Support Services for Church of England Schools & Academies

2017-2018

Together, in God’s love, we believe, achieve and inspire
We are proud to introduce our revised support agreement, which offers schools and academies the opportunity to access full support from our central team and purchase a range of services designed to meet your needs.

The Diocesan Board of Education (DBE) currently provides high quality school improvement support within the Lichfield Diocese. Over the last 3 years we have expanded the team significantly in order to improve the quality and range of the services we are able to provide.

The support set out in this Service Agreement is delivered by a dedicated team of experienced advisers including those with significant leadership and senior local authority experience. The majority of our team are OFSTED and/or SIAMS trained and specialisms include school improvement, property, finance, human resources, religious education, collective worship, governance and Christian distinctiveness.
We believe that:

- all children and young people in our care have an entitlement to spiritual care and guidance.
- by continuing and developing the historical role of the Church in education we will provide and champion the ethos and values enabling children and young people to clearly identify themselves as children of God.
- all schools can improve to become good and outstanding.
- all pupils have the right to the best education that can be provided.
- all staff and governors should, in partnership with the Church and wider community have access to support for spiritual care.
- all staff should have access to a well-planned and strong career progression route.
- presence, partnership and participation of schools and their leaders will bring about significant improvement and develop system leaders of the future.

In order to support our schools to become good and outstanding, in both the OFSTED & SIAMS, and achieve the mission of the Diocese, our support services include a wider range of activity and resource. The Lichfield Diocese takes a missional and holistic view to our schools and academies.

Three fundamental aspects remain:

- To ensure the distinctiveness of Church schools, including the provision of spiritual care, high-quality religious education and collective worship
- To strengthen the capacity of diocesan structures centrally to ensure continuing improvements to school performance
- To strengthen a range and variety of partners to secure effective school improvement

The Lichfield Diocesan Board of Education will continue to:

- provide a focus for the diocesan family of church schools and academies
- protect and promote the status and continuance of church schools and academies
- represent church schools and academies to the wider church and diocesan groups
- represent the interests of Church of England schools with partners including Local Authorities, SACREs, National Society, DfE and Ofsted
- advise on admission policies and issues of governance as they relate to church school status
- advise on structural solutions and change of status, including collaboration, federation or academy conversion
Together, in God’s love, we believe, achieve and inspire

**Christian Distinctiveness Support**

**Core Christian Distinctiveness Service**

Each school and academy is allocated a named Christian Distinctiveness Adviser. The CDA team is committed to provide quality and specialist support to all Church of England schools in the Diocese.

The Core Christian Distinctiveness Service runs from April 2017-August 2018. It allows all schools and academies participating to access:

- **4 half-day visits** from a CDA. This includes a joint annual review, visit reports, SIAMS focus sheet audit and agreed areas of professional development
- **Training** delivered by the CDA team
- **Resources** created by the CDA team
- **Pastoral** support
- **CDA** support prior to the Section 48 inspection (SIAMS)

**What is the Enhanced Package?**

**SIAMS Development Day**

(Statutory Inspection of Anglican and Methodist Schools)

In conjunction with a SIAMS inspector, the SLT will;

- carry out an analysis of documentation
- discussion with pupils, staff, governors
- observations of RE and worship

A report will be provided focusing upon development points and celebrating success.

**Additional Support**

Each term the school or academy will be able to access an additional CDA visit. This means that, with the Core Service, a total of eight half day visits will be available.

**Religious Education Day**

The focused RE day will be facilitated by an RE specialist from the CDA team and will involve working with staff and pupils. Examples could include workshops on religions other than Christianity, assessment, Godly Play and cross phase work. The day will be created collaboratively with the school and adviser.
What can the Christian Distinctiveness Team offer?

