



**Services provided to Catholic
Schools and Academies
by the
Diocesan Education Service**

2020 - 21

(Subject to any restrictions resulting from Covid 19)

CATHOLIC EDUCATION

Core Services

- Visits (virtual or otherwise), where possible, to schools by a named Adviser
- Additional School visits where Advisers have identified a support need
- Section 48 (CSI) Targeted Support for schools receiving a grade 3 or 4
- Advice and guidance available for School Leaders, PICCLs, RE Leads and Lay Chaplains via phone, email and video conferencing
- Additional bespoke INSET subject to availability of Advisers
- Rainbows: training for schools to enable them to deliver specialist provision for pupil bereavement and loss
- Regular news and updates regarding aspects of RE, Catholic Life and Collective Worship
- Access to re-live for School Leaders, PICCLs, RE Leads, and Lay Chaplains (a password protected website) containing resources and toolkits

Primary

- Cluster Group Meetings (virtual or otherwise) for RE subject teachers or members of the RE Team: one cluster group meeting per term covering issues related to RE, collective worship and the wider Catholic life of school
- Delivery of core INSET training days typically but not exclusively including three-day induction programme (for NQTs and those new to Catholic Education), sacramental preparation and RE Subject Leader induction

Secondary

- Local Partnership meeting for Heads of RE (virtual or otherwise): one meeting per term covering issues related to RE, collective worship and the wider Catholic life of school
- Local Partnership meetings for PICCLs (virtual or otherwise): one meeting per term covering issues related to the wider Catholic life of school including Collective Worship
- Delivery of two training events for Heads of RE and one training event for Second in RE Department
- Delivery of training for all NQTs and teachers new to RE
- Delivery of two training days for PICCLs
- Provide advice, support and guidance to governors on the appointment of Subject Leaders for RE and on the appointment of Senior Leaders with a specific responsibility for Catholic Life.

Section 48 (Catholic School Inspection Framework)

- Provide inspections and interim visits to ensure that schools meet their statutory obligations in relation to Section 48 and Canon 806.
- Provide training opportunities for school leaders, including governors, on areas that fall under the remits of Section 48 and Canon 806.
- Keep schools informed of national developments relating to Section 48 inspection.
- Provide opportunities for eligible colleagues to train as diocesan inspectors.

Additional Services

- **Lay Chaplaincy:** Advice, support and guidance on the appointment of Lay Chaplains.
- Please note that further support for Lay Chaplains is available through the services of Kenelm Youth Trust <http://www.kenelmyouthtrust.org.uk/schoolchaplaincy.html>

SCHOOL LEADERSHIP (including Governance)

Working collaboratively with stakeholders and partners across the Diocese and beyond, we seek to build leadership and governance capability and capacity across our Diocesan schools and multi academies in a way that aligns with our shared Catholic mission and values. We will do this specifically through:

Recruitment and Appointment

- Provision of advice and guidance on good practice in relation to all aspects of the recruitment and appointment of senior leaders, Executive Leaders, Heads of RE, PICCLS and curriculum leaders of RE
- A Diocesan Advisor engages with governors/Directors through the entirety of the recruitment and appointment process for all positions that directly affect the Catholic mission of the school or MAC*
- That advertisements and application packs for such posts are accurate and appropriate (deploying appropriately CES and DES model role descriptions, person specifications, applications and related forms), and that such adverts once agreed are published through the DES website and through its social media as well as by email through schools and MACs in the Diocese
- Provision of support and advice where needed on the development of the appropriate assessment exercises and interview timetable and questions
- Provision of advice, guidance and facilitating training on good practice on safer recruitment requirements and interviewing senior executive leaders
- Provision of advice and guidance on the appointment of a candidate (including use of DES and CES contracts) and feedback to short-listed candidates, identifying areas for development and potential future opportunities, in conjunction with governors, directors and CSELs, where it is possible to do so
- Identification of suitable mentors and/or coaching for newly appointed headteachers

