



— Diocese of —
Hereford

**SCHOOL EFFECTIVENESS
PARTNERSHIP AGREEMENT**

SEPTEMBER 2026 - JULY 2027



education@hereford.anglican.org



www.hereford.anglican.org/schools



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School Effectiveness Partnership Agreement

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Foreword from the Diocesan Directors of Education

We are delighted to share with you our range of School Effectiveness Support services and packages for academic year 2026-27. These have been designed to ensure schools are able to access the bespoke support they need to meet today's challenges, in a cost-effective way.

Schools can purchase their School Effectiveness Partnership Agreement at any time of the school year and the time allocated will be honoured until it has been used. Schools can choose to purchase individual Core Services or either Package 1 or 2, dependent upon need.

Each package contains a half day review of school priorities with the headteacher and senior leaders. As an outcome of this session, we will formulate a set of specific measurable objectives as a focus for the school effectiveness work to be undertaken. In turn, a School Effectiveness Adviser or Advisers will be allocated to your school based on their educational expertise. This will depend on the range and extent of your requirements.

We believe that working collaboratively with our Diocesan School Effectiveness Team will enable your school to benefit from:

- bespoke school effectiveness support
- support that is implemented with you, not to you
- continued access to experienced education professionals
- positive support whilst being held to account.

If you have any further questions, or would like to discuss the content of packages further, please contact Toni Enefer on 01432 373341 and she will be very happy to discuss your requirements in greater detail, or put you in touch with us to support further.



Canon Tim Reid
Executive Diocesan Director of Education



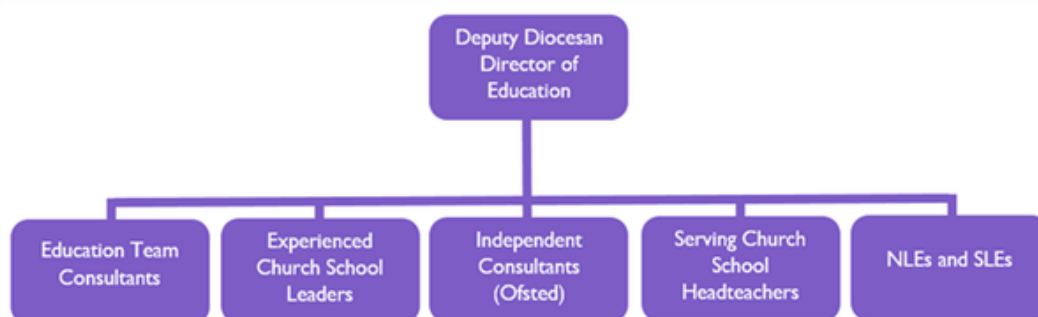
Gemma Martin
Diocesan Director of Education

School Effectiveness Support Procedure

School Effectiveness Structure

The School Effectiveness Partnership Agreement (SEPA) is serviced by a team of School Effectiveness Advisers from a range of backgrounds. The SEPA utilises experienced consultants within our Education Team: independent education consultants, experienced church school headteachers and leaders, serving SIAMS inspectors and serving Ofsted Inspectors. The team is led by the Diocesan Director of Education.

The Diocesan School Effectiveness Team structure is outlined below:



The eight areas of school effectiveness against which School Effectiveness Advisers are audited:



School Effectiveness Support Procedure

Leadership

- sharing up-to-date knowledge of the Ofsted framework
- sharing other relevant educational developments
- supporting leaders to analyse required actions as a result of these developments in their settings
- supporting new school leaders
- developing middle leaders and working towards sustainable models of distributed leadership
- strategic school development planning
- accurate and effective self-evaluation
- pupil premium strategy and other grant spending strategies
- coaching to support leaders in navigating the challenges and successes of their roles
- policy development
- developing headteacher peer review.

Teaching and Learning

- strategies for narrowing / closing the attainment gap for groups of learners, including adaptive teaching
- planning for challenge and high expectation
- planning effective sequences of learning
- using research to develop school-specific pedagogy
- strategies to develop early reading and phonics
- strategies to develop writing
- strategies to develop mathematics
- formative and summative assessment strategies for impact across the curriculum
- developing measurable intervention programmes.

Governance

- developing an effective governing board
- governance structures and sub-committees, in both Academy and Maintained settings
- holding senior leaders to account
- monitoring of school development and self-evaluation
- preparing governors for Ofsted inspection.

