

**Coppice Primary Partnership**  
**Meeting of the Trustee Board**  
**Wednesday 7 October 2020 at 5.30pm**  
**Via Zoom**

**Note: In the absence of a CEO/Trust Leader, Trustees are responsible for operational matters and this will be reflected in the Board Minutes.**

**Present:** Carole Hardy (chair of Trustee Board), Peggy Murphy, Carina Cuddington, John Edgar, Isabelle Linney-Drouet

**Apologies:** Andrew Maitland

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

**Clerk:** Emily Moon

Agenda item and discussion	Action/decision
<p><b>1 Welcome and Apologies for absence</b>            CH welcomed all to this meeting. AM sent his apologies due to a family bereavement. CH has sent condolences on behalf of the Board and advised him not to worry about tonight's meeting. The Board noted and accepted AM's apologies.</p>	
<p><b>2 Declaration of business interests</b>            2.1 No new interests to declare.            2.2 CH reminded trustees that declaration of business interest forms need returning to EM. EM confirmed she has received ILD but awaiting others. Trustees confirmed they would forward on to EM in due course.            2.3 CH advised that at the next meeting it will be formally noted that all have returned the forms as they are being electronically signed at present.</p>	<b>All Trustees</b>
<p><b>3 Minutes of the last meeting (15 July 2020) and any matters arising</b>            3.1 The minutes and confidential annex were agreed as accurate record of discussions and hard copies would be physically signed when circumstances allowed.            3.2 All actions from last meeting have been completed or are listed on the agenda for discussion.</p>	<b>CN/EM</b>
<p><b>4 Appointment of Trust Staff</b>  <i>Update from chair</i>            4.1 CH confirmed a Trust Leader has been successfully appointed being Mark Chatley. The staff have been updated and a draft letter circulated for trust approval today which will be circulated to parents on Friday subject to confirmation from of Palace Wood's governing body. The recruitment process had proved very successful overall feedback from the candidates was they found it valuable and enjoyable,. CH believes that they have definitely appointed the person, who shares the Trust's vision, values and beliefs and wants to continue to progress that. CH advised AL that the recruitment process needs completing, CH to speak to AL next week.            4.2 CH confirmed that MC will be able to commence employment at Easter 2021.            4.3 Discussion of the Appointment of Trust staff in annex.            4.4 CH wanted to send her thanks to all the trustees involved and also to the HTs who found time to be involved, not just in relation to the visit to the schools but also for attending the assessment day at LPS. There were challenges in getting it to work due to covid19 restrictions and making it covid19 safe but CH appreciates all the hard work. CH wanted to extend her thanks to Dominic at SKPS who stepped in for the day in the absence of the HT and the deputy            4.6 PM wanted to note on behalf of all the trustees their thanks to CH for her wonderful organisational skills and sorting out the whole of the recruitment process. CH said she was pleased</p>	<b>CH/AL</b>

