ENHANCED SERVICE PLAN 2020/21

Professional Support for all Schools and Academies
I’m delighted to share our new Education Team brochure for 2020/21 which provides information and details of the range of high quality support and professional development that we offer all schools within the nine local authorities and twelve multi-academy trusts we partner with.

We aim to be a forward thinking team at the cutting edge of helping our schools and partners adjust to the changing educational landscape. Our core aim and purpose is to ensure that the services and support we offer make 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.

All our schools have a named adviser and last year we provided enhanced support and services to 204 church schools and a growing number of non-church schools. Our high calibre range of advisers are developing an excellent reputation and are increasingly recognised by our schools and partners for their quality and value for money.

With many schools reporting that they feel under increasing pressure to make artificial choices between academic rigour and the well-being of their pupils, we are unequivocal in our message that there is no such distinction—good education must promote life in all its fullness.

I hope that you feel able to join us in working together to improve your school and that the services and support on offer in this brochure will help your school to enable pupils and adults to flourish.

Thank you for the work you do for the children in your schools. 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
Challenge and Support

Cathedral Academy is a rapidly improving school. Since early 2016, the Academy has been run by Principal Rob Marsh. The last full Ofsted inspection which was conducted in 2016 graded the Academy as ‘Requires Improvement’ but since then the school has achieved academic results in the top 10% nationally, twice becoming the highest performing secondary in Wakefield. It was announced as the Secondary School of the Year 2019, by the Times Educational Supplement.

In April 2019, Rob asked for the support of our team in developing church school distinctiveness, so a review was organised to assess progress and identify development points. Rob said:

“...The SIAMS Review was conducted in a very professional and supporting, yet challenging manner. It gave us recognition for all that was working very well and also some key areas for development regarding the distinctiveness of our ethos. This assisted us greatly in refining and developing our vision and making key and powerful adjustments to our work.

In 2020 Cathedral Academy was inspected under the new SIAMS schedule and we were delighted when it achieved an ‘excellent’ grading across the board for being an academy which has ‘a powerful and transformational impact on the lives of pupils and staff.’ Rob added:

“...Thanks for your support and encouragement, we certainly would not be in this position without the review and your guidance.

Working together

A well-established cluster of church and community schools in the Ripon area all bought into our Enhanced Service Plan in 2019/20. They pooled their support by each giving one half day of support to a central pot. Working with our team, they created a menu of support sessions which could be accessed by all of the schools in the cluster. These support sessions were designed to offer a range of advice and guidance on church school related matters and the wider school improvement agenda. This strategic approach ensured that the schools retained their individual support but also ensured better value for money. Executive Headteacher, Jacqui Palmer said:

“...Working with the Diocesan Adviser we were able to create a programme of training that met our needs and was scheduled to create most impact. Training has supported everyone from governors to support staff. All of whom have reported on the excellence and relevance of the sessions.

If you are part of a strong cluster or family of schools and want to look further at this option, speak to your named adviser.
How your school will benefit from membership of the Enhanced Service Plan

A highly experienced adviser in your school
Up to 3 half day bespoke visits for the year
A training session for staff and/or governors**
Phone/email support at any time
40% discount on a range of services
Access to network meetings at no additional cost

Costs after 40% discount:

Training
Full Day £160 £95
Half Day £90 £55

Headteacher Performance Management
£585 £350

Additional bought time
Full Day £825 £495
Half Day £585 £350
Training Session £450 £275

Plan your support

Here are just some of the services our advisers provided for their schools last year:

- Reviews of SIAMS, Ofsted, pupil premium and governance
- Coaching and support for middle and subject leaders
- Joint teaching and learning reviews
- Support with self-evaluation and improvement planning;
- Pastoral support
- Development of pedagogy and assessment in RE
- Support and coaching for RE leaders
- Support in monitoring and evaluating collective worship to enhance provision
- Support with all aspects of governance including vision and distinctiveness
- Preparation for inspection, for example through deep dives
- Recruitment support

“'The support and training offered by the Diocese this year has been invaluable. The level of challenge offered by our adviser has facilitated rapid school improvement which was also noted during our Ofsted inspection.’”