Core Christian Distinctiveness Service
Within the Core Christian Distinctiveness Service, our CDA team will;

• carry out learning walks to include book trawls, environment reviews and reviews of worship areas
• conduct a SIAMS focus sheet audit to highlight current strengths and development points
• audit of documentation and website in preparation for SIAMS inspection
• observations and feedback in relation to collective worship
• review of data
• provide professional development training
• review of church and community collaboration
• audit of spirituality, PSHE and SMSC curriculum
• carry out pupil voice and identify next steps for improvement
• support the self evaluation process
• provide guidance and support to governing bodies or local academy committees
• provide support and guidance in response to national directives

Joint Annual Review
The focus of the joint annual review is to collect data and information on your current school or academy’s context. An action plan will be generated to enable your school or academy to determine the next steps for their Christian distinctiveness and School Improvement Plan (SIP).

Professional Development Training
Bespoke training can be delivered to your staff and governors. Central training courses and updates take place regularly throughout the Diocese. These include aspects relating to governance, RE, SIAMS, worship, SMSC and Christian values.
How is the service funded?
Our Core Christian Distinctiveness Service is subsidised by the Board of Education. This enables all our CE schools and academies to access quality support at a competitive price. We recognise the need to provide value for money is especially important at a time when budgets are tight. At the same time schools and academies need to be working with organisations who will provide first class services. The Diocese is well placed to provide services, given the special relationships with our schools and quality of professionals.

Why is the Service Agreement changing?
The SLA has traditionally run from April-March in line with the schools’ financial year. However as more schools convert to academies we are moving to a Sept-Aug SLA. To bridge this gap, the SLA for 2017-18 will run from Apr 17-Aug 18; costs has been calculated pro-rata and we are happy to agree staged payment options. For more information contact Paula Lloyd.

<table>
<thead>
<tr>
<th>Number of pupils</th>
<th>Cost per pupil for 4 terms</th>
<th>Minimum and maximum fee for 4 terms</th>
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<tbody>
<tr>
<td>0-150</td>
<td>£6.10</td>
<td>A minimum fee of £480 per school or academy applies to Core Christian Distinctiveness Service, 4 terms (Apr 17-Aug18).</td>
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<tr>
<td>151-300</td>
<td>£5.50</td>
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<tr>
<td>301-450</td>
<td>£5.10</td>
<td>A maximum fee of £2200 per primary school/academy applies to Core Christian Distinctiveness Service, 4 terms (Apr 17-Aug18).</td>
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<tr>
<td>451 +</td>
<td>£4.80</td>
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ENHANCED CHRISTIAN DISTINCTIVENESS PACKAGE (4 terms)
The enhanced package can only be accessed if the Core Christian Distinctiveness Support is purchased

- 4 additional half day visits from a Christian Distinctiveness Adviser: £660 for 4 terms
- SIAMS development day: £550 per day
- RE day with pupils and staff: £550 per day
School Improvement will be provided by a Diocesan Improvement Adviser (DIA). Our DIA’s have the appropriate and up to date skill set to carry out their role effectively, including outstanding leadership, experienced local authority senior leads, HMI, Ofsted trained and/or lead inspectors. All schools and academies have access to a designated DIA to ensure consistency of support; with access to other DIA support in specialist areas.

The agenda and focus of each visit will be determined by the school and DIA and agreed beforehand. It is anticipated that these visits provide quality assurance and validation of the school’s self evaluation as well as challenges on current issues and suggested improvements.

Scrutiny of documentation (school self evaluation, school improvement plan, Ofsted file) and data (progress towards targets) will form part of the visit alongside opportunities for joint lesson observations and evidence trawls.

The DIA will provide a detailed visit report capturing activity, outcomes and next steps. The visit report, signed and agreed by the DIA and Headteacher/Principal, will be held centrally and copied to the Chair of Governors, Headteacher/Principal and CDA for the school’s evidence base.

### The CECET Package* (4 terms)

Continued and effective school improvement support can be provided through the Bronze, Silver or Gold package. Working with your allocated Diocesan Improvement Adviser (DIA) the school/academy will receive a number of visits per academic year and bespoke advice and support with school improvement.

*The SLA has traditionally run from April–March in line with the schools’ financial year. However as more schools convert to academies we are moving to a Sept–Aug SLA. To bridge this gap, the SLA for 2017-18 will run from Apr 17–Aug 18; costs has been calculated pro-rata and we are happy to agree staged payment options.

