

**Coppice Primary Partnership**  
**Meeting of the Trustee Board**  
**Wednesday 26<sup>th</sup> May 2021 at 5.30pm**  
**Via Zoom**

**Present:** Carole Hardy (Chair of Trustee Board), Mark Chatley (Trust Leader), John Edgar, Isabelle Linney-Drouet, Andrew Maitland, Peggy Murphy, Neil McDonald

**In attendance:** Andrew Lacey (Trust Business Manager), Carina Cuddington (Interim Accounting Officer)

**Clerk:** Clare Nursey

Agenda item and discussion	Action/decision
<p><b>1 Welcome and any introductions</b>            CH welcomed everyone to this meeting and explained that while this was possibly the last regular TB Zoom meeting, occasional meetings via Zoom might be held in future.</p>	
<p><b>2 Apologies for absence</b>            2.1 All present.            2.2 CH explained that Emily Moon (Trust clerk) had now resigned and she thanked CN for agreeing to clerk this meeting.</p>	
<p><b>3 Declaration of business interests</b>            No new interests to declare.</p>	
<p><b>4 Minutes of the last meeting (31<sup>st</sup> March 2021) and any matters arising</b>            4.1 The minutes and confidential annex were agreed as an accurate record of discussions and hard copies would be physically signed when circumstances allowed.            4.2 MC confirmed he had spoken to HTs about support staff pay and he and AL would discuss this further.            4.3 Action points to be carried forward from the last meeting:</p> <ul style="list-style-type: none"> <li>• Check if SKPS working with local secondary school on transition – JE to discuss with RP</li> <li>• Discuss SLT contracts with HTs – MC</li> <li>• Suggest dates for governor training on curriculum – MC</li> <li>• Review governor Code of Conduct re % attendance – CH</li> <li>• Review Complaints policy (large piece of work needed) – CH</li> <li>• Review Behaviour policies – MC</li> <li>• Circulate list of Trust and school leaders – Trust PA</li> </ul> <p>4.4 There were no further matters arising.</p>	<p>JE/RP            MC            MC            CH            CH            MC            Trust PA</p>
<p><b>5 Development of Trust Support Services</b>            This item was taken at the end of the meeting with discussion contained in a confidential annex.</p>	
<p><b>6 Strategic Direction</b>            6.1 MC had circulated a written report and drew attention to the following:  <i>Business Information</i>            6.2 Huge thanks were due to CC and Annamaria for work on budgets. All 3 schools had set budgets with an in-year surplus.            6.3 Some Equity fund money remained for this year. CPS had received their Reading Bus and were now fundraising for books.            6.4 A new PA/Trust Administrator has been appointed.  <i>Trust evaluation – initial thoughts including on curriculum</i>            6.5 MC had carried out some informal monitoring in all 3 schools, but unfortunately the external evaluator had needed to move the date for the planned reviews in T6 – revised date not yet known.</p>	

6.6 While a great deal of work had been done in schools on both the general and global curriculum, there was now an ongoing plan to develop the curriculum further. Monitoring so far had shown variability of approach and duplication of effort across the schools, and the aim now was to maximise potential by working collaboratively and collectively to develop a more standard curriculum.

**Q. On joining the trust, schools had expected to retain autonomy over the curriculum they taught. Was the intention now to introduce a standardised curriculum across the 3 schools?**

MC - Ofsted requirements and emerging research showed that coherent sequencing of curriculum threads was essential to provide children with opportunities to build powerful knowledge. There were different ways of doing this, and currently the schools were all doing very similar things but working independently therefore tripling the workload. By working together to design a curriculum which specified the sequence of knowledge and skills children needed to develop, teacher workload would be reduced, but schools would retain autonomy in the delivery of the curriculum and have flexibility in how they used global themes to express knowledge.

6.7 Much thought was being given to how to support teachers to deliver the curriculum. Subject leader meetings with Branwen Taylor had shown that leaders did not always feel sufficiently confident of their subject knowledge to be able to support colleagues (a finding supported by Ofsted and educational research), and the Outstanding Teaching Programme (OTP) would therefore be refocused, to include a heavy focus on subject knowledge. PM agreed that this would be a valuable exercise, as Ofsted's priorities had changed so much and a deep dive might identify some issues.

6.8 Trustees agreed it made sense for the 3 schools to collaborate and support each other in developing the curriculum. ILD reminded the meeting that Future Schools Trust had 2 secondary schools with subject specialists who were already helping the primary school in their trust, and she would be happy to offer help – MC to mail ILD to follow up.