*Not including Understanding Christianity or the Annual Conference.
**The training session must follow a planned visit.
Secondary Schools and Academies

How your school will benefit from membership of the Enhanced Service Plan

A highly experienced adviser in your school
Up to 3 half day bespoke visits for the year
Access to RE support for KS3-5
A training session for staff and/or governors**
Phone/email support at any time
40% discount on a range of services
Access to network meetings at no additional cost

Plan your support

Here are just some of the services our advisers provided for their schools last year.

- Coaching and support for Senior Leaders and Department Heads
- Reviews of SIAMS, Ofsted, pupil premium, governance; teaching and learning
- Support with self-evaluation and improvement planning;
- Scrutiny of data and documentation
- Pastoral support
- Strategic support for Humanities/RE departments
- Support in monitoring and evaluating whole school and form collective worship, to enhance provision
- Support with all aspects of governance including vision and distinctiveness
- Preparation for inspection, for example through deep dives
- Chaplaincy support
- Recruitment support

This refreshing and values-centred approach to school improvement was instrumental in our school achieving an outstanding grade.

Cost:

- £3.50 per pupil
- Max £2150

Costs after 40% discount:

- Training
  - Full Day £160 £95
  - Half day £90 £55
- Headteacher Performance Management
  - £585 £350

Additional bought time:

- Full Day £825 £495
- Half day £585 £350
- Training Session £450 £275

*Not including Understanding Christianity or the Annual Conference.
**The training session must follow a planned visit.
Associate Membership
for Non-Church Schools and Academies

How your school will benefit from membership of the Enhanced Service Plan

A highly experienced adviser in your school
Up to 3 half day bespoke visits for the year
A training session for staff and/or governors**
Phone/email support at any time
40% discount on a range of services
Access to network meetings at no additional cost

Plan your support

Here are just some of the services our advisers provided for their schools last year.

- Pupil premium and governance reviews
- Preparation for Ofsted
- Coaching and support for middle and subject leaders
- Joint teaching and learning reviews;
- Support with self-evaluation and improvement planning
- Pastoral support
- Development of pedagogy and assessment in RE
- Support and coaching for RE leaders
- Support in monitoring and evaluating collective worship to enhance provision
- Support with all aspects of governance including vision and distinctiveness
- Preparation for inspection, for example through deep dives
- Recruitment support

Costs after 40% discount:

Training
- Full Day £160 £95
- Half day £90 £55

Headteacher Performance Management
- £585 £350

Additional bought time
- Full Day £825 £495
- Half day £585 £350
- Training Session £450 £275

The enhanced service package provided by the diocese has been extremely valuable. I have received high quality support from the adviser and they are always at the end of the phone when extra support or advice is needed.

*COST: £3.50 per pupil
Min £350
Max £1250 (pri)
Max £2150 (sec)

40% Discount Headteacher Performance Management

40% Discount on Training*

*Not including Understanding Christianity or the Annual Conference.
**The training session must follow a planned visit.
Additional Support

Comprehensive Reviews

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 next steps on your school’s improvement journey.

All of our reviews include verbal feedback and a written report. Members of the ESP can use their allocated time for reviews or buy additional time at a bespoke rate.

If you are interested in any of the following reviews then speak to your named adviser:

- **Collective Worship**
  Reviewing the impact of worship - 1/2 day
- **Curriculum**
  Four subject deep dives - 1 day
- **Governance**
  Compliance and effectiveness - 1 day
- **Pupil Premium**
  How effective is your support for the disadvantaged? - 1 day
- **Religious Education**
  Review the quality of provision - 1/2 day
- **SIAMS**
  Looking at your school through the lens of the inspection schedule - 1 day
- **Teaching and learning**
  How effective is the planning and delivery of lessons in your school? - 1 day
- **Well-Being**
  Pupils and adults - 1 day

Should you wish us to undertake a review which is bespoke to your school and its needs, then contact your named adviser.

Headteacher Appraisal

Headteacher performance management is a crucial part of the overall development planning of the school. As former headteachers our team of advisers are qualified and perfectly placed to act as an external adviser to governors for a headteacher’s performance management appraisal.

As well as ensuring that appraisal targets are clear and manageable we ensure that headteacher well-being 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

Comments from Governors:

“Positive. Supportive. I really appreciate the brevity and clarity. Really helpful.”

Headteacher appraisal just

£350 for ESP members

Extended School Improvement Support

Are you looking to extend the support for your school, academy, cluster or multi-academy trust? Would you like more comprehensive school improvement support?