<table>
<thead>
<tr>
<th>Package</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>BRONZE Package</strong></td>
<td>Nominated Diocesan Improvement Adviser (DIA)</td>
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<tr>
<td></td>
<td>4 full days (or equivalent) for 4 terms. DIA visit focus and dates mutually agreed between the school and DIA.</td>
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<tr>
<td><strong>SILVER Package</strong></td>
<td>Nominated Diocesan Improvement Adviser (DIA)</td>
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<tr>
<td></td>
<td>4 full days (or equivalent) for 4 terms. DIA visit focus and dates mutually agreed between the school and DIA.</td>
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<tr>
<td></td>
<td>2 day School Self Review (DIA(s) plus School Leadership Team)</td>
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<tr>
<td><strong>GOLD Package</strong></td>
<td>Nominated Diocesan Improvement Adviser (DIA)</td>
</tr>
<tr>
<td></td>
<td>8 full days (or equivalent) for 4 terms. DIA visit focus and dates mutually agreed between the school and DIA.</td>
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<tr>
<td></td>
<td>2 day School Self Review (DIA(s) plus School Leadership Team)</td>
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</table>
The School Self Review

The 2 day School Self Review

The School Self Review takes place over 2 full days. Prior to the visit, schools are asked to email relevant documentation, including SEF, School Development Plan and RAISE Online for additional off site analysis by the DIA.

The review is carried out in partnership with DIAs and the Senior Leadership Team of the school and leads to a detailed report that includes the effectiveness of Leadership and Management, Personal Development, Behaviour and Welfare, Quality of Teaching, Learning and Assessment, Outcomes and the effectiveness of Early Years.

Areas for improvement are identified. The final report is emailed to the Headteacher and Chair of Governors and the school’s Christian Distinctiveness Adviser. The DIA is able to facilitate support in light of the findings of the review.

Headteacher Performance Management

Headteacher Performance Management

Governors are required to review the Headteacher’s performance annually and to seek advice from an accredited external adviser. The adviser will scrutinise documentation, support the evaluation progress on appraisal objectives from the previous year and support the formation of new objectives in the light of the school’s development plan and the National Headteachers’ Standards.

The process will involve:

1) pre-meeting of adviser and Headteacher,
2) DIA scrutiny of relevant documentation,
3) formulation of potential targets,
4) meeting of governor appraisers and advisers,
5) formal Headteacher appraisal meeting involving Headteacher, governor appraisal and adviser.
Safeguarding Audit - reviewers will undertake an intensive one day audit in school. The school will be asked to complete a self evaluation which will be sent to the lead reviewer prior to the audit taking place. Reviewers will conduct discussions with Designated Safeguarding Leads; scrutiny of safeguarding/child protection policy; leadership and management including governors. The report will include the effectiveness of how the school is building safeguarding capacity; safer recruitment; single central record; managing allegations; multi-agency working; information sharing/recording; site safety; pupils’ views; risk assessments; ICT; preventing extremism. A detailed report will be provided with recommendations for improvement. The DIA is able to facilitate support in light of the findings of the review.

Pupil Premium Review - a one day review conducted by reviewers to assess the impact of Pupil Premium funding. This will include examination of the progress of disadvantaged pupils relative to their starting points; looking at how the school divides its use of funding between activities which have a clear and direct impact on pupil progress and those which focused on providing wider opportunities or meeting social and emotional needs; examining how effectively the school identifies priorities for pupil premium funding, including a review of the website. A very thorough review that leads to a detailed report that identifies clear actions for improvement. The DIA is able to facilitate support in light of the findings of the review.

Early Years Review - reviewers will provide a full day review of Early Years. The review will be benchmarked against the Ofsted framework and a report will be produced to identify findings with recommendations for improvement. The review will include the monitoring of systems and processes in early years, including aspects of safeguarding; monitoring the quality of leadership and management; quality of teaching, learning and assessment; scrutiny of books/learning journeys; scrutiny of data, including the school’s own progress data and Early Years section of SEF. The DIA is able to facilitate support in light of the findings of the review.
Leadership Review - reviewers will provide a one day Leadership review. The review will be benchmarked against the Ofsted framework and a report will be produced to detail findings and recommendations for improvement. The review will include a review of the school’s systems and processes, including attendance and behaviour; discussions with senior and middle leaders and governors; discussions with teachers and other staff; scrutiny of data; lesson observations and book scrutiny; school improvement plan, SEF; scrutiny of minutes from the governing body and Headteacher reports to governing body. The DIA is able to facilitate support in light of the findings of the review.

