



Supporting each other to provide and promote excellent Catholic education in Bradford and Keighley, enabling all to reach their full potential in their union with God.

**Minutes of the CSPTSA Strategic Board Meeting
1 May 2019, 10am
St Cuthbert and the First Martyrs' Catholic Primary School**

Members present: Dan Copley (DC) [Chair], Clare Bussingham (CB), John Devlin (JD), Simon Gallacher (SG), Caroline Hyde (CH), Louise Robinson (LR)

Apologies: Deidre Naylor (DN)

Also present: Anna Walker (Clerk)

SG opened the meeting with a prayer.

Apologies, Minutes and Matters Arising

Paper: Minutes 10 December 2018

Apologies were received and accepted from Deidre Naylor (DN).

Minutes of the previous meeting held 10 December 2018 were agreed as a correct record of the meeting, with the following amendments:

- Page 5, first paragraph, to state that *DC noted that he had been approached, as had other schools.....*
- Page 5, paragraph two, to state *An advert has been shared with CSP schools and there will be an open recruitment process to consider all applicants for the role of interim consultant headteacher.*

There were no matters arising, all items would be covered under the agenda.

Action Plan 2018-2019 Headlines

Paper: 2018 – 2019 CSP Action Plan

SG noted the Action Plan has been RAG rated to date. Some areas are still red and this is due to evidence of impact not being available until the end of the year. SG provided an overview of the Action Plan by exception:

Developing Maturity

- *Schools effectively contributing to the Peer to Peer Groups - Peer groups are working well. There are two schools who do not engage to the same extent as others and*



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this is due to leadership transition at the schools. Both schools have received SLE support and CSP will continue to work with the new leaders.

- *Generating and securing funding - Seeking external funding and supporting bid writing, developing income* – SG noted the success of income generation activity, in particular, the popular and high quality curriculum training events with Mary Myatt. Hosting NPQML has also provided income. All income is reinvested into the CSP. CB noted the positive boost to the CSP's reputation by hosting these high quality events. DC mentioned that a number of curriculum leads from MATs attended the curriculum session.

It was queried if income from CPD/NPQML is included in the budget.

SG confirmed it is and that the income generation target was £3.5k, and the actual achieved was £15k (although there are also additional outgoings relating to this activity).

- *Supporting the development of coherent and comprehensive information systems to enable effective targeting of support* – it was noted this relates to the adoption of a consistent assessment tracker across all schools. SG suggested this will be resolved when schools join the Trust and are required to adopt the Trust's system. It was acknowledged trust boards need to see different level data from that received by academy councils and developing appropriate information systems will ensure the appropriate level of data is seen by each group. CH suggested there is always a risk that trust boards receive too much data and that they need high level data to inform their questioning and identify specific areas where they was to drill down further.

DC said that some schools have adopted Insight as their tracking system. Strategic Board agreed there is a need for a single tracking system in all schools. **It was agreed data tracking will be added to the agenda for the next Trust Headteacher Reference Committee to make a recommendation to Trust Board on the adoption of a single tracking system. Strategic Board recommend Insight as the preferred option.** Strategic Board suggested there is merit in having standardised pupil assessment s but that ensuring accuracy of pupil assessment is a separate consideration to data tracking, and one which governors should be addressing.



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School Improvement through School to School Support

- *Implement a system leader growth programme that identifies and delivers more system leaders, particularly targeting cold schools & curriculum areas* - SG highlighted that this priority task is on hold. Not all current SLEs have been deployed and this is the initial focus. SG noted there have been more SLEs deployed this year than in previous years. JD suggested levels of deployment could be higher than the levels recorded due to there being support provided unofficially between schools. SG suggested there was further thought needed on the approach to capturing this vs the administration burden.

DC asked whether NLE deployment should be included in success measures. SG confirmed he would include this in the success measures.

