

**Coppice Primary Partnership**  
**Meeting of the Trustee Board**  
**Wednesday 9<sup>th</sup> October 2019 at 5.30 pm**  
**at Loose Primary School**

**Present:** Darren Webb, Carole Hardy (chair of Trustee Board), Peggy Murphy, Andrew Maitland, Carina Cuddington, John Edgar

**In attendance:** Andrew Lacey (Trust Business Manager)

**Clerk:** Clare Nursey

Agenda item and discussion	Action/decision
<p><b>1 Welcome and any introductions</b>            CH welcomed all to this meeting, particularly John Edgar who was attending his first meeting after appointment as a trustee.</p>	
<p><b>2 Apologies for absence</b>            All present.</p>	
<p><b>3 Declaration of business interests</b>            3.1 Trustees updated business interest forms – no new interests declared.            3.2 Business interest declarations for all levels of governance held centrally by the Trust Business Manager, with copies of local governor declarations held in LGB files in the appropriate school.</p>	
<p><b>4 Minutes of the last meeting (23<sup>rd</sup> July 2019) and any matters arising</b>            4.1 Minutes were signed as an accurate record of discussions.            4.2 Trustees confirmed that there were no matters arising not covered on tonight’s agenda and all actions points had been addressed.</p>	
<p><b>5 Executive HT report (verbal) and recommendations</b>            5.1 EHT’s updated trustees:  <i>Leadership matters</i>            5.2 The School Improvement Leader role had been filled with effect from 1 September. It was too early yet to measure the impact of the role – further discussion in annex 1 for trustees.</p> <p><i>Staffing matters</i>            5.3 All 3 schools had full teaching staff in post, with only a few non teacher vacancies.            5.4 EHT would devise a 3-year plan to increase nurture provision across the trust at the end of this school year, after unpicking exactly what was needed in each school and across the trust as a whole. Data analysis showed there was little vulnerability at LPS – current resources for SEND and disadvantaged pupils met needs well although scope had been identified to offer more within current resources. The position was different at the other 2 schools. At SKPS a good structure was in place but it needed more resources - ELSA trained TAs had recently been redeployed and this was already showing significant impact. At CPS, the SENCO was largely occupied in “firefighting” and did not have capacity to coordinate work or upskill teachers. Data over time showed that disadvantaged pupils made less progress than their peers, and the link between nurture and in-class provision needed to be studied further. However, Laura James (SENCO at LPS) was keen to develop SEND provision in a mainstream setting and had organised a pilot project, including arranging secondment to LPS of a further member of staff, which if successful might be transferred to CPS next year, enhancing provision and adding capacity there. Giacomo Mazza (HT CPS) was involved in the pilot project and EHT suggested FAW might usefully be involved too. He advised trustees that PM had already agreed that FAW would carry out a full SEND review at CPS, without charge, which would provide immensely useful baseline information and advice to the school. Some further discussion in annex 1 for trustees.</p>	

### *MAT and Governance matters*

5.4 EHT reminded trustees that building work was needed at CPS but that last year's applications for CIF funding, which had been time consuming to prepare, had not been successful. He had since become aware of a specialist bid writing firm which had obtained £480k funding for a similar sized trust. The firm operated on a no win-no fee basis for submitted bids (charge is £1200 if they compiled a bid which was not submitted) and fees were built into project management costs where bids were successful. He had seen references for the firm and recommended that the trust use this firm in future as it would free up a great deal of his and AL's time. The firm would carry out a survey for free and this had already been arranged at all 3 schools for 23<sup>rd</sup> October. The trust could submit 6 CIF bids for funding (2 per school) and he envisaged bids for the wall and roof repairs at CPS, work on the roof at SKPS (scale unknown), and work on the pool and fire safety management at LPS.

Trustees **AGREED** that using the specialist firm made good sense and they hoped funding would be forthcoming.

5.5 The annual trust review with DfE was due shortly (date still to be agreed).

### *School improvement/Strategic development*

#### Ethic of Excellence

5.6 Initial learning walks had been carried out to monitor progress on KPI 2 (Quality of Teaching) – discussion in annex 1 for trustees.