Monitoring & Evaluation

- developing a rigorous monitoring & evaluation schedule to include a range of methods to enable triangulation
- focused lesson observation and drop-ins
- work and planning scrutiny
- analysing national data (EYFS, Phonics, KS1- KS4 data, school context) using ASP, FFT Aspire & IDSR
- developing internal tracking systems to measure progress and attainment
- analysing internal assessment data
- using monitoring and evaluation to develop effective practice
- long / short term pupil target setting
- standardisation and moderation of school judgements.

School Effectiveness Support Procedure

Staff Performance and Management

- headteacher performance management
- developing tiered performance management systems
- setting SMART personalised performance targets
- training / development of performance management reviewers
- providing teachers with clear and consistent feedback on the quality of education
- celebrating good practice
- lesson study / coaching strategies.

Curriculum

- strategies to develop the wider curriculum
- supporting the design of a broad and balanced curriculum
- developing subject leadership
- developing substantive and disciplinary knowledge progression documentation
- ensuring the curriculum is an expression of the school's vision
- developing the Early Years Foundation Stage curriculum
- KS1, KS2, KS3 and KS4 curriculum planning
- producing effective sequences of learning
- subject specific advice and support
- creating purposeful, creative learning environments.

Vision and Values

- developing, implementing and evaluating the school's theologically-rooted Christian vision
- discovering and embedding truly Christian values which permeate all aspects of school life.
- ensuring the school's broad curriculum offer is driven by the theologically-rooted Christian vision.

Wider Relationships - Community

- enhancing communication and relationships with parents and the community
- developing partnerships and collaborations with other schools
- support with considering academisation
- ensuring the growth of a community rooted in respect and a commitment to live well together.

School Effectiveness Support Service Charter

Those schools and academies subscribing to the School Effectiveness Partnership Agreement are entitled to expect members of The Diocesan Education Team to:

- have a pastoral concern for the staff, governors and pupils of the school or academy
- provide professional and expert information, advice and assistance
- deliver the services listed, upon request, to a high professional standard
- respond promptly and courteously to requests for assistance
- act with discretion and confidentiality
- be responsive to individual schools and academies and their distinctive ethos
- act with integrity and in accordance with Christian beliefs and values
- promote at all times The Church of England foundation and Christian ethos of the school or academy
- deal promptly and courteously with any complaints regarding the level of service provided.

In return, schools and academies subscribing to the agreement are expected to:

- keep The Diocesan Education Team informed of the current situation in relation to the service required and developments at the school or academy
- provide copies of the most recent School Self-Evaluation, School Development Plan and annual performance review
- be available, given adequate notice, for meetings and / or visits to ensure progress is maintained
- give adequate and appropriate notice when requesting visits, meetings, training etc.
- pay invoices promptly
- provide qualitative feedback on the usefulness of the services received and constructive suggestions for improvement.

Complaints

Any complaints should, in the first instance, be addressed to the Diocesan Director of Education (DDE). The DDE will investigate and respond. If the matter is not resolved at this stage, the issue will be referred to The Diocesan Board of Education.

Package 1 : £1,900

Headteacher Performance Appraisal

Half Day Review of School Priorities

3 Days of School Effectiveness Support

Headteacher Performance Appraisal

It is the responsibility of the Governing Body of a school to appoint an external adviser to support and advise on the headteacher appraisal process. As part of this enhanced package we can provide this service, allocating one of our School Effectiveness Advisers who is equipped with the skills, experience and objectivity to fulfil the role.

The School Effectiveness Adviser will:

- spend a half day in school with the headteacher and governors to support the review of current targets
- assist in the setting of specific, measurable and achievable targets
- facilitate and run a mid-cycle review to ascertain progress towards meeting the targets set with the headteacher and governors over the course of a half day in school. This may include possible re-negotiation of measurable outcomes where appropriate.

It should be noted that the School Effectiveness Adviser is not responsible for determining whether the headteacher should be awarded a pay increment. This is the role of the governor appraisal panel. However, governors are permitted to ask for advice and should consider this carefully before making a decision.

Half Day Review of School Priorities

In this session, alongside school leaders, the School Effectiveness Adviser will help to identify school priorities and areas that may require further support. This may be underpinned by the school's current assessment information, school development plan and self-evaluation. A set of specific measurable objectives will then be written collaboratively to reflect the identified areas of need and to focus the school effectiveness work to be undertaken.

3 Days of School Effectiveness Support

The school effectiveness objectives are used to create an action plan for the 3 days of in-school support. Once agreed with the headteacher, a School Effectiveness Adviser(s) carries out the subsequent work in school. Identification of the appropriate Adviser(s) is agreed between the headteacher and the Deputy Diocesan Director of Education or allocated School Effectiveness Adviser before the package begins.