*T&L lead role*

6.8 Branwen Taylor would be moving to a full time Trust role as T&L lead from September, and MC had provided a paper explaining the rationale for this decision.

**Q. How was this role different from the previous School Improvement lead role?**

PM/CH - The previous role had been envisaged as an assistant for Darren Webb in supporting HTs with T&L, but for various reasons the role holder had ended up working predominantly on curriculum matters. The new Trust T&L leader role would bring expertise into the centre and link with the 3 HTs to support T&L.

6.9 CH reminded trustees that the original decision to employ Branwen for 3 days at CPS in a leadership role, and 2 days at CPP as T&L lead, had been based on budget requirements but this position had now changed. HTs had of necessity been very operational in the past year, but their focus had now moved firmly back to T&L and the needs of the children, and Branwen's expertise and knowledge of the schools would prove valuable.

6.10 MC explained that the full time T&L lead role would be slightly different from the current part time role, with Branwen leading on the reimagined OTP and supporting subject leaders, while continuing to work alongside teachers using the Instructional Coaching Model. Her full-time role would add capacity to deepen the support offered, not least as the need to attend parents' evenings, pupil progress meetings etc in her CPS teaching role had inevitably taken time away from her capacity to contribute in her trust role.

**Q. Would the new T&L leader role be involved in performance management?**

MC – The priority next year would be refocusing OTP training to address needs across the trust, including pedagogy and subject leader knowledge, and once this was achieved the T&L leader would contribute to performance management, thus closing a loop in current arrangements.

6.11 PM suggested that, while T&L itself was not an issue, all teachers would probably appreciate input with professional development after the interruptions and unavoidable slippage of the past year. MC agreed: the landscape was shifting in education, new plans and ways of working had been introduced, and in any case, teachers were always keen to improve.

*Communication*

MC/ILD

Trustees



<p>8.4 The CoGs meeting had also discussed: the LGB clerk's role and the possibility of investing in bespoke training for both the LGB and TB clerks; how schools had spent their Equity funding; ways of staying in contact with parents eg by joining Parent Council meetings; and the need to review the CPP website to make finding information easier.</p>	
<p><b>9 Policies and Key Documents</b></p> <p>9.1 Trustees had received the latest version policy schedule for information only, and MC advised this would be reviewed in discussion with HTs when time allowed.</p> <p>9.2 Trustees had received the following updated policies and documents:</p> <ul style="list-style-type: none"> <li>• Finance policy – revised as discussed at the last meeting, one further minor amendment to be made (p15) following an audit recommendation. <b>APPROVED</b> with that amendment</li> <li>• Scheme of delegation – <b>APPROVED</b> as per discussions at para 8.1 above (CN to circulate clean copy)</li> <li>• Confidentiality agreement - <b>APPROVED</b></li> <li>• Business Continuity Plans – <b>NOTED</b> these were in place at all 3 schools, see para 9.4 below</li> <li>• RSE policy – <b>APPROVED</b> with removal of repeated sentence on p6</li> <li>• Children in Care – required small amendments to clarify whether LGB or CPP responsibility (items 5 and 9) and updating to reflect new advice on admissions from KCC – <b>APPROVED</b> subject to MC making agreed amendments</li> <li>• Risk Register – <b>APPROVED</b>. Trustees noted that some matters had moved on since the register was approved at the FAC meeting, but accepted it would be impractical to update the register between FAC and TB meetings. JE would send some specific comments to AL, CC and MC</li> <li>• Admissions policy – amended to include recent advice from KCC. <b>APPROVED</b></li> </ul> <p>9.3 Drug Education policy and SEND offers not available for this meeting.</p> <p>9.4 CC noted that the scheme of delegation required LGBs to approve Business Continuity Plans prepared by the HT, but it included nothing about informing the trust (via TL or TB chair) of the content of those plans. It was the TB's responsibility to ensure plans were in place and fit for purpose but there appeared to be no provision for plans to be reviewed outside of the schools. AL noted the same applied to Emergency Procedures and Accessibility plans, and some other policies related to risk (eg IT disaster, First Aid), all of which included school level plans mostly delegated for approval by LGBs. NM advised that due diligence would require the TB to challenge those plans, based on whether or not they met criteria. He suggested that the trust could build those criteria into a bullet point list to enable checking and challenge. He would liaise with CC and AL and report back at the next TB meeting.</p>	<p>CN</p> <p>JE</p> <p>NM/CC/AL Next agenda</p>
<p><b>10 Business Matters</b></p> <p><i>Report from FAC</i></p> <p>10.1 Minutes of the FAC meeting on 11<sup>th</sup> May had been circulated and AM summarised discussions:</p> <ul style="list-style-type: none"> <li>• Latest budget monitoring showed a forecast outturn of £432k, up £27k since the last data</li> <li>• All 3 schools had balanced budgets in their 3-year plans which was very pleasing</li> <li>• Pupil numbers at all 3 schools were positive for September</li> <li>• The external audit of HR and payroll had resulted in 4 minor recommendations, and had noted that the 3 recommendations from the previous audit had been implemented</li> <li>• IT support contract and review of trust support services discussed (on tonight's agenda for discussion)</li> </ul> <p><i>IT support contract</i></p> <p>10.2 Discussion contained in confidential annex for trustees.</p> <p><i>Estate management report</i></p> <p>10.3 The report had been approved at the FAC meeting and CH was pleased to note the trust now held a document summarising what was going on across the schools.</p> <p><i>CIF bids</i></p> <p>10.4 Trustees noted that decision on CIF bids had been delayed until 21 June.</p>	

