



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
10 December 2018, 6pm
St Francis Catholic Primary School**

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

Apologies:

Also present: Anna Walker (Clerk), Margaret Stichbury (MS), BCWCAT Trustee (for part of the meeting).

SG opened the meeting with a prayer.

Apologies

There were no apologies. All members were in attendance

Minutes of the previous meeting held 11 July 2018

Paper: Minutes 11 July 2018

Minutes were agreed as a correct record of the meeting.

Matters arising

- SSIF – SG noted the maths SSIF bid had not been successful (this had been scaled down at a national level). However, the SLE training had gone ahead as this represented a good development opportunity and there will be opportunities to deploy SLEs for maths support.
- National leaders of governance (NLGs) – CH noted it was unlikely there would be any new NLGs appointed. CH suggested **CSP seek expressions of interest from chairs about a local governance leader role (without including any criteria for the role which could deter chairs of governors from applying). CH confirmed she was happy to be included in the email as a point of contact for anyone wanting to know more.**



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- Schools Direct – SG confirmed there were now two trainees as a further trainee had withdrawn from the programme.

CB queried how much of SG's time is used promoting Schools Direct

SG confirmed there are approx. seven events, for example, at Bradford University and Leeds Trinity, and he spends two/three hours at each. There are also two open nights and admin time, and teacher taster days which also involve follow up.

CB asked where the two Schools Direct students had moved to or if they had left teaching.

SG noted that one had left teaching. The other had also left the profession but due to very specific personal reasons.

2015-2018 Impact and KPI Review Presentation

Paper: 2015 – 2018 Impact and KPI Review Presentation

SG provided an overview of the presentation which covered CLPD, School to School Support and IIT.

Under CLPD, it was noted there had been 50 evidence based CPLD events delivered per academic year. 90 per cent of participants believed that the CLPD will improve practice and this outweighs any short term impact on workload. Strategic Board noted the levels of participation in NPQML (77) and NPQSL (19), and that six executive headteachers and ten (out of 11) headteachers had been appointed from within the CSP.

DC asked if the CSP training day had been evidence based.

SG confirmed it had not but clarified that its aim was not to improve standards in schools; it related to personal wellbeing of staff.

CH asked how other teaching schools were collecting evidence around the benefits versus short-term impact of CPD. CH suggested the way in which this question is asked could influence the results and suggested SG speaks to other TSAs about this.

SG noted there was some ambiguity around this KPI and this requires clarification at National College level.

Under school to school support, it was noted there had been at least 30 days of deployment per academic year and at least 90 per cent of support was rated good or better by the supported school. Since 2015, CSP has successfully bid for £167,000 in school to school support for nine CSPTSA schools and there has been positive Ofsted movement for eight schools. In 2018, CSP secured £92,710 Emergency SIFF funding for St Anne's.



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SG noted CSP has struggled to obtain feedback on school to school support and that funding release is now dependent on return of questionnaires. Feedback received this year has been 100 per cent positive.

Under IIT School Direct, it was noted at least 15 teachers have been trained each year and the percentage of trainee teachers securing a teaching post within six months is at, or above, national average. Strategic Board noted the training retention rates: 2014 40 per cent, 2015 83 per cent, 2016 83 per cent, 2017, 50 per cent. The three year retention rate is 75 per cent compared to 73 nationally. SG highlighted that the recruitment target for 2019/20 is ambitious at eight primary and two secondary. SG noted again the ambiguity around the KPI which measures 'engagement in training' and CSP is seeking clarification on the remit of this.

It was queried if there were ways that IIT could be run with the other teaching schools.

SG noted the CSP does joint training with St Mary's (Horsforth) and that this represents 'engagement' in training. SG noted that there has been an increase in the popularity of provider led training and students coming straight from university tend to prefer this route. Mature applicants are more likely to train through the IIT route.

CH asked if there are other IITs in Bradford and if they are recruiting students.