Continuing Professional and Leadership Development

- *Project Placement Programme begins* – SG reported that there had been no uptake of this programme. The programme is designed to provide middle leaders (aspiring SLEs) with experience of undertaking a project in another school. CH highlighted that headteachers/line managers should be discussing this opportunity as part of performance management. SG confirmed there is funding to support colleague release. **DC suggested that an initial placement and case study would be helpful to promote the opportunity and increase the rate of uptake.**
- *Collate feedback on CLPD to ensure quality & to measure impact on workload* – SG suggested the feedback completion rate is low (24 per cent which is slightly below the national response rate of 35 per cent) and that incentives, for example, prize draws, have been introduced to encourage attendees to submit feedback.

Initial Teacher Training

- *Ensure minimum expected number of trainees signed up for CSPTSA School Direct programme* – SG provided an update on the numbers in the paper, noting there are now three primary school and three secondary school trainees. There have also been two successful interviews and it is hoped the primary numbers will increase to five.

DC thanked SG for the report, noting the comprehensive overview.



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Budget 2018-2019 update

Paper: Final budget 2018-19

SG provided an overview of the budget, noting the increase in expenditure due to CPD and school to school support.

CB asked for clarity about there being half a school which has not paid the subscription.

SG confirmed one school asked to pay half last year and half this year.

SG explained that the increase in leadership development expenditure is due to the incorporation of resilience work with Ingrid Steele. CPD costs increased due to the Mary Myatt event and cover for the Director role during the OLSB interim headteacher secondment. The carry forward for the yearend is £27k. SG noted that subscriptions over the last few years have dropped or remained static. LR suggested the subscription represents value for money, particularly in terms of CPD.

CH asked if there are any CSP schools who are struggling financially to pay the subscription.

SG said the subscription for 2019/20 has been raised by St Anthony's Shipley and the school has suggested that the costing model impacts them disproportionately. SG noted this was discussed at the last full CSP meeting and there was a proposal put forward (and agreed) that the school should pay half of the base rate plus the percentage of GAG.

Strategic Board discussed this approach again and queried if this was the most appropriate solution, noting the school has an executive headteacher model to mitigate the financial impact of being a small school. SG would raise this again with St Anthony's Shipley.

School to School Support update

Paper: School to School Support Update May 2018/19

Strategic Board noted the paper which provides an update on the St Anne's ESSIF, school health checks, TSA STS support fund and Opportunity Area STSS. 34.5 days of deployment have been undertaken against the KPI of 30 days.



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School Direct Update

Paper: School Direct Update May 2018/19

Strategic Board noted the update and SG provided further information about a Leeds Diocesan SCITT which is being explored.

KR asked if a Diocesan SCITT would impact the NQT or CPD work of the CSP.

SG confirmed it would not. A Diocesan SCITT might result in a reduction in income but there would be a greater number of teachers coming through the system and it will allow teachers to gain experience in different schools. There is a commitment from the other TSAs to form the SCITT and an acknowledgement that this will have a positive impact on recruitment and retention of Catholic teachers.

KR asked if a Diocesan SCITT would alter the relationship with Leeds Trinity.

SG confirmed it would not and the PGCE would continue to be awarded through Leeds Trinity.

CPLD Update

Paper: CPLD Update May 2018/19

Strategic Board noted the update paper. SG highlighted that there will have been 90 CLPD sessions by the end of the year, against a target of 50.

SG talked Strategic Board through the CLPD Offer & Pathway and explained that Bradford is part of the early career framework pilot and this model is being built into the pathway. Under this new framework, NQT status is maintained for two years but the CSP model will include a third year. DC explained the early career framework is being adopted under the Bradford Teaching umbrella. The other Leeds Diocese TSAs are not part of the pilot but this will be opened up to them, however they will not receive funding.

CH asked if there is any funding available for year three of the NQT pathway.

SG confirmed not and CH suggested this might be an area where it is possible to attract research funding.

SG provided an update on the work being done to develop a headteacher induction across the Diocese and that this has been a significant project over the last year. This headteacher induction is a five year programme and the focus of the project has been developing year one. The main focus of year one is mentoring and there will be master class workshops including governance and finance. The programme will include a spiritual retreat which will be covered within the £2k costs.