****Please note that it is a requirement that the DES give advice, guidance and support to the governors on the appointment process for any leadership post that directly affects the Catholic Mission of the school or multi academy including (whatever the nomenclature used) the person with overall responsibility for the day to day management of each school, and the person who is the second most senior person in the leadership team; for example: Catholic Senior Executive Leaders, Chief Operating Officer/Chief Finance Officer, Executive headteachers/principals, headteachers/principals, heads of school, deputy headteachers/principals, heads of RE departments, second in charge of RE, Person in Charge of Catholic Life (PICCLS), and lay chaplains. The DES should be notified as soon as possible of a potential vacancy: <https://www.bdes.org.uk/vacancynotification.html>***

- Support and guidance to governing bodies and boards on identifying roles and responsibilities necessary for an effective board and provision of advice on the recruitment and appointment of governors and directors
- Provision of support to prospective Foundation governors and directors through the application process, facilitating the process of reviewing applications and making appointments, and undertaking appropriate communications in this respect

Senior Leader Formation, Induction, Training and Development and Networking

- Facilitating networking and collaboration between senior leaders, in particular CSELs and chairs/directors of governing boards including facilitating exposure to and engagement of key external agencies (e.g. CES, DfE, RSC, ESFA, Ofsted, Forum Strategy, CST, and NGA)

- Delivering induction programmes for newly appointed CSEs, Headteachers/Principals/Heads of School and Deputy Headteachers/Vice Principals, in particular setting their roles in the context of the shared Catholic mission and the associated accountabilities and responsibilities
- Providing or facilitating bespoke leadership and governance training and coaching as needed
- Facilitating development and training opportunities for aspiring Catholic leaders who are currently within or outside our Diocesan Catholic schools and multi academies
- Identifying, appointing and facilitating training and development of 'DES associates' to build capacity across the Diocese and disseminate leadership good practice, including undertaking mentoring of newly appointed headteachers/principals and acting as external advisors to governing bodies on the appraisal of headteachers/principals
- Facilitating, brokering and encouraging opportunities for formation, networking and collaboration amongst senior leaders across the Diocese (e.g. dissemination of information related to relevant events and conferences as well as running them for our school and multi academy leaders)

Governance Leaders (governors and directors) and Clerks/Governance Officers

- Providing induction for all governors and directors, providing an overview of the role particularly in relation to the mission of a Catholic school and multi academy company and the associated accountabilities and responsibilities
- Supporting governors and directors as employers with training, advice and guidance and disseminating good practice in relation to succession planning; undertaking CSEL/headteacher/principal appraisal and appointing an external advisor, applying related CES/DES policies; interim leadership solutions; ensuring staff engagement and wellbeing; and relating to the management of issues in connection with the Catholic nature of the school or multi academy
- Providing and disseminating advice on general governance good practice for governors/directors, CSEs and clerks/governance officers when needed and delivering training courses for governors/directors and clerks/governance officers or signposting to other high quality training and resources
- Advising boards and governing bodies on good practice in relation to undertaking effectiveness reviews and skills audits, including facilitating external governance reviews by National Leaders of Governance or other appropriately qualified individuals or organisations
- Supporting intervention and rapid improvement where deemed necessary (e.g. IEBs)
- Supporting compliance and good practice in relation to Admissions and Complaints by providing:
 - annually reviewed model admissions policies for all schools in the Diocese and all related admissions documentation as needed, checking each school's admissions policy annually and ensuring compliance with the current School Admissions Code
 - bespoke advice on all areas of the School Admissions Code and ad hoc support and guidance on admissions as required through the annual admissions process
 - training on admissions for headteachers, support staff and governors
 - provision of all appeal documents and guidance including model statements and letters for schools to personalise for their own use
 - training for appeal clerks and access to trained appeal clerks and panel members for schools to organise independent appeal panels
 - updated model complaints policy and ad hoc support and advice on the deployment of the complaints policy and related procedures

Development and delivery of a Diocesan Leadership Strategy and Plan

- Development of new models of executive and governance leadership, encouraging distributed leadership to build capacity and capability at multiple levels across the Diocese

- Working with stakeholders to identify, encourage and develop senior executive leaders and governors/Directors for the future
- Developing networks of support and advice and guidance across the Diocese within and between our schools and multi academies, encouraging 'systems leadership' (e.g. DES Associates and Diocesan Leaders of Governance)