<p>for the Trust that the whole process only cost approximately £400 and the Trust has someone who shared our commitment to primary education.</p> <p><i>Approval of appointment of Trust Leader</i></p> <p>4.7 Trustees <b>APPROVED</b> the appointment of Mark Chatley as Team Leader from April 2021.</p> <p><i>Approval of appointment of Accounting Officer</i></p> <p>4.8 Discussion of appointment of Accounting Officer in annexe.</p> <p>4.9 Discussion of appointment of Accounting Officer in annexe.</p> <p>4.10 Trustees <b>APPROVED</b> expenditure incurred in relation to the recruitment of the Trust Leader. To note CC and PM abstained this vote.</p> <p><i>Outstanding</i></p> <p>4.11 Trustees to note that one of MC's written reference has been received and we are awaiting for one more written reference and CH confirmed once she has received this and is good she will pursue with sending out the letter to parents on Friday and Palace Wood will as well. CH had emailed the trustees a second version of the letter to go to parents on Friday in relation to MC's appointment as Trust Leader. Trustees <b>APPROVED</b> the sending of this letter to parents on Friday subject to all written references received.</p>	<p><b>CH</b></p>
<p><b>5 Strategic Direction</b></p> <p><i>Trust Strategic document</i></p> <p>5.1 PM advised as discussed in the last TB meeting, the document encompass the entire ethos of the Trust. Following discussion with the HTs amendments had been made. The data trends and forecast has been added, however due to covid19 the numbers has been taken from March rather than the end of the year. Therefore the figures are down over the 3 schools but this is understandable considering they missed out 2 terms. PM confirmed she has seen sight of all 3 schools ones and they reflect the direction set by the Trust and they had set the similar targets as last year due to the effect of covid19.</p> <p><i>CEO termly report on curriculum and standards (verbal report)</i></p> <p>5.2 PM wanted to clarify that she sees her role is to provide support to the HTs and the SLT and has been clear she has no hidden agenda and will support them however they want her to. PM has spent time in all 3 schools and has had coaching sessions with GM and SH, however unfortunately RP has been off unwell and hasn't seen her as yet. PM confirmed she meets virtually for an operational meeting with the HTs every Tuesday and gives the HTs to discuss current issues as thing are changing on a daily basis at present.</p> <p>5.3 PM confirmed she has two main aims:- to keep the HTs working together to facilitate and collaborate rather than be in competition and the second being to support the SLT to keep the schools standard at a high level.</p> <p><i>Pupil Attendance</i></p> <p>5.4 Pupil attendance this term are as follows:</p> <ul style="list-style-type: none"> <li>• LPS – between 94% and 97%</li> <li>• CPS – 94.7%</li> <li>• SKPS – 92.8%</li> </ul> <p>Given the current covid19 crisis, PM advised she was happy with those figures and explained that SKPS was so low because RP had to send a whole bubble home due to covid19.</p> <p><i>Staffing</i></p> <p>5.5. PM wanted to congratulate Anita Makey who is Head of School at LPS, who has secured a Headship position. PM discussed with SH and agreed that it would be better to recruit a fourth assistant head rather than a deputy and that position is now advertised and interviews will commence during the half term. RP and SA at SKPS have both been off sick so Dominic the assistant head has done a sterling job leading the school with RP supporting by telephone each day. PM confirmed that RP is back on a phased return.</p> <p><i>Training</i></p>	

5.6. PM advised that all professional development meetings have been via Zoom. LPS have been having their meetings in person in year groups so remaining in their bubble.

5.7 PM has liaised with the HTs and felt it not beneficial to have an internal full school review (as they had happened before) especially as there will be an external review taking place at the end of November. The HTs decided that it would be more useful for PM to use her “challenge” skills and have remote meetings with them, the SLT and selected curricular leaders to discuss their subject strategic plans. PM confirmed that this would take place next Wednesday when each school’s plan to use the covid19 top up funds would be discussed.

5.8 PM noted that she has walked around all the schools and was very impressed with SKPS as they had a wide scope of books available for her to look at, not just the best ones. PM further noted that all the pupils has settled well into the new way of working and had observed in all the classrooms across the 3 schools that all pupils were engaged in learning. PM felt it was a shame that all desks were in lines as it doesn’t fit in with the ethos of the Trust but understands these are the requirements of preventing the spread of covid19 so must be implemented.

#### *Open Days*

5.9 Open days have been discussed with the HTs and PM confirmed that SKPS and CPS will run them but on the inset day in October and there would be tours in small groups with the SLT. LPS would be having a video of the school instead.

5.10 CH asked PM whether the idea of children on the waiting list at LPS being offered a place at CPS was in force. PM advised that that she believes that this does happen and that children waiting for a place at LPS are offered CPS as a sister school as it is part of the academy and GM has had some YR children through this scheme.