Package 2 : £1,500

Half Day Review of School Priorities

3 Days of School Effectiveness Support

Half Day Review of School Priorities

In this session, alongside school leaders, the School Effectiveness Adviser will help to identify school priorities and areas that may require further support. This may be underpinned by the school's current assessment information, school development plan and self-evaluation. A set of specific measurable objectives will then be written collaboratively to reflect the identified areas of need and to focus the school effectiveness work to be undertaken.

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Core Service 1 : £400

Headteacher Performance Appraisal

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Core Service 2 : £450

Whole Day School Review

One of our experienced School Effectiveness Advisers can help you reach an accurate evaluation of your school. This service can identify particular areas that can be a focus for your review.

Our whole school reviews can include:

- analysis of your self-evaluation, school development plan and data
- discussing systems and processes with school senior leaders, managers and governors
- observation of teaching and learning (this can be with school staff to moderate judgements)
- scrutiny of children's work
- specific subject reviews.

We will provide you with a summary feedback of headline information including any identified areas for development.

Core Service 3 : £450

Full Day of School Effectiveness Support

This service is a full day of bespoke school effectiveness support individually tailored for your school.

Schools can select from either one of the eight areas of school effectiveness highlighted in the Service Level Agreement, or from a specific school development focus. Once the focus has been identified, a School Effectiveness Adviser with appropriate experience and expertise will be assigned to work with your school.

The focused support may take place over one full day or two half days dependent upon the school's needs.

Core Service 4 : £275

Half Day of School Effectiveness Support

This service is a half day of bespoke school effectiveness support individually tailored for your school.

Schools can select from either one of the eight areas of school effectiveness highlighted in the Service Level Agreement or from a specific school development focus. Once the focus has been identified, a School Effectiveness Adviser with appropriate experience and expertise will be assigned to work with your school.

Core Service 5: £275

Ofsted Preparation Pre-inspection Phone Call

This service is a half day of bespoke school effectiveness support, individually tailored for your school.

Senior leaders are coached through the pre-inspection phone call to ensure they can:

- articulate the school context
- explain educational outcomes
- direct the conversation to ensure appropriate lines of enquiry.

Core Service 6: £450

Ofsted Preparation - Reviewing Documentation

This service is a full day of bespoke school effectiveness support, individually tailored for your school.

The day ensures that leaders are fully prepared for all aspects of the inspection judgements:

- quality of education
- behaviour and attitudes
- personal development
- early years
- leadership and management.

This support uses a range of approaches; coaching subject leaders and key staff, lesson visits with actionable feedback, document review and support, pupil voice interviews and advice.

Senior leaders at the school will work with the adviser to plan the most effective support package.

Diocesan External Review of Governance

Cost: £450

This review is offered as support to improve and develop governance.

It will help your Governing Board identify priorities for improvement, provide support on any further steps to take and highlight any additional training which might be useful to access.

Two members of the diocesan team will review governor-related documentation from meetings, monitoring visits and the school's website.

Over the course of a day, conversations will take place with each of the following:

- the Governance Professional (Clerk)
- the Headteacher
- the Chair
- two members of the Governing Board.

Following the review, a detailed report will be written outlining the Board's strengths and recommending areas for improvement.

Aspiring Church School Leaders

Cost: £200

This three and a half day programme, plus online coaching sessions, spans the course of the academic year, and is aimed at very experienced middle or senior leaders who are considering taking the next steps in their career.

The course covers a number of leadership themes and systems that senior leaders focus upon strategically and operationally:

- Church School Vision and Culture
- Effective teaching principles
- Assessment, behaviour and curriculum
- Supporting SEND
- CPD Pathways
- Sustainable Impact
- Operational management
- Governance and Accountability
- Professional Partnerships, including Ofsted.

Throughout the programme, delegates will access high quality training based on relevant, recognised research. This will help develop the holistic view necessary for senior leadership.

Here are a some delegate reflections from those who attended last year:

“Improved confidence in such a wealth of topics, including operational management, and opening my eyes to many new areas of leadership.”

“Learning that vision truly does underpin all that we do.”

“So much collaborative support.”

“Key takeaways: work closely with other schools, to engage the parish church with school more, audit as an SLT where we are as a school now and how to improve these links.”

Aspiring Church School Leaders

Cost: £200

Throughout the programme, delegates will access high quality training based on relevant, recognised research. This will help develop the holistic view necessary for senior leadership.