SG confirmed there are many and noted two are particularly successful. SG stressed that it is a very competitive market and the religious character of CSP schools can be a deterrent for some students. There is also competition from Leeds where there are schools with outstanding Ofsted ratings. SG highlighted that the CSP IIT continues to generate interest (there have been four recent interviews) but the conversion rates are low. SG noted that he has discussed with other Catholic TSAs the potential to set up a SKITT.

LR asked about the funded route for teacher training.

SG noted this represents a challenge for schools as funding needs to be in place at the start and, at primary level in particular, schools do not have the required budget. **SG was not sure there could be a salaried route for a SKITT and would find out.**

LR asked how many trainees there were in 2017.

SG said there were six and would confirm if that was correct.

LR asked if those that left the CSP since 2014 remained in teaching.

SG confirmed he would check destinations from the 2017 cohort (as this is when tracking was introduced).

Strategic Board noted the other CSP work in the presentation:

- NCTL Data Hub successfully completed (DfE requirement)



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- Annex G Successfully submitted (DfE requirement)
- Collaborative SSIF bid rejected at the eleventh hour
- Member of Opportunity Area Priority 1 (School Improvement)
 - Successful in being chosen as a System Leader broker for
- Opportunity Area
 - Forging links with Eden TSA
 - Preliminary discussions with St Mary's Horsforth regarding
- Full alignment of School Direct / possible SCITT
 - Support for BCWCAT HR, Standards & HTRC
 - Increase in CPLD income by £8,345 17/18 through
- Facilitating NPQML & hosting authority wide EYFS CPLD
 - Facilitated HT Retreat

DC asked DN if it would be helpful to share this presentation with the BCWCAT Trust Board to provide additional context about the work of the CSP. DN noted it would as TB has not seen this information in this format. **JD suggested SG gives this presentation at a meeting of the Trust Board.**

Director Performance Review

DC proposed that the Strategy Board considers a change in the approach to the CSP Director's performance review and that it would be helpful to mirror the approach of headteacher performance reviews, with this being undertaken by a smaller group of Strategic Board members and an external advisor. **CH suggested it would be helpful for the Trust Board to be involved and DN agreed to be on the panel. It was agreed it would also strengthen the process to include school governor representation and CB agreed.**

CH suggested that Strategic Board considers the exact role provided by an external advisor, highlighting that headteacher performance management is carried out against the teaching standards and the CSP Director's performance management is against the TSA KPIs. It is therefore important to appoint someone who understands the role of a TSA. **It was agreed SG would find out who conducts this role at other TSAs and that One Education would be appointed for this cycle.** It was agreed the performance management panel would review the KPIs from last year and make a recommendation to Strategic Board. The objectives for the next year would be based around the KPIs, but it was noted the panel might explore specific targets that are aligned to the strategic plan.

Teaching Schools

St Joseph's Catholic Primary School, Bingley

St Cuthbert & The First Martyrs' Catholic Primary School

National Support School

Our Lady of Victories Catholic Primary School

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DC noted that he had been approached, as had other schools, by the Diocese in respect of senior leadership support at Our Lady and St Brendan Catholic Primary School. The Executive Headteacher is leaving at Christmas and the headteacher recruitment process did not secure an appointable candidate. The school has an acting Head of School who is the substantive Deputy Head. The school governing body held a meeting with the LA and Diocese and it was agreed that an interim consultant headteacher is required to move the school forward. The last HMI monitoring visit noted 'green shoots' and that the school is on track.

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 for two terms, in the first instance, while the school proceeds with a further round of headteacher recruitment. The interim consultant headteacher post will be 0.6 FTE.

SG confirmed he was considering applying for this interim post and asked Strategic Board for approval. Should he take on the role, SG noted that cover for the CSP Director could be provided by additional SLE and NLE support. SG noted there were different ways he could be appointed to the interim role, directly or through an SLA, each with different financial implications for the CSP. It was acknowledged this level of detail would be reviewed with HR if SG was appointed as OLSB interim consultant headteacher.