5.7 EHT would be leading INSET on the Ethic of Excellence at SKPS. Outstanding Teacher Programmes (OTP) had all been offered at SKPS and bespoke sessions had been arranged to meet demand.

#### Curriculum Innovation

5.8 The very exciting global curriculum provided by the trust was outlined in the trust documents. Professional development continued across the 3 schools, closely linked to curriculum innovation and development. The trust document outlining the trust's teaching philosophy was used as the basis for all training and professional development sessions, and feedback from teachers showed this had been positively received, particularly for the clarity it provided.

#### High Standards

5.9 EHT summarised KS2 2019 data at the schools:

- Loose – attainment data showed improvement across the board, with results at or above national figures. Progress measures had also moved upwards however Reading progress remained below national and this was now a school priority
- St Katherine's – outcomes were significantly below national in Reading and Maths, though Writing was line with or above national. Reading progress showed an upward trend, reflecting an improvement in consistency of provision. The main area of concern was Maths (as noted during the internal review) where the development of provision was not reflected in results. The school had however adopted Maths No Problem and this was having impact in terms of consistency and progression, but it would take time to embed – outcomes at the end of this year should show impact. Data for disadvantaged pupils continued to show a trend for poor progress, but the HT had a comprehensive strategy in place, including increased mentoring, and this would be kept under review for impact over the year.

#### **Q. Was the school receiving extra support for Maths teaching?**

Yes – the school was part of the Maths Hub (led by Sarah Holman) and the CPS Maths lead is the lead facilitator at SKPS. Provision is good where focus teachers are working with Hub staff.

- Coxheath – data showed no real trends. 2018 results had shown positive attainment and progress outcomes, but 2019 results were not as strong for Reading and Maths. Mobility was a big issue at the school – one item in annex for trustees. High attainers did well, evidencing that they were challenged and stretched so teaching must be strong, and the

situation needed unpicking as to why this did not reflect in results across the board.

#### Attendance - pupils

5.10 Attendance data was positive:

- LPS – 98.2% (Sept to date) – disadvantaged pupils 98.3%
- CPS – 96.1% (in line with national) – disadvantaged pupils 92.8%
- SKPS – 96.3% (in line with national) – disadvantaged pupils 95.5%

5.11 EHT advised that, as a trust matter, attendance of disadvantaged pupils at CPS would be investigated as a priority.

#### Attendance – staff

5.12 Figures again were positive especially at CPS:

- SKPS – 96.3%
- LPS – 96.4%
- CPS – 99.4%

5.13 EHT confirmed that arrangements were in place to compensate staff with time off for additional hours worked, and CC advised that the next review of the Absence and Special Leave policy would include consideration of equal of opportunity across the trust – EHT would discuss this further with the trust leadership team.

#### *Financial matters*

5.14 All financial KPIs were above target, however budget monitoring today had shown vulnerability at SKPS next year due to a reduced roll – discussion in annex 1 for trustees. On the positive side, the CPS roll was increasing (budget set at 385, census showed 397, number today is 400) which would have a very positive impact on the budget.

#### *Current threats and areas for development*

5.15 Strengths and opportunities lay in curriculum development and aspiring leaders (growth of future leaders for the trust).

5.16 Threats remained – progress data (especially at SKPS); low admissions at SKPS; mobility at CPS - leaving vulnerability at both CPS and SKPS.

#### *Review of KPIs*

5.17 EHT proposed an amendment to KPI 4 (curriculum) to refer to judgements from Ofsted and the annual external review of each school. Trustees **APPROVED** this amendment. All other KPIs would remain the same.

