



The Governance of Bradford Teaching School Hub

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www.teachingschoolhub.co.uk

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Introduction

Bradford Teaching School Hub's core functions support schools and trusts to invest in their workforce to grow, recruit, develop and retain the very best teachers, support staff and leaders. We will achieve this through a place-based approach to signposting and delivering high-quality progressive teacher development programmes that complement the internal support provided by schools and trusts. Our vision acknowledges that teacher and leader development are two of the most important forms of school improvement. We will achieve this by enhancing partnership working with schools, trusts and high-quality providers; improving the communication of opportunities with the workforce; introducing new professional learning opportunities; supporting teachers and leaders to make informed choices when selecting continuous professional development (CPD) and support; and ensuring that no school is left behind.

Designated by the [Department for Education](#) (DfE) in February 2020, Bradford Teaching School Hub, led by [Copthorne Primary School](#) and [Exceed Academies Trust](#), supports all 206 schools in Bradford, and established partner schools and trusts beyond Bradford wishing to utilise its services, covering all phases and types of school.

The networks, events and programmes signposted and delivered by the Hub are underpinned by the DfE's [Standard for Teachers' Professional Development](#). These include the support provided by DfE-designated curriculum hubs and the network of Research Schools. The Hub is involved in the delivery of initial teacher training via [Exceed SCITT](#); the Early Career Framework (ECF); and the new and reformed suite of specialist and leadership National Professional Qualifications (NPQs) and the New Headteacher Programme. From September 2021, it will provide an Appropriate Body (AB) service for the quality assurance of the two-year newly qualified teacher (NQT) induction.

Our purpose, strategies, ethical goals and values

Bradford Teaching School Hub's purpose and ethical goals are shaped by [Exceed Academies Trust](#)'s members and trustees through liaison with our CEO and leadership team. These colleagues consult extensively with school leaders and staff to understand the regional and national priorities to determine the strategies to achieve the Hub's ethical goals.

Bradford Teaching School Hub's **purpose** is:

- To support schools and trusts to invest in their workforce to grow, recruit, develop and retain the very best teachers, support staff and leaders.

The Hub has three **strategies**:

1. Employers of choice

Bradford Teaching School Hub will signpost and deliver high-quality evidence-informed teacher development events and programmes for the school workforce to support schools and trusts to be employers of choice: able to grow, recruit, develop and retain the very best teachers, support staff and leaders in the region. Locally available offers will help schools and trusts to invest in the careers of their teachers, support staff and leaders.

2. Collaboration for success

Bradford Teaching School Hub is committed to partnership working to support schools, trusts and providers to train, recruit and retain the very best teachers in schools. It works with the Bradford for Teaching campaign to promote Bradford as a region to build a teaching career; Bradford Research School as a means of building the evidence-informed approaches to teaching and learning; curriculum hubs to signpost high-quality evidence-informed continuous professional development; initial teacher training (ITT) providers to signpost programmes for those aspiring to teach; charitable and commercial professional development providers, including those providing the Early Career Framework (ECF) and National Professional Qualifications (NPQ); and school and trust leaders to help the Hub to respond to regional need.

3. Achievement for all

Teachers shape the lives of their children and, in turn, the communities that they serve. Bradford Teaching School Hub's strategy aligns with that of the Government. If the Hub is successful in meeting the ambitions set out in this strategy, it will help schools and trusts to attract and keep more great teachers, support staff and leaders in the region.

The Hub's **ethical goal** stems from one of those of Exceed Academies Trust:

- To contribute to system-wide improvement in education

Our **values** underpin our approach:

- Inspire
- Care
- Excel

Governance framework

The Teaching School Hub Framework (TSC, 2021) sets out its expectations relating to the governance of Teaching School Hubs:

1. *TSH leaders have a responsibility to ensure that staff know, understand, and are held to account for their professional responsibilities.*
2. *TSH leaders are responsible for safeguarding, ensuring that the hub and all its suppliers operate effectively and efficiently within the required regulatory frameworks and meet all statutory duties.*

The first of the functions is fulfilled by Trustees of Exceed Academies Trust, as the accountable organisation for the designated lead school, Copthorne Primary School.