CB noted the CSP Director cover would have an impact on the workload of the NLEs in the TSA. CB highlighted that school to school support is a significant strength of the TSA and expressed concern about the impact that a reduction in SG's hours could have on this. CB suggested there was potential for a significant impact on CSP schools if SG was to take on this role and asked how this would be mitigated.

Strategic Board acknowledged these concerns and also agreed that CSP has a duty to support OLSB as one of the family of schools. Strategic Board acknowledged that cover for SG would be essential for the CSP to maintain its level of activity and effectiveness. It was highlighted that the OLSB interim headteacher role was a short term commitment (likely to be for two terms only). It was also acknowledged that backfill requirements would provide excellent opportunities for SLE colleagues to step up.

CB asked if an executive headteacher had been considered for OLSB.

CH noted it had but, because the school needs specific support, the LA and Diocese felt an interim appointment is required.

DN asked if SG taking the role would have any impact on the TSA funding.

It was noted it would not impact funding.

SG left the room



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Strategic Board agreed in principle to release SG on the basis that a solution would be found to backfill the Director role and a smaller group would be established to look at the detailed arrangements.

SG returned to the meeting and was informed of the decision.

CSPTSA Action Plan 2018/19

Paper: CSPTSA Draft Action Plan

SG noted this was in draft until approved by Strategic Board.

DC explained that school improvement is increasingly being driven through school to school support and it is likely the remit of NLEs will be changing so that they support only schools that are outside their TSA/MAT. SG noted this would mitigate the potential risk that MATs receive no external view. DC also highlighted the findings from the DfE is that the current way in which some NLEs are working is not always having the desired impact and improving standards and some NLEs are not being deployed at all. NLEs being required to work externally will also raise their level of accountability. More would be known in January 2019 when the expectations of the NLE role would be clarified. It was acknowledged that it was possible the changes will also filter down to SLEs.

SG noted the expectation that TSAs work collaboratively and that CSP is already supporting teacher training across other TSAs. TSAs also collaborated on a recent SSIF bid.

Strategic Board reviewed each area of the Action Plan in turn and any exceptions/additional context was noted:

Developing Maturity:

- *Generating and securing funding. Seeking external funding and supporting bid writing, developing income generation opportunities* – SG noted the recent approval of £60k to support a school in need. This was provided through the Opportunity Area funding.
- *CSPTSA data shared and used for targeting improvement across 2018-19 in Peer Leader Sessions* – SG noted that CSP targets last year did not relate to the data and this is needed to evidence impact.

CH queried how CSP would identify schools that are not achieving.

SG explained CSP data was not at pupil level but peer group and school level. The CSP trajectory is impacted when lower schools improve.

School Improvement through school to school support

- *Implement a system leader growth programme that identified and delivers more system leaders, particularly targeting cold schools and curriculum areas* – SG



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highlighted that there are pockets of outstanding practice in CSP schools. There have previously been a large number of SLEs who are not deployed.

- *Identified 2 NLGs across the CSPTSA to further enhance the leadership capacity* – SG acknowledged the wording of this priority task might need to be amended in view of it being likely there would be no new NLG appointments and that a local governance leader role would be developed instead.

Continuing Professional and Leadership Development

- *Project Placement Programme begins* – SG reminded Strategic Board that this programme aims to give leaders experience of undertaking a short term project in another school and it was introduced in response to there being many CSP teachers with experience only in their school.

Holding CSPTSA to account

- *Peer Review of CSPTSA* – SG noted that this would need to be undertaken with another TSA and this has been raised with the Diocese. This could link with the changes to the NLE remit.

CSPTSA Strategic Board approved the CSP Action Plan

Budget 2018/19

Paper: CSPTSA Budgets 2017/18

SG presented the budget, noting core income was down slightly and the carry forward had reduced. Subscriptions have remained at the same rate. The largest expenditure is staffing, and the second largest is CLPD. All areas of variance were explained in the notes.

CSPTSA Data

SG provided additional context to the data, noting 13.4 per cent of pupils in CSP schools are in receipt of free school meals, however 74 per cent of CSP pupils live in the 30 per cent moved deprived areas of the country. The gap between free school meals and deprivation has also been acknowledged outside the CSP.