Send your initial enquiry to info.ed@leeds.anglican.org and one of our team will be in touch to discuss your requirements and the support we can offer.
Free Networks for those 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 and learn from and support each other.

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 out networks as their career progresses. As well as regular updates on the world of education, we encourage reflection on leadership development. Participants lead the agenda. Previous networks have covered topics such as:
SEF Writing
Applying for Headships
School Improvement Planning
Managing Conflict

New Heads Network
Being a headteacher is like no other job. At times headship can be the best job in the world and at others challenging and lonely. This termly network is for those in their first two years of headship. Previous attendees report that they have valued the opportunity to confidentially network with colleagues from other local authorities and MATs. The themes of each session are decided by the group with an input in the morning and space given in the afternoon for colleagues to work together on the policies and practice of their choice.

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. Previous participants have said that they gain a lot from knowing that they aren’t alone in the challenges they face and find support in seeking solutions together.

Secondary Heads Network
An opportunity to come together each term with established headteacher colleagues from across the diocese and learn from and support each other.

MAT CEO 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 is quite an isolated role. This termly network meeting provides opportunity to share educational updates, resources, procedural approaches and find mutual support.

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

“I arrived wet and cold...but left bright and positive! Great opportunity to share practical ideas, time to reflect and deeper opportunities to think.”
We never forget that, despite significant responsibilities, governors are volunteers. Our aim is to equip all governors with the skills and knowledge they need to challenge continuous improvement and confidently contribute to the successful running of their school.

Our training package supports governing bodies within a role that is becoming ever more complex, requiring greater accountability of educational standards and management of key risks. Look out for our 'Heads and Chairs' training session to support the development of this important partnership.

We offer a tailor made range of courses to ensure that governors are fully prepared to meet their statutory responsibilities. Our training will also provide them with support in delivering stronger governance of educational, organisational and financial performance and developing innovative solutions to common challenges that are facing schools.

Training

Bespoke training can be arranged with the named adviser or a comprehensive training plan for the full board can be arranged (see opposite). Planned training suitable for governors includes the following subjects:

- Heads and Chairs
- Effective Governance
- Data Analysis
- Self Evaluation
- Monitoring and Evaluation
- New to the SIAMS Schedule
- Personal Development of Pupils
- Spiritual Development
- Religious Education
- Collective Worship
- Managing Difficult Conversations

Comprehensive training for your full governing body

Three comprehensive training sessions covering compliance, effective governance and accountability. Everything from effective meetings to long term strategic direction, this bespoke package will meet the needs of all governors, experienced or not, and ensure that the whole board have received the same messages.

What governors have said about our training:

'Inspiring and excellent'
'Superb'
'Informative'
'Friendly delivery'
'Excellent and challenging'
'Clear and precise information, well structured, appropriate to all'
'Lots of really useful nuggets! Thank you.'
Support for School Improvement

With over sixty years of combined headship experience, members of our team have led church and non-church schools, both small and large, in rural and urban settings across the country.

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.

There is now real synergy between Ofsted’s Education Inspection Framework and the SIAMS Inspection Schedule, which was changed in 2018, so we are well placed to support with both.

Through the Enhanced Service Plan schools can access up to three half days of support and a training session (see pages 4-6). In addition schools in the ESP get access to free networking opportunities (see page 8).

Take a look at the training programme we offer. Our training is highly regarded because we root it in practical application, evidence and research.

This year we have introduced a 'Next Steps' series of training for schools who want to build on their previous work with us.