<p><b>11 Governance</b>  <i>Appointment of new trustee</i>  11.1 CH confirmed that the Members had confirmed the appointment of NM as a trustee.  <i>LGB governors' terms of office</i>  11.2 CH asked trustees to note that a number of governors' terms of office ended shortly: CPS parent governors (terms end September, parent elections to be held in T6 and T1) and SKPS (common end date in November for all governors). JE advised he would be meeting a potential new co-opted governor for SKPS over half term. No upcoming end dates for governors at LPS.  <i>Chairs of governors</i>  11.3 Appointment of CoGs for next year would be on the next TB agenda. JE had confirmed he would stand down as a governor and CoG at SKPS from September.  <i>Formation of Standards Committee</i>  11.4 Following from discussions on what information the TB needed to receive from schools to be assured that schools were achieving the best for their pupils, CH suggested that formation of a TB Standards Committee to look at Quality of Education might be the best way of meeting TB needs. She had obtained two examples of the remit of such a committee (AL would send the NGA's model to CH to consider as well) and would put a proposal together if trustees agreed this was an idea worth pursuing. Trustees agreed this would be a very useful measure. PM advised the new Committee could also look at inclusion and SEN across the trust, and she would be very happy to join such a committee once established. CH to draft proposal for consideration at a future meeting.  <i>Face to face meetings</i>  11.5 CH advised that the plan was for the next TB meeting to be held in person at LPS. Should things change the meeting could be held via zoom, but if any trustee had concerns about meeting in person, they should not hesitate to let her know. LGBs could also meet in person in T6.</p>	<p>Next agenda</p> <p>CH</p>
<p><b>12 Safeguarding matters including Health &amp; Safety and Disability matters</b>  Nothing urgent to report.</p>	
<p><b>13 Chair's Actions/ Correspondence and any other business</b>  Nothing further to report.</p>	
<p><b>14 Confidentiality &amp; Publication of minutes</b>  Discussion of ICT tender and review of trust services in annex for trustees only. Main minutes to be circulated to LGBs and be publicly available once approved at the next meeting.</p>	
<p><b>15 Next meeting</b>  Wednesday 14<sup>th</sup> July 2021 at 5.30pm – in person at Loose Primary School (staff room).  <i>[Post meeting note – now to be held via Zoom due to rising CV cases]</i></p> <p>The proposed calendar of meetings in 21/22 would be circulated shortly.</p>	

Signed.....

Date.....

Para	Action	By whom
	<b>Carried forward again from last meeting</b>	
4.3	Check if SKPS working with secondary school on transition	JE/RP/MC
4.3 (annex)	Discuss SLT contracts with HTs	MC
4.3	Identify dates for governor training session on curriculum	MC
4.3	Amend Code of Conduct re required% attendance	CH
4.3	Review Complaints policy/include that governors for panels can be drawn from any school in the trust	CH
4.3	Review Behaviour policies (positive handling)	MC
4.3	Circulate list of trust and school leaders	Nicky
	<b>From this meeting</b>	

6.8	Mail ILD re subject support available from FST	MC
6.12	Trustees to contribute to trust newsletter	MC/trustees
6.12	Review CPP website	Nicky
8.1	Review scheme of delegation (RACI model)	JE
9.2	Mail specific comments on risk register to AL/CC/MC	JE
9.4	Develop criteria for checking/challenging business continuity plans	NM/AL/CC
11.4	Circulate paper on proposal for Standards Committee	CH