#### *Business structure proposal*

5.18 Discussion in annex 1 for trustees.

## **6 Feedback from LGBs**

### *Coxheath Primary School*

6.1. PM reported that governors had discussed:

- a) How communications were managed as there was concern that the CoG was not completely up to date on developing thinking eg on how communication between the TB and LGB would be managed
- b) The proposed CoG group with meetings outside of TB meetings – governors agreed this was a pragmatic solution
- c) Concern about capacity for SEN work at the school
- d) Complaints about parking in Stockett Lane – governors would offer support to the school as required
- e) The school's involvement in a one-year pilot with West Kent Clinical Commissioning Group on mental health and wellbeing (EHT advised that unfortunately SKPS were unable to participate too due to capacity issues)

<p>f) Governor monitoring – monitoring pairs had been agreed but there was concern that governor numbers were not really sufficient to cover all areas (some doubling up of responsibilities required to cover everything) and governors queried whether numbers could be increased or whether associate governors could be appointed. Trustees confirmed that the TB had already agreed that associate governors could be appointed by the TB where a need was identified.</p> <p>g) In light of recent changes, governors would like the opportunity to meet others involved in governance and suggested some social event might be appropriate. CH and EHT agreed this could be arranged after SKPS’s conversion, perhaps around Christmas.</p> <p><i>St Katherine’s Primary School</i></p> <p>6.2 EHT confirmed that the FGB had agreed its dissolution wef 1<sup>st</sup> November once all appropriate actions had been taken prior to conversion.</p> <p><i>Loose Primary School</i></p> <p>6.3 CH reported:</p> <ul style="list-style-type: none"> <li>a) This had been a productive meeting, with new governors present</li> <li>b) John West and Sam McMahon had been appointed joint CoGs, with JW to lead meetings, handing over to SM for education discussions</li> <li>c) Monitoring pairs had not yet been agreed despite lengthy discussion; governors had been invited to express interests direct to CH who would write to confirm arrangements. CH agreed it may be useful to involve associate governors at a later stage at LPS too.</li> </ul>	
<p><b>7 Future direction of the trust</b></p> <p><i>St Katherine’s Primary School</i></p> <p>7.1 EHT reported:</p> <ul style="list-style-type: none"> <li>a) Discontinuance of the FGB – confirmed, see 6.2 above</li> <li>b) Appointment of new LGB – 2 current FGB parent governors had been elected to the new LGB (Marek Campbell and Mark Fletcher) and the current staff governor (Caroline Loveland) had been elected as the LGB staff governor. Ruth Powell would fill the HT place, and JE had been appointed as a co-opted governor and chair of the LGB.</li> <li>c) Vacancies on new LGB – there remained 2 co-opted governor vacancies. EHT to send JE the letter sent to parents at CPS inviting interest from parents, grandparents etc. PM suggested a senior leader at FAW may be willing to join the LGB, bringing valuable SEN experience, and that SKPS might consider approaching Holmesdale School, with whom they had good links particularly following the recent flooding.</li> <li>d) Land transfer and CTA – there had been some delays and the CTA had not yet been signed but this should be concluded before 1<sup>st</sup> November</li> <li>e) Budget – latest monitoring showed the position was as expected and there were no concerns to raise with trustees.</li> </ul> <p><i>TUC recognition and collective bargaining</i></p> <p>7.2 EHT reported that the NEU was in continuing communication as it was keen to work with the trust. Both he and CH had looked at some model agreements but none of these was appropriate for a small trust like CPP.</p> <p>7.3 Trustees agreed that the trust was not yet of sufficient size to be in need of a formal agreement with the TUS, and asked the EHT to write to the NEU to communicate this decision.</p> <p><i>Future CPP staff structure</i></p> <p>7.4 Discussed at item above.</p>	<p>EHT</p>

## 8 Policies and key documents

8.1 Trustees received and **APPROVED** the following policies:

- Pay – group sizes had been amended both for the trust and the schools (trustees noted they must use the appropriate group size in setting pay but that there was scope to apply a 25% variation)
- Finance – small amendments only (“trust” not “academy” at point 15; requirement that hospitality must be funded from unrestricted reserves; clarification of contingency funds – currently £8k per school, total £24k, with the goal of moving towards reserves of £3k per form of entry)
- Safeguarding – updated names
- Managing allegations about staff

8.2 Trustees noted that updated Pupil Premium statements were available on school websites.

## 9 Business Matters

### *Provisional outturn for 18/19*

9.1 AL reported that provisional outturn figures were £39k at CPS and between £110k and £114k at LPS (variation because £14k had not been spent as planned last year) although the LPS figure included £36k owed on the SALIX loan – CC confirmed this was the correct way of accounting for this money.