Strategic Board considered the pupil results data and noted that most areas have improved, with writing KS2 the only area where performance has dipped. High attaining and scaled scores were also noted. It was acknowledged CSP pupils have lower prior attainment but make good progress.



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CPLD

Paper: CPLD Update 18/19

LR asked why the SENCO network had not been well attended, noting this is considered a significant strength of the CPLD programme.

SG noted that resource issues in schools were the reasons, highlighting there are schools with part time SENCOs. SG noted it was particularly disappointing that those schools with the greatest SEN need did not attend. The SENCO group will revert to one joint group.

SG highlighted the CSPTSA inset day had attracted the highest attendance rate so far and the feedback was 98 per cent positive.

IIT

Paper: School Direct Update 18/19

Strategic Board noted the activity outlined in the paper.

School to School Support

Paper: School to School Support Update 18/19

Paper: Transferable Strength Matrix

SG noted the funding to support Rycroft Academy and stressed that there would also be benefits to the CSP, particularly in learning from the supported school's approach to behaviour.

SG provided an overview of the four bids outlined in the paper.

Additional TSA Activity

DC explained the TSA is working with other teaching schools on a comprehensive Catholic headteacher induction. The programme will develop a five year plan to ensure new headteachers remain supported with quality coaching and mentoring. As part of this, governing bodies will be required to identify CPD costs for the headteacher. The programme will also cover some due diligence so that headteacher understand the arrangements at the school they are taking on, for example, bank accounts and health and safety (which will extend to the operational basis, for example, where to turn off the water).

DC noted the national speaker booked for 25 March 2019, and that the session will focus on curriculum.



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AOB

There were no items of AOB.

MS joined the meeting

BCWCAT & CSPTSA Meeting

SG noted the purpose of this meeting was to help ensure the functions of the CSP and BCWCAT dovetail and that there is no duplication on either side. SG explained the current CSP subscription model and that CSP is mindful of the challenging financial climate. Subscription options are being discussed with schools and it might be appropriate to consider a core subscription, with the option for schools to buy into other elements, as required. SG stressed that there is a continued commitment from the CSP to work with the MAT, and this is in line with the direction of the recent White Paper. It was acknowledged a two-way dialogue is essential to the success of the relationship.

DC acknowledged that the CSP needs to do more to ensure the Trust understands what CSP does and exactly what its offer is. DC noted the Trust is in its infancy and can benefit from working with the TSA which is a well established organisation that delivers impact, value for money and is committed to developing leaders.

SG noted that the CSP SLA had been presented to Trust Board for feedback and there had been no further comments from Trust Board. **DN to raise with Trust Board. SG will send the CSP SLA to DN.** MS noted the two CSP programmes offered to the Trust at the last Trust Board Meeting (Trust Board Self Evaluation/ Governing Body to Academy Council Transition) had been welcomed by Trustees and would be taken forward.

JD suggested there was not a significant amount of duplication between the two organisations and highlighted that all Trust CPLD is provided through the CSP. JD noted that the support provided by CSP on data does not fulfil the Trust's target setting and accountability function, which it would require from a standards director. SG acknowledged these elements are not provided as part of the CSP's core function. SG highlighted, however, that the CSP provides the majority (approx. 90 per cent) of the data produced in the Trust Standards Report.

MS stressed that all Trust schools need to have the same data system to simplify the process for midyear data analysis. CH noted that, as more schools join the Trust, the same system will be needed for all CSP schools and data should only be collected once by the TSA/MAT.

Reference was made to new schools joining the Trust and the mechanisms for this. It was queried whether appropriate dialogue was taking place between all parties (Trust, RCS



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schools and Diocese). It was understood appropriate dialogue is taking place and **CH and MS would follow up.**

Date of the next meeting

27 March 2019, 10am at St Anne's Catholic Primary School

As there was no further business the meeting closed at 8.40pm.