The second function reflects the focus of the Strategy Group and relates to Bradford Teaching School Hub's Delivery Partners: those schools, trusts and partner organisations that add specialist capacity for the facilitation and delivery of teacher development programmes, such as the Early Career Framework (ECF) and National Professional Qualifications (NPQ).

Teaching School Hub Committee

The Trust Board of Exceed Academies Trust will carry the ultimate responsibility. This sub-committee of Exceed Academies Trust's Board of Trustees monitors, quality assures, supports, and challenges the Bradford Teaching School Hub leadership team to achieve its Key Performance Indicators (KPIs) agreed with the Department for Education (DfE). It also monitors the use of grant funding in fulfilling its remit; the Hub's quality of provision particularly as NPQs delivery will be subject to Ofsted inspection; and the fidelity to the Standard for Teachers' Professional Development for all high-quality teacher development programmes.

The sub-committee membership is as follows:

- Trustees x 3 (one is Chair of the committee)
- CEO, Exceed Academies Trust
- Headteacher (or similar) of the Lead School (Copthorne Primary School)
- Director of Bradford Teaching School Hub

The Committee will meet once per term.

Bradford Teaching School Hub Strategy Group

The Strategy Group consists of the formal Delivery Partners of Exceed Academies Trust. The Group quality assures the delivery of Bradford Teaching School Hub's programmes and services. This is based on the engagement, progress and impact data generated by the enrolment, delivery and evaluation of such programmes and services. The Group is focused on the strategy continuous improvement in meeting the needs of Bradford schools and wider partners.

Bradford Teaching School Hub has formal reporting requirements both to trustees, the DfE, and Lead Provider for the Early Career Framework and National Professional Qualifications. Bradford Teaching School Hub will lead this reporting, but Delivery Partners will contribute to this via the Strategy Group.

The Strategy Group will meet once per term.

CEO and System Leader Forum

The CEO and System Leader Forum will ensure all trust CEOs, National Leaders of Education (NLE) and National Leaders of Governance (NLG) are the first to know in the region about strategy and policy. These stakeholders can disseminate this intelligence and ensure their organisation acts on this accordingly. These take place at least once per term.

Priority Groups

Priority Groups will inform the Hub's delivery of the 'golden thread' of teacher development. These collaborative groups will ensure the Hub is responsive to the needs of teacher, leaders plus schools and trusts.



Priority Groups are fluid and dynamic to ensure schools, trusts and providers have an involvement in helping to address priorities based on the local need analysis and the requirements of Bradford Teaching School Hub. They provide a means of wider engagement with stakeholders to gather intelligence and understanding of local teacher development need and the approaches that may help to serve this need. A Priority Group may take the form of a:

- task-finish group
- roundtable consultation
- formal meeting and series of focused meetings
- facilitated network meeting
- reference group

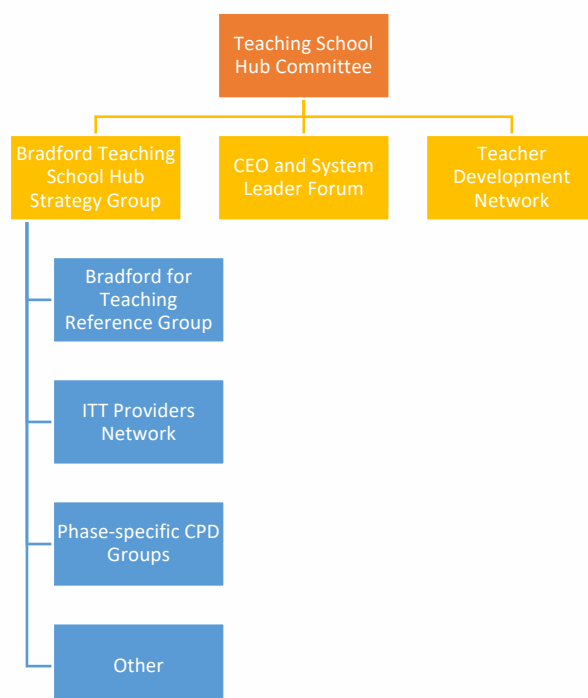
Examples include:

- ITT Providers Network in partnership with Bradford for Teaching
- Bradford for Teaching Reference Group
- Phase-specific CPD groups

The frequency of meetings will be determined by the Priority Group based on context and need.