### *19/20 budgets and 3 year plans*

9.2 The position was healthy and LPS had already passed the notional threshold for High Needs Funding so further HNF money would be received.

9.3 Cash flow across the trust looked fine though CPS may run close in May/June and EHT confirmed that LPS would not recharge as usual in this period if necessary, in order to mitigate risk.

9.4 The Finance and Audit Committee would discuss budgets and monitoring data in detail at their meetings.

### *Year end audit and annual report timetable*

9.5 CC confirmed she would attend the meeting with EHT and AL to discuss the audit timetable.

### *Resource management self assessment*

9.6 Trustees received the draft self assessment and agreed the FAC should agree the final version.

### *Leadership Pay Scale*

9.7 Trustees discussed HT pay ranges and group sizes and agreed there should be a common basis for decisions across the 3 schools. Further discussion in confidential annex for trustees.

## 10 Governance

### *Scheme of delegation 19/20*

10.1 With 2 small amendments following discussion today, trustees **APPROVED** the scheme of delegation for 19/20. Clerk to mail a clean copy to all concerned.

### *Appointment of trustee*

10.3 The meeting **AGREED** that Isabelle Linnet-Drouet (Principal, Cornwallis Academy) should be appointed as a co-opted trustee. ILD had been unable to attend tonight but would attend the next TB meeting.

### *Appointment of co-opted governors*

10.4 Trustees **APPROVED** the appointment of John Kenny as a co-opted governor at LPS and of John Edgar as co-opted governor at SKPS.

<p><i>Appointment of LGB CoGs</i></p> <p>10.5 Trustees <b>APPROVED</b> the following appointments of CoGs for 19/20:</p> <ul style="list-style-type: none"> <li>• CPS – Peggy Murphy</li> <li>• LPS – John West &amp; Sam McMahon</li> <li>• SKPS – John Edgar</li> </ul> <p><i>Governance structure/LGB representation at TB level</i></p> <p>10.1 Although the previous TB meeting had agreed that any LGB whose Chair is not a member of the Trust Board should have an attending Trustee to ensure representation at Board level, following further discussion of the potential for conflict of interests, trustees agreed this should not be pursued. Another solution was needed for the longer term, perhaps that CoGs may not be involved on the TB but would meet separately as a Chairs group. As an interim measure however, trustees <b>AGREED</b> that JW (CoG at LPS) should be invited as a guest to TB meetings to ensure that LPS LGB had representation at TB level (CoGs at CPS and SKPS already appointed as trustees).</p>	
<p><b>11 Safeguarding matters including Health &amp; Safety and Disability matters</b></p> <p>Nothing urgent to report.</p>	
<p><b>12 Chair's Actions/ Correspondence and any other business</b></p> <p>12.1 Chair had no further actions to report.</p> <p>12.2 EHT appraisal and payscale review discussed at the end of the meeting, once staff had left the meeting. See confidential annex 2.</p>	
<p><b>13 Confidentiality &amp; Publication of minutes</b></p> <p>Several items included in confidential annexes for trustees. Main minutes to be circulated to LGBs and be publicly available once approved at the next meeting.</p>	
<p><b>14 Meeting dates for 19/20</b></p> <p>Wednesday 4<sup>th</sup> December 2019 – 5:30pm (Coxheath) – <b>learning walk 4.00</b></p> <p>Wednesday 12<sup>th</sup> February 2020 – 5:30pm (St Katherine's) – <b>learning walk 4.00</b></p> <p>Wednesday 25<sup>th</sup> March 2020 – 5:30pm (Loose Primary School)</p> <p>Wednesday 20<sup>th</sup> May 2020 – 5:30pm (Coxheath Primary School)</p> <p>Wednesday 15<sup>th</sup> July 2020 – 5:30pm (St Katherine's Primary School)</p>	

Signed.....

Date.....

Para	Action	By whom
7.3	Notify NEU of TB's decision	EHT