese to come together, find mutual support, share their approaches to governance and ask questions of those fulfilling the same role.

## MAT CEOs' Network

We recognise that managing the demands of trustees, the DfE, the Regional School Commissioner, Ofsted, staff and parents while providing the best education for every pupil is a challenge. We also recognise that it can be quite an isolated role. This termly network meeting provides an opportunity to share educational updates, resources, procedural approaches and find mutual support.



\*Schools not in the ESP can join our networks at a cost of £250 per network for the year.



# Headteacher Appraisal

## 40% discount for schools in the ESP

As former headteachers, our team of advisers are qualified and perfectly placed to act as an external adviser 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 external adviser at the appraisal meeting
- Facilitation of appraisal meeting
- Guidance materials for governors
- Full written statement provided
- Email or phone support

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The experience of our advisor is crucial. His previous role as a headteacher meant he understood the pressures and challenges facing ours. His advice and input was therefore based on what happens on the front line rather than being "theoretical". He also understands the challenges being a CofG!

*Headteacher, North Yorkshire*

— ” —



£395

for ESP  
members

# 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 school.

By joining the ESP you can access up to one and half days of support from an experienced named adviser. This named adviser can be used to work with the board and support with 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

Did you know that we can offer a full review of governance which, unlike other review processes, includes church school distinctiveness?



# Meet the team



Canon Richard  
Noake

## Diocesan 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. As an education system leader 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 on 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.



Simone Bennett

## Diocesan 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. Simone is a Fellow of the Chartered College of Teaching, a serving SIAMS inspector and is ordained.



Jen Sloan

## Senior Adviser - School Performance

Jen has worked in senior leadership positions in a wide range of schools. For 12 years she was a primary headteacher, leading schools through rapid and sustained improvement and supporting schools in difficulty. After training to inspect, she now oversees school performance across the Diocese, leading on the diocesan school improvement offer and is a SIAMS inspector. She has a particular interest in curriculum development and arts education.



Darren Dudman

## Senior Adviser - School Systems

Darren has worked in senior leadership positions in a wide range of schools for over 20 years. For fourteen years he was a primary headteacher, this work included leading rapid improvement from an Ofsted category, he is also a SIAMS inspector. He now oversees school governance across the diocese, admissions and school organisation matters such as federations and collaborations. He has a particular interest in leadership development, curriculum and creativity.

# Meet the team



Eleanor Benson

## Associate Adviser

Eleanor has worked for 18 years in a range of senior leadership positions in secondary education. She was headteacher of an urban church secondary school where she led sustained improvement to a strong judgement in SIAMS. Her experience also includes working as a chaplain in a large sixth form college and as a SIAMS inspector. She has particular interests in governance, chaplaincy, the curriculum and post-16 education.



Rupert Madeley

## School Adviser

Rupert has over ten 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 in senior leadership and other roles 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.



Janet Tringham

## School Adviser

Janet has extensive experience of primary headship in a wide range of schools in diverse environments. Prior to joining the Diocese she specialised in leading rapid improvement in schools. This was acknowledged in OFSTED and SIAMS inspections. She achieved improvement through rapid needs analysis, managing concurrent complex issues and dealing sensitively with all stakeholders. She created, developed and nurtured successful leadership teams. Janet is interested in leadership, change management, character development and global education and is a SIAMS inspector.

# Meet the team



**Helen Shelley**  
PA to the Director of Education



**Kevin Matthews**  
School Buildings Officer



**Anne-Marie Sceats**  
Administrative Officer



**Tibha Rai**  
Administrative 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 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.

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 THE CHURCH  
OF ENGLAND  
Diocese of Leeds