"This was a brilliant course - one of the best I have attended on curriculum as it really helped me reflect on our own curriculum as well as how it could be developed to be more distinctive for all children."
<table>
<thead>
<tr>
<th>Training - Autumn 20</th>
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<tbody>
<tr>
<td><strong>Understanding Christianity Day 1 of 2</strong></td>
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<tr>
<td><strong>Quality of Education: Assessment, moderation and deep dives</strong></td>
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<tr>
<td><strong>Excellence in Collective Worship</strong></td>
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<td><strong>Teaching Hinduism and Teaching Sikhism</strong></td>
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<td><strong>Empowering Pupil Voice and Courageous Advocacy</strong></td>
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<tr>
<td><strong>Developing Children's Spirituality</strong></td>
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<tr>
<td><strong>New to the SIAMS inspection schedule</strong></td>
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All our training can be booked through Eventbrite. Search Leeds Diocese Education Team and follow us.
<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Time</th>
<th>Venue</th>
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<tbody>
<tr>
<td>Led by one of the authors of Understanding Christianity, Stephen is an international speaker. This course will best suit schools who have been using this resource successfully and are looking to take teaching and learning to the next level.</td>
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<tr>
<td>Church schools have two inspections and often two SEFs. This one day course will provide you with a self-evaluation process which will meet the requirements of both inspections ensuring accurate judgements and best use of your precious time.</td>
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<tr>
<td>Relationships, Sex and Health Education</td>
<td>30/11/2020</td>
<td>9.30-3.30</td>
<td>Church House, Leeds</td>
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<tr>
<td>In this one day course we will explore how your school can effectively implement the DfE's expectations for Relationships, Sex and Health Education (RSHE), whilst supporting the ‘Dignity and Respect’ strand of the SIAMS schedule.</td>
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<tr>
<td>New to Teaching in a Church School</td>
<td>3/12/2020</td>
<td>9.30-3.30</td>
<td>Church House, Leeds</td>
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<tr>
<td>This day is for anyone new to teaching in a church school. Explore what it means to work in a church school. We will share lots of practical advice as well as opportunities to network with colleagues.</td>
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<tr>
<td>Managing an Effective Governing Body: Chairs and Heads Working Together</td>
<td>9/12/2020</td>
<td>9.30-12</td>
<td>Church House, Leeds</td>
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<tr>
<td>This half-day session brings heads and chairs together to explore their roles and responsibilities in running a highly effective, strategic governing body.</td>
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<tr>
<td>Digging Deeper into Data: Making sense of performance information</td>
<td>9/12/2020</td>
<td>1-3.30</td>
<td>Church House, Leeds</td>
</tr>
<tr>
<td>This half-day session will support school leaders in unpicking the important messages they need to get from data in order to be able to make judgements about attainment and progress, both across the school and for specific groups and individual pupils.</td>
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## Training – Spring 21

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<th>Event</th>
<th>Description</th>
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<th>Time</th>
<th>Location</th>
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<tr>
<td><strong>Teaching Islam, Judaism and the diversity of Christianity</strong> led by Fiona Moss</td>
<td>For all who teach or lead RE improve your subject knowledge and gain practical, engaging and effective strategies for learning, ensuring progression in teaching of these religions, including Christianity as a diverse, living world-wide faith. Fiona works with local authorities and dioceses across the country and worldwide.</td>
<td>7/1/2021</td>
<td>9.30-3.30</td>
<td>Church House, Leeds</td>
</tr>
<tr>
<td><strong>Everyone Flourishing: Mental health and Well-being in Schools</strong></td>
<td>A practical, research based guide, drawing on the Church of England advice document to support the mental health of the whole school community. The training will explore lots of practical approaches and examples of good practice.</td>
<td>15/1/2021</td>
<td>9.30-3.30</td>
<td>Church House, Leeds</td>
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<td><strong>Understanding Christianity Day 2</strong></td>
<td>For those new to the Understanding Christianity resource. This is day two of a two day training programme which will enable participants to introduce this exciting and challenging RE resource.</td>
<td>18/1/2021</td>
<td>9.30-3.30</td>
<td>Church House, Leeds</td>
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<td><strong>Pupils as Leaders of Worship</strong></td>
<td>Pupils should be planning, delivering and evaluating collective worship. What does this look like in practice? This half day course explores the role of children in this important part of the day.</td>
<td>10/2/2021</td>
<td>9.30-12</td>
<td>Church House, Leeds</td>
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<tr>
<td><strong>Digging Deeper into SIAMS</strong></td>
<td>For those who are already familiar with the new SIAMS schedule this session investigates what we can learn from SIAMS inspections that have already taken place and supports with how you can move your school to its next stage in preparedness.</td>
<td>23/2/2021</td>
<td>9.30-12</td>
<td>Church House, Leeds</td>
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<tr>
<td><strong>Building a Case for Excellence</strong></td>
<td>Join us for the day as we pull together good practice examples from across the Diocese and explore how schools are articulating their case for excellence. Trained inspectors will be on hand to support you with any queries.</td>
<td>23/2/2021</td>
<td>1-3.30</td>
<td>Church House, Leeds</td>
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<tr>
<td><strong>Relationships, Sex and Health Education</strong></td>
<td>In this one day course we will explore how your school can effectively implement the DfE’s expectations for Relationships, Sex and Health Education (RSHE), whilst supporting the ‘Dignity and Respect’ strand of the SIAMS schedule.</td>
<td>2/3/2021</td>
<td>9.30-3.30</td>
<td>Church House, Leeds</td>
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<tr>
<td><strong>Next Steps with Personal Development: A cohesive whole school approach</strong></td>
<td>On this one day course we explore how Character development, Christian values, British Values, SMSC and behaviour these can all be joined into a cohesive approach and what exemplary character development looks like in practice.</td>
<td>10/3/2021</td>
<td>9.30-3.30</td>
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*Why not stay all day?*