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JD queried if there is any external funding available for headteacher induction.

SG confirmed not. CH suggested £2k represents value for money in terms of headteacher induction and this should be viewed as a necessary on cost.

CH asked when the headteacher induction will be up and running.

DC confirmed September 2019.

CH asked if the mentors for the programme will be experienced headteachers.

DC confirmed mentors will be experienced heads and those interested in training as a mentor will be asked to submit an expression of interest.

SG noted another element of the headteacher induction is to provide a blank headteacher handbook which outlines all the information schools should complete ahead of a headteacher starting.

CH left the meeting at 12 noon

Feedback on the OLSB Interim Consultant Headteacher Role

SG provided an update on the Interim Consultant Headteacher role at OLSB which he explained has impacted on the CSP Director role more than anticipated. The OLSB role is taking more than three days each week. There has been a lot of work done by DC and LR to cover the CSP Director role. DC stressed that the CSP has continued to function and this is a reflection of the effective systems that SG has put in place for the CSP.

CB expressed concern that a precedent might have been set and that the CSP could be approached again to provide similar cover. CB also raised concerns about the personal impact the dual role is having on SG.

SG explained that, initially, one of the main areas of focus for the role was the professional development of the Head of School. The Head of School has taken the decision to retire at the end of the term and this has therefore changed the nature of the role which SG is delivering. SG stressed that there are significant challenges at the school and it is due to receive an Ofsted inspection. SG noted that a substantive headteacher has been appointed and is due to start in September 2019. SG suggested it would be appropriate for him to handover to the new headteacher before the end of term, and suggested he could remain at the school to provide NLE support. The Diocese and the incoming headteacher's school have rejected this proposal.



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It was noted the interim consultancy review meeting is overdue. **Strategic Board agreed that, in view of the significant need at OLSB, Chair would write on their behalf to ask for the incoming headteacher at OLSB to take up post immediately. DC would ask for the interim headteacher review meeting to take place asap.**

Draft budget 2019/20/Subscription Model/ Service Level Agreement

Papers: CSP SLA and, Draft Budget 2019/20.

SG provided an overview of the proposed changes to the budget and noted:

- Subscription income is based on £140k but the charging model for schools is to be confirmed.
- CPD budget has reduced.
- School to school fund has reduced (based on 2018/19 spend and also in the context of identifying savings).
- The budget for leadership development has increased and now includes the Pivot support for all schools (including two days educational psychologist and specialist teacher time, plus six days SENCO training). This will mean that schools do not need to sign up to the Bradford SLA. CB suggested schools need to ensure they are not paying the LA also. The governor training from One Education will not be included in the SLA due to the low levels of uptake.
- Headteacher/head of school performance management continues to be included.

Strategic Board approved the proposed budget.

CB left the meeting at 12.50pm

LR asked about the rationale for £1k maths budget.

SG said the budget had been set in the context that most schools receive support from the White Rose Maths Hub.

LR asked if the maths leaders still meet.

SG confirmed maths leaders will meet as White Rose peer groups. This might result in different peer groups being required for maths. SG noted that one of the proposed items at the CSP Conference is an overview of the work of the Maths Hub.

LR asked what the £2400 covers for RE CPD.

SG said this is based on six half days (or three full days). The costs include £1800 for training/resources. LR suggested that, due to the focus on virtues this year, consideration should be given to using the £1800 for an additional day.



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SLT Conference 2019 Proposal

SG proposed and it was agreed that deputy heads, heads of school, headteachers and executive heads will join the conference for both days. It was also proposed and agreed that Trustees from BCWCAT be invited to attend both days. SG suggested the Conference will represent high quality facilitated days for both organisations and a good opportunity for the organisations to collaborate and align strategic objectives.

SG noted the conference will include a showcase of what the CSP has delivered, including presentations from peer groups and SLEs.

AOB and Closing Prayer

There were no items of AOB.

Date of the next meeting

10 July 2019, 10am

As there was no further business the meeting closed at 1.05pm.