Teacher Development Network

This network is delivered through a blended approach of 'live' briefing events, videos and [blogs](#) to help Headteachers and senior leaders to prepare, enhance and implement teacher development provision in their school. These are free to attend lunchtime briefings (13:30-14:15) delivered via a group video call. These take place at least once per term.



Terms of Reference

1. Teaching School Hub Committee

These terms of reference are drafted and maintained by the Exceed Academies Trust. The Trustees may make amendments to these terms of reference from time to time, as described in the Trust's Articles of Association.

The Terms of Reference will be reviewed at least annually by the Trustees.
If amendments are made, the Trust shall publish the amended Terms of Reference on the Trust's website.

Overview

The Teaching School Hub Committee must:

- be independent
- have sufficient authority and resources to fulfil the strategic governance responsibilities with regards to the Teaching School Hub on behalf of the Board of Trustees.
- be able to satisfy itself that the institution has adequate arrangements for ensuring economy, efficiency, and effectiveness in respect of the Teaching School Hub.

Membership

- The Members of the Committee and its Chair shall be appointed by the Board of Trustees.
- There shall be no fewer than two committee members.
- The membership of the Committee shall have a majority of serving Trustees.
- The Chairman of the Board of Trustees shall not be Chair of the Committee.
- Committee members shall not have significant interests in the Multi Academy Trust.
- At least one member of the committee should have relevant experience in the education sector.
- Only members of the committee may vote at the meeting. Where necessary, the Chair may have a second or casting vote.

Authority

The Teaching School Hub Committee is authorised by the Trust Board to:

- Carry out any activity authorised by these terms of reference.
- Seek any appropriate information that it requires from any employee of the Trust and all employees shall be directed to co-operate with any request made.
- Obtain outside legal or other independent professional advice and to secure the attendance of persons, who are not members of the committee, with relevant experience and expertise if it considers this necessary, normally in consultation with the Chief Executive Officer.

Duties

The duties of the Teaching School Hub Committee shall be:

- To monitor and assess the performance of the Teaching School Hub.
- To support the board of Trustees in providing an added level of scrutiny in the monitoring of the Teaching School Hub.
- To keep the board of Trustees regularly informed of the committee's activities and key decisions.
- To keep under review the effectiveness of the Teaching School Hub's governance arrangements.

- To review and approve any policies presented, on behalf of the Trustees. Any policies approved by the Committee shall be circulated to all members of the Board of Trustees.

Meetings of the Teaching School Hub Committee

- The Committee, in conjunction with the Board of Trustees, is free to determine how often it meets; however, meetings shall normally be held at least twice each year.
- All meetings shall be convened by the Clerk to the Board of Trustees, who shall send to all of the members of the committee written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting.
- The convening of a meeting and the proceedings conducted shall not be invalidated by reason of any individual not having received written notice of the meeting or a copy of the agenda.
- The Chief Executive Officer and Director of Bradford Teaching School Hub shall attend meetings, unless otherwise instructed by the Committee.
- The Clerk to the Board of Trustees shall attend to take a record of the meeting, unless otherwise instructed by the Committee. Where the Clerk fails to attend a meeting, committee members can appoint any one of their number or any other person to act as Clerk for the purposes of that meeting.
- The Committee meetings will not be open to the public but minutes shall be made available. Information relating to a named person or any other matter that the committee considers confidential does not have to be made available for inspection.