Governor Self Review - one reviewer will facilitate a one day Governor Self Review. Prior to the review documentation, including the school development plan, governor minutes and Headteacher/Principal Reports will be requested and scrutinised. The review will include interviews with Chair, Headteacher/Principal and a meeting with all governors. The review will provide the school with an evaluation of current practice, areas to develop and an action plan. The DIA is able to facilitate support in light of the findings of the review. Bespoke training can be provided to meet the needs of the local governing body or local academy committee to ensure that they meet the requirements of the National Governor Competency Framework.

Quality Learning Circles (QLCs)
Quality Learning Circles take place termly. These include English, Maths, Science, Early Years, RE and SEND. National and Local specialists lead these highly valued learning circles. Content includes national updates, practical applications, sharing good practice. All QLCs are interactive, highly flexible in approach and provide bespoke support to address the needs of schools. This support includes access to a range of resources and good practice documentation. Current evaluations of QLCs demonstrate the positive impact on professional development and the opportunity to disseminate effective practice back at school.
The Operational Team has extensive experience in the education environment; we offer a wide range of professional skills with proven experience in this field.

We are committed to delivering comprehensive and professional HR, Finance and Project Management services which meet the needs of all educational settings, ensuring compliance with all statutory and corporate standards.

**Finance**

- Budget Monitoring Review
- Asset Management Review
- Balance sheet reconciliation (academies only)
- Support with external audit (academies only)

**Project Management**

- Project Management of Conversion to Academy Status
- Restructure/reorganisation of staffing
- Change Management: internal processes

**Human Resources**

- Human Resources consultation and support
- ‘Best Practice’ consultation and support
- Review of Key Policies and Procedures (academies only)
- Job Evaluation including peer review
## Application Form

<table>
<thead>
<tr>
<th>Name of organisation for invoicing purposes</th>
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<tbody>
<tr>
<td>Address</td>
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<tr>
<td>Headteacher/Principal</td>
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<table>
<thead>
<tr>
<th>Support</th>
<th>Tick as Appropriate</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>Core Christian Distinctiveness Service</td>
<td></td>
<td>£..............................( see page 8)</td>
</tr>
<tr>
<td>Enhanced Christian Distinctiveness Package: Additional 4 half day visits from a CDA</td>
<td></td>
<td>£660 for 4 terms (April 17-Aug 18)</td>
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<tr>
<td>Enhanced Christian Distinctiveness Package: SIAMS development Day</td>
<td></td>
<td>£550 per day</td>
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<tr>
<td>Enhanced Christian Distinctiveness Package: RE Development Day</td>
<td></td>
<td>£550 per day</td>
</tr>
<tr>
<td>School Improvement BRONZE Package (4 days during April 17-Aug 18)</td>
<td></td>
<td>£3,367 per school/academy</td>
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<tr>
<td>School Improvement SILVER Package (4 days during Apr 17-Aug 18 &amp; School Self Review)</td>
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<td>£6,367 per school/academy</td>
</tr>
<tr>
<td>School Improvement GOLD package (8 days during Apr 17-Aug 18 &amp; School Self Review)</td>
<td></td>
<td>£9,534 per school/academy</td>
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<tr>
<td>2 day School Self Review</td>
<td></td>
<td>£3,250 per review</td>
</tr>
<tr>
<td>Safeguarding Audit</td>
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<td>£2,000 per audit</td>
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<tr>
<td>Pupil Premium Review</td>
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<td>£2,000 per review</td>
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<tr>
<td>Early Years Review</td>
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<td>£2,000 per review</td>
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<tr>
<td>Leadership Review</td>
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<td>£2,000 per review</td>
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<tr>
<td>Governor Review</td>
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<td>£900 per review</td>
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<tr>
<td>Governor Training</td>
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<td>£250 per training session</td>
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<tr>
<td>Quality Learning Circle: English (Full day—3 meetings per academic year)</td>
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<td>£700 per delegate</td>
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<tr>
<td>Quality Learning Circle: Maths (Full day—3 meetings per academic year)</td>
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<td>£700 per delegate</td>
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<tr>
<td>Quality Learning Circle: Science (Full day—3 meetings per academic year)</td>
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<td>£700 per delegate</td>
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<tr>
<td>Quality Learning Circle: SEND (Half day—3 meetings per academic year)</td>
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<td>£350 per delegate</td>
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<tr>
<td>Quality Learning Circle: Early Years (Half day—3 meetings per academic year)</td>
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<td>£350 delegate</td>
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**Application Form & Terms of Agreement**