**Flourishing: Mental health and Well-being in Schools**

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**Understanding Christianity Day 2**

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**Pupils as Leaders of Worship**

Pupils should be planning, delivering and evaluating collective worship. What does this look like in practice? This half day course explores the role of children in this important part of the day.

**Digging Deeper into SIAMS**

For those who are already familiar with the new SIAMS schedule this session investigates what we can learn from SIAMS inspections that have already taken place and supports with how you can move your school to its next stage in preparedness.

**Building a Case for Excellence**

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In this one day course we will explore how your school can effectively implement the DfE’s expectations for Relationships, Sex and Health Education (RSHE), whilst supporting the ‘Dignity and Respect’ strand of the SIAMS schedule.

**Next Steps with Personal Development: A cohesive whole school approach**

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<th>Training – Summer 21</th>
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| **Developing Excellence in RE**  
**led by Stephen Pett**  
ın partnership with [RE Today Services](#)  
This course is aimed at all who teach RE in the primary sector. It will explore different strategies for teaching engaging and challenging RE across KS1 & 2. Stephen supports teachers across the country and worldwide.  
| 28/4/2021  
9.30-3.30  
Church House, Leeds |
| **Governors: Monitoring and Evaluating the Effectiveness of your School**  
This session explores the role of governors in holding school leaders to account; what effective monitoring and evaluation looks like in schools and how this all links in with external scrutiny by Ofsted and SIAMS.  
| 4/5/2021  
9.30-3.30  
Church House, Leeds |
| **Managing Conflict and Challenging Conversations for School Leaders**  
Managing conflict is difficult and knowing how to hold challenging conversations whilst upholding a nurturing ethos isn't easy. This practical workshop will support school leaders in dealing with difficult circumstances with dignity and respect.  
| 18/5/2021  
9.30-12  
Church House, Leeds |
| **A Sharing Good Practice Day**  
There are many examples of best practice around the diocese and we have invited some of them for the day to share what they do and how they do it. This is an opportunity to come and learn from a range of schools all in one place.  
| 9/6/2021  
9.30-3.30  
Church House, Leeds |
| **Next steps in Spiritual Development**  
**Led by Mary Hawes**  
Following her highly praised input at the 2019 Senior Leaders' Conference we welcome back Mary Hawes to lead this next step day. This is designed for those who have previously attended the one day Developing Children’s Spirituality course and have begun their journey to developing a coherent approach.  
*Mary Hawes is the National Children and Youth Adviser for the Church of England.*  
| 15/6/2021  
9.30-3.30  
Church House, Leeds |
| **Religious Education in the Early Years**  
What does effective RE look like in the Early Years? This half day course explores expectations in the EYFS and provides practical examples to take back and use in your classrooms.  
| 24/6/2021  
9.30-12.30  
Church House, Leeds |

'Really enjoying the course, I am learning a lot about myself and leadership'  
'Brilliant day- felt so enthused'  
'This was one of the best courses I have attended. So much to take away both practically and things to consider'
Meet the Education Team

The Diocesan Education Team comprises advisers and administrative staff with a wealth of experience in supporting schools.

**Canon Richard Noake**
Diocesan Director of Education  
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**Helen Shelley**
PA to Director of Education  
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Senior Adviser - School Systems  
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**Eleanor Benson**
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**Kevin Matthews**
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**Rob Andrews**
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**Rupert Madeley**
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0113 3530 249

**Lee Talbot**
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0113 353 0299

**Julie Morton-Lee**
Associate Schools Adviser - Senior Leadership  
 julie.morton-lee@leeds.anglican.org

**Anne-Marie Sceats**
Administrative Officer  
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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.