Working with the Education Team, delegates will learn alongside other aspiring leaders for the duration of the programme. As well as face to face training days at our offices, there is also:

- a half day application session in one of our church schools.
- three online coaching sessions, spaced throughout the training programme.
- a final day of training offering the opportunity to reflect on learning, and look at the next steps in the delegates' leadership career.

The dates for the sessions can be found below:

Focus	Date	Time	
Day 1	Thursday 24 th September 2026	10am - 4pm	
Coaching Session 1	Thursday 12 th November 2026	4pm - 6pm	 Online
Day 2	Wednesday 3 rd February 2027	10am - 4pm	
Coaching Session 2	Monday 8 th March 2027	4pm - 6pm	 Online
Day 3 (in school - Option 1)	Monday 19 th April 2027	9am - 3pm	
Day 3 (in school - Option 2)	Wednesday 21 st April 2027	9am - 3pm	
Coaching Session 3	Monday 17 th May 2027	4pm - 6pm	 Online
Day 4	Thursday 17 th June 2027	10am - 4pm	

Developing Middle Leaders

Cost: £200

This three day programme, plus online coaching sessions, spans the course of the academic year, and is aimed at post-Early Career Teachers (ECTs) who are considering taking the next steps in their career, or have started their first subject or Key stage / phase leadership role.

The course looks at recent, relevant research that underpins current thinking in implementation, including:

- The Culture of Development
- Effective learning
- Subject leadership, curriculum and effective teaching
- Principles of assessment and feedback
- Adaptive teaching
- Professional development
- Monitoring impact.

Here are a few testimonials from those who attended last year:

“The course has been extremely useful for my professional development. It has allowed me to consider a variety of aspects of leadership, with the whole course promoting a positive, forward thinking way of nurturing a great school culture. The format of the course allows lots of time to discuss and reflect on ideas and ask questions. Visiting a model school and talking to leaders there was very insightful. I feel I have developed an idea of what kind of leader I would like to be from attending this course.”

“The course covered a wide range of aspects of leadership, from culture and implementation to curriculum and high-quality teaching. A particular highlight of the course was being able to observe effective leadership in action and spend time in a school setting with current middle and senior leaders. I have been able to take the focus on implementation back to my own school and make effective changes to school policy, which has allowed me to develop further as a leader.”

Developing Middle Leaders

Cost: £200

Throughout the programme, delegates will access high quality training based on relevant, recognised research. This will help develop the wider view necessary for middle leadership.

Working with the Education Team, delegates will learn alongside other aspiring middle leaders for the duration of the programme. As well as face to face training days at our offices, there are also online coaching sessions to reflect on delegates' learning, and a whole day application session in one of our church schools.

The dates for the sessions can be found below:

Focus	Date	Time	
Day 1	Monday 12 th October 2026	10am - 4pm	
Coaching Session 1	Tuesday 17 th November 2026	4pm - 6pm	 Online
Day 2	Friday 5 th February 2027	10am - 4pm	
Coaching Session 2	Tuesday 16 th March 2027	4pm - 6pm	 Online
Day 3	Monday 26 th April 2027	10am - 4pm	
Coaching Session 3	Tuesday 11 th May 2027	4pm - 6pm	 Online

School Effectiveness Partnership Agreement Form

The following Packages, Core Services and Leadership Programmes can be purchased using our [online booking form](#).

An invoice will be raised on receipt of your agreement form; VAT will be charged at the standard rate.

School Effectiveness Package/Core Service/Programme	Cost
Package 1 - Page 8: Headteacher Performance Appraisal, Half Day Review of School Priorities and 3 Days of School Effectiveness Support	£1,900
Package 2 - Page 9: Half Day Review of School Priorities and 3 Days of School Effectiveness Support	£1,500
Core Service 1 - Page 10: Headteacher Performance Appraisal	£400
Core Service 2 - Page 10: Whole Day School Review	£450
Core Service 3 - Page 11: Full Day of School Effectiveness Support	£450
Core Service 4 - Page 11: Half Day of School Effectiveness Support	£275
Core Service 5 - Page 12: Ofsted Preparation Pre-inspection Phone Call	£275
Core Service 6 - Page 12: Ofsted Preparation Reviewing Documentation	£450
Diocesan External Review of Governance - Page 13	£450
Aspiring Church School Leaders and Developing Middle Leaders: Pages 14 - 17	£200 pp

Please note the published dates for the above leadership programmes will be based in the Diocese of Worcester Offices, Lowesmoor Wharf, Worcester, WR1 2RS.

Please note the agreement of both the school's / academy's Headteacher and Chair of Governors will be required when agreeing to purchase School Effectiveness Support.

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The Diocesan Office

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