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<tr>
<th>Support</th>
<th>Tick as appropriate</th>
<th>Cost</th>
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<tr>
<td>Project Management: PM of Conversion to Academy Status</td>
<td></td>
<td>£3,000 (based on 10 days support including attendance at all consultation meetings)</td>
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<tr>
<td>Project Management: Restructure</td>
<td></td>
<td>Cost dependent upon size of the establishment.</td>
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<tr>
<td>Project Management: Changing Management; internal processes</td>
<td></td>
<td>Cost dependent upon size of the establishment.</td>
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<tr>
<td>Human Resources: HR Consultation &amp; Support</td>
<td></td>
<td>£70 per hour&lt;br&gt;E200 per half day (3hrs)&lt;br&gt;E350 per full day (6.5hrs)</td>
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<tr>
<td>Human Resources: Job Evaluation including peer review (academies only)</td>
<td></td>
<td>£125 per evaluation</td>
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<tr>
<td>Human Resources: ‘Best Practice’ Consultation &amp; Support</td>
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<td>Cost dependent upon size of the establishment.</td>
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<tr>
<td>Human Resources: Regular Reviews of Key Policies &amp; Procedures (academies only)</td>
<td></td>
<td>Please contact Zoe Heath for further information</td>
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<tr>
<td>Human Resources: Trade Union Recognition</td>
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<tr>
<td>Finance: Budget Monitoring Review</td>
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<tr>
<td>Finance: Asset Management Review</td>
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<tr>
<td>Finance: Balance Sheet Reconciliation (academies only)</td>
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<tr>
<td>Finance: Support with External Audit (academies only)</td>
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**Terms of Agreement**

In consideration of Lichfield Diocesan Board of Education (LDBE) or the Church of England Central Education Trust (CECET) providing the services in accordance with this agreement, the customer agrees to pay the fees and charges to LDBE or CECET (via Lichfield Diocesan Academies Services (LDAS) - CECET trading arm). The LDBE/CECET relevant service area will raise invoice(s) for services and the customer will pay such invoices within 28 days of the date of each invoice.

The customer may have the option to pay the invoices via Direct Debit in managed stages monthly in arrears subject to LDBE/CECET written agreement. If payment of the fees and charges are not paid by the due date, LDBE/CECET 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 has not remedied the breach to the satisfaction of the other party (the ‘complaining party’) within 30 days of the defaulting parties receipt of the complaining parties 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.

This Agreement may also be **terminated** by LDBE/CECET with immediate effect if:

- the customer convenes a meeting of its creditors;
- the customer shall make a voluntary arrangement within Part 1 of the Insolvency Act 1986 or makes a proposal for any other composition scheme of arrangement with (or assignment for the benefit of) its creditors;
- the customer shall be unable to pay its debts within the meaning of section 123 of the Insolvency Act 1986;
- a trustee receiver, administrative receiver or similar officer is appointed in respect of all or any material part of the customer’s business or assets; or
- a meeting is convened for the purpose of considering a resolution, or other steps are taken for the winding up of the customer (otherwise than for the purpose of an amalgamation or reconstruction) or for the making of an administration order or other appointment of an adminstrator in respect of the customer.