SCHOOL IMPROVEMENT

- Support, advice and references for applications for Teaching Schools, NLE and LLE
- Deliver regular TSA meetings to share good practice and identify schools needing support and brokering of that support
- Formal meetings with Local Authority partners to coordinate support offered to schools across the Diocese
- Monitoring the impact of support provided to schools identified as being in need
- Regular formal meetings with the DFE, OFSTED and RSC acting as advocate for our schools across the diocese
- Delivery of regular headteacher briefings throughout the academic year
- Regular termly updates on all matters impacting on Catholic education and our schools
- Bespoke advisory and support service to schools before and after Ofsted inspections
- Attend schools during Ofsted inspections and feedback sessions when required
- Attendance at IEB/AIB meetings where necessary
- Collate and analyse the performance data from all schools including all statutory primary school assessments and secondary school examination results
- Provide an overview of Diocesan school performance identifying key areas of strength and for further development to Trustees
- Act as the first point of contact with DFE and LA officers when school performance data is under scrutiny
- Provide support to schools with any visits from DFE or LA officers including attendance at school where necessary
- Identify any vulnerable schools based on performance data and broker appropriate support
- Facilitate school improvement support through Teaching Schools Alliances and other appropriate providers
- Provide link DES officer to schools not achieving good or better in Ofsted or S48 inspections to follow through with post inspection action plan
- Attend DFE MAC performance reviews when necessary

DIOCESAN ACADEMY STRATEGY

- Delivery of presentations and training to governing bodies to increase their understanding and awareness of academy conversion
- Provide a designated academy project manager to offer support and guidance before, during and after the conversion process
- Provide information, advice and guidance on the practicalities of converting to academy status, as part of a Multi Academy Company (MAC)
- Provide appropriate referrals to professional partners who will facilitate the conversion process in terms of legal, financial and HR service provision
- Appoint and work with the Shadow Board to provide clarity and guidance on all of the stages of conversion

- Liaise with the DFE and the Regional Schools Commissioner to gain approval for the group of schools converting to MAC status
- Appoint the Foundation Directors (Board) and Foundation Governors (Local Governing Body) who will form the majority in terms of Governance
- Provide on-going support and guidance post conversion, including facilitating the sharing of good practice with other MACs
- Arrange and facilitate regular chair of MACs meetings to share best practice and provide on-going networking opportunities and updates
- Undertake annual monitoring of all individual MACs: financial position, standards, Catholic ethos and leadership provision
- Regular meetings with and reporting to the Trustees' Diocesan Academy Strategy Board
- Structured programme of support for the board of directors in the first 12 months of any new MAC provided by members of the DES team.

BUILDINGS AND FINANCE

- Liaison with the Department for Education (DfE) and local authorities regarding the strategic planning of school places across the diocesan area
- Strategic management of major construction projects financed by a range of funding sources including Priority Schools Building Programme, Basic Need, Condition Improvement funding and developer contributions
- Provide advice and support on school organisation matters including school expansion, amalgamation and closure
- Provide advice and support regarding school asset management, including sufficiency, suitability and condition
- Provide advice and guidance on all property related matters including lettings on school sites
- Provide advice and guidance in the submission of capital bids for both schools and academies
- Provide advice and guidance on the appointment of professional design consultants and surveyors
- Provide advice and guidance regarding statutory maintenance and testing
- Monitoring of statutory maintenance and compliance testing
- Provide training for newly appointed headteachers and deputy headteachers on buildings/premises/finance related matters
- Provide advice and guidance on school insurance, including buildings cover, available through approved providers
- Provide advice and support to schools for building emergencies
- Termly meeting for the Diocesan School Business Managers and finance directors
- Liaising with consultants, architects and ESFA on behalf of schools
- Regular funding bulletins including additional funding opportunities available for schools
- Access to DES approved strategic partners providing professional services to schools
- Strategic oversight of VA school finances including regular monitoring of budgets and meetings with LAs
- Monitoring of MAC finances and attending ESFA finance reviews when necessary
- Advice and guidance on revenue funding
- Monitoring of MAC buildings and premises