Quorum for Meetings

- Meetings of the Teaching School Hub Committee shall be quorate if two members of the committee are present.
- A committee member dialled in via conference/video call will be classed as in attendance and shall count towards the quorum.
- If the number of committee members assembled for a meeting of the Teaching School Hub Committee does not constitute a quorum, the meeting shall not be held.
- Any member of the committee with a conflict of interest or duties, in respect of any matter to be discussed at the meeting, shall not count in the quorum for that part of the meeting at which the relevant matter is discussed and shall withdraw from the meeting and not vote.
- If, for lack of a quorum, a meeting cannot be held or, as the case may be, cannot continue, the Chair shall, if he/she thinks fit, determine the time and date at which a further meeting shall be held and shall direct the Clerk to convene the meeting accordingly.

Proceedings of Teaching School Hub Committee Meetings

- In the absence of the Chair, the Committee shall choose an Acting Chair for that meeting from among their number.
- Every item to be decided at a meeting of the Teaching School Hub Committee shall be determined by a majority of the votes of the committee members present and voting on the question. Every committee member shall have one vote. Where there is an equal division of votes the Chair of the meeting shall have a second or casting vote.
- A committee member may not vote by proxy. However, votes will be accepted via conference/video call where the committee member has been dialled in for the full discussion leading to the vote.

- No resolution of the Committee may be rescinded or varied at a subsequent meeting unless consideration of the rescission or variation is a specific item of business on the agenda for that meeting.

Minutes and Publication

- At every meeting of the Teaching School Hub Committee the minutes of the last meeting shall be taken as the first agenda item after any apologies, except in cases where the committee members present decide otherwise, and, if agreed to be accurate, shall be signed as a true record.
- The minutes of meetings of the Committee will be circulated to all members of the Board of Trustees.
- The Clerk to the Trustees shall ensure that a copy of the agenda for every meeting of the Teaching School Hub Committee and the signed minutes of every such meeting are, as soon as is reasonably practicable, made available for publication.

Delegation of Functions

The Teaching School Hub Committee may not delegate all or any part of its powers, duties, responsibilities, or functions.

2. Strategy Group

These terms of reference are drafted and maintained by the Exceed Academies Trust for the Bradford Teaching School Hub. The Strategy Group may make amendments to these terms of reference from time to time, as required.

The Terms of Reference will be reviewed at least annually by the Strategy Group.

Overview

The Bradford Teaching School Hub Strategy Group will meet to discuss and contribute to the strategic direction, quality assurance and continuous improvement of the programmes and services of the Bradford Teaching School Hub. The Strategy Group has no formal decision-making powers but will be responsible for considering, reviewing and agreeing areas of need and priorities within and the areas around Bradford; reviewing performance data; contributing to the Bradford Teaching School Hub's reporting requirements; providing teacher development expertise to support the Hub fulfil its functions; identifying strengths and areas for improvement in the delivery of programmes and services by Bradford Teaching School Hub and Delivery Partners; implementing improvement; and championing the work of the Hub within their own organisation and beyond.

Membership

The Strategy Group shall comprise of key stakeholders of the Bradford Teaching School Hub and its Delivery Partners. The Director of Bradford Teaching School Hub, in consultation with the CEO of Exceed Academies Trust, may invite any new members or remove existing members as deemed appropriate.

Duties

The Director of Bradford Teaching School Hub will continually review what the focus of the Strategy Group shall be through evaluation of the Hub's KPIs and directives.



All members of the Strategy Group will conduct themselves appropriately in line with the Nolan Principles and will adhere to strict confidentiality requirements as needed. Failure to meet expectations may result in removal from the group.

Members represent their peers with similar contexts as well as their own organisation.

Advice and guidance are expressed and shared by members with a view to representing the best interests of the wider school community (the geographical area supported by Bradford Teaching School Hub) based on professional judgment and experience, evidence-based practice, and research.

The Strategy Group may delegate activity to a Priority Group to undertake further or more detailed research and exploration of issues/opportunities to inform next steps to address a priority.

Meetings of the Strategy Group

The Director of Bradford Teaching School Hub will determine how often the Strategy Group meets; however, meetings shall normally be held at least three times each year.

All meetings shall normally be convened by the Director of Bradford Teaching School Hub and chaired by the CEO of Exceed Academies Trust.

Notes of meetings of the Strategy Group will be taken as a record of discussions and agreed actions.