Transforming learning, transforming lives and transforming the church community
Small Schools, Federations, Clusters & MATs

We recognise the pressure on small school budgets, and will be happy to discuss individual needs on a one-to-one basis. We also recognise the range of educational partnerships and structures, such as federations, clusters and Multi academy Trusts. For these partnership and structures, we are also happy to discuss the possibility of a composite financial agreement.

Please contact Church of England Central Education Trust (CECET) and/or Lichfield Diocesan Board of Education (LDBE) to discuss tailored support packages.

Quality Assurance

Evaluations at training events will be carefully monitored and appropriate improvements made if required. In the event of a school being dissatisfied with any part of the service please contact:

Paula Lloyd: St Mary’s House, The Close, Lichfield, WS13 7LD.

Testimonials

‘Our Adviser has been instrumental in supporting myself and staff in raising the profile of worship in school, preparing us for SIAMS and enabling us to make sure that Christian Distinctiveness is at the heart of everything we do. The support for a Head, who has never been through a SIAMS inspection, has been invaluable. The visit is challenging, whilst supportive and encouraging, and gives us practical advice to take us to the next level. We really value the work of the Christian Distinctiveness Team and would recommend their services to other schools’.

Headteacher, Old Church CE Primary School, Darlaston

‘As a new academy, St. John’s C of E Primary Academy has been welcomed into the ‘family’ of CECET. Support and guidance has been outstanding. Whenever I have phoned, whether it be HR, Finance, Religious Guidance or School Improvement, support is readily available whether this is remote, at the end of a telephone, or with a more direct ‘hands on’ approach if required. As a result of this you never feel that you are on your own.’

Principal, St John’s CofE Primary Academy, Wednesbury, Sandwell

‘The CECET schools improvement service is refreshing, forward thinking and challenging. Their timely support is just what is needed in the current system of Education. Their enthusiasm, expertise and passion for Education is what is needed to build outstanding schools.’

Headteacher, Criftins CofE Primary School, Shropshire

‘CECET’s commitment to whole school development is exceptional. The high quality provision we receive from the school improvement and operational teams has been robust, challenging, yet supportive. I feel thoroughly supported in our academy journey.’

Principal, All Saints National Academy, Bloxwich
‘I cannot recommend the CECET School Improvement Team more highly. The impact that they have had on my school’s improvement and the support I have received as a new Headteacher is second to none. CECET have helped me to develop a clear understanding of where my school is and what we needed to do to continue to further improve. A dynamic and extremely knowledgeable CECET team came into my school to work with myself, my leadership team and my staff to not only look at what we needed to improve upon but also to help us to celebrate what we already do well – something that is often missed out but is so vitally important.’

_Headteacher, Christ Church CofE(c) Primary School, Lichfield_

‘CECET has provided support through a Raising Achievement Board within the academy and regular half termly support in relation to school improvement. The support has been excellent in challenging key leaders to improve student progress through being a pro active partnership. As a direct result of this support outcomes have shown improvement. Widening the knowledge and experience of the newly formed leadership team has been critical to this success. These have made the whole team much more strategic in their viewpoints.

CECET has run various workshops for curriculum leaders - English, Maths and SEN. The feedback from these have been exceptional - one of my staff commented “best INSET ever - bar none - anywhere”. These have been planned effectively to share and capitalise on good ideas that work. More of the same please.’

_St Peter’s CofE Collegiate Academy, Wolverhampton_

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**Accessing Support**

To receive the support services provided by Lichfield Diocesan Board of Education (LDBE) and Church of England Central Education Trust (CECET) please complete the Application Form at the back of the brochure and return to:

Paula Lloyd  
LDBE & CECET  
St Mary’s House  
The Close  
Lichfield.  
WS13 7LD

Email: paula.lloyd@lichfield.anglican.org  
Phone: 01543 306040

LDBE and CECET work in partnership to provide quality services with Christian values at the heart. To find out more about us visit our websites:

- [www.cecet.org.uk](http://www.cecet.org.uk)  
- [www.lichfield.anglican.org/education](http://www.lichfield.anglican.org/education)

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