#### *Covid19*

5.10 PM confirmed that all three schools have covid19 precautions in place and they all have adopted their own way in managing the risk. Discussions have taken place with the HTs in regards to ensuring that the risk is spread in terms of exposure to the whole SLT team. PM confirmed that LPS have SH and AM on separate sides, at CPS GM has no meetings with his SLT other than via Zoom, and SKPS they have SLTs at both the infant side and at the junior side.

5.11 SKPS is to trial a holiday club for the first time this year and will run over 4 days over the half term. PM confirmed the club will be run with all children in one bubble.

5.12 PM wanted to note that from her time working with them, she feels that there is an inequity across the 3 schools, being predominantly financial and has a massive impact on pupil learning through facilities, equipment and staffing. PM suggested the trustees look at the 3 schools in terms of equity rather than equality. PM also suggested the trust look at how the schools work together if a member of staff from one of the schools in employed by the other school so we don’t leave one school short and the other fully staffed.

5.13 JE agreed with PM and advised that SKPS income in based purely on pupil numbers and yet the central costs is taken on forms of entry. AL advised that it was previously discussed at length and that if it was based on pupil numbers it would become quite volatile, whereas if based on forms of entry the figures for the next 3 years are known and can plan ahead.

5.14 CH advised that she thinks this should go back to finance to be discussed again. CH asked ILD if she is able to share how this is calculated within her trust, if not confidential. ILD confirmed that her trust does it based purely on the income, so pupil numbers. They look at overall income for the schools and take a percentage, that being much greater than 4%.

5.15 Discussion of CEO Termly Report in annex.

5.17 CH wanted to raise the government push towards potential online learning, as if there are school closures it is imperative to have a plan in place. PM confirmed that all the HTs are well aware and both LPS and SKPS are to use Purplemash whilst CPS is to use Google Classroom. There was a discussion in regards to keeping the school open for key workers, whereby it is not fair on the teachers to have to teach those children in the day as well find time to teach the children at home. PM said she raised why the children sitting in school cannot have the same lesson sitting in school as



<ul style="list-style-type: none"> <li>• Safeguarding/Keeping Children Safe in Education</li> <li>• Managing Allegations against Staff</li> <li>• Risk Register</li> <li>• Online Safety Policy</li> <li>• Charging &amp; Remissions</li> <li>• Pay &amp; Reward</li> <li>• GDPR – Data Breach Action Plan</li> <li>• Finance</li> </ul> <p>7.2 CH confirmed that the Health &amp; Safety Policy review has been deferred until the next TB meeting in December.</p> <p>7.3 AL advised in relation to the Risk Register at point 11, that the high risk could be removed to the appointment of the Trust Leader. CH noted and advised it will be updated for next TB meeting.</p> <p>7.4 JE raised that in the Pay &amp; Reward Policy it states that it will pay the Trust Leader up to 25% of over the salary band, and JE thinks that this should be also applied to HTs. However the policy doesn't support this and this could pose an issue and feels that it should be added to the policy. CH requested the trustees confirm they are happy with this to be added to the Pay &amp; Reward Policy. Trustees <b>APPROVED</b> this addition to the Pay &amp; Reward Policy.</p>	<b>AL</b>
<p><b>8 Business Matters</b>  <i>Report from FAC Chair</i></p> <p>8.1 The committee had met on 24 September 2020 and CC attached the minutes from that meeting for trustees to read. CC noted that Kreston Reeves attended and discussed the year end plan, advised on hot topics and gave the committee advice. KR did request whether the trustees have any specific areas that you would like the auditors to focus on in regards to their audit and for them to be emailed to CC if there was. The budget was looked at and discussed and the management accounts were based on draft figures for the end of August and were discussed in detail.</p> <p><i>Receive August 2020 management accounts</i></p> <p>8.2 All schools ended the year financially better than expected even with the impact of covid19. With the furloughing of the extended services staff the trust was able to obtain part of their salaries back which helped cover the cost of the loss of income from the breakfast, after school and holiday clubs. Spending was also was frozen across the board when lockdown commenced which also contributed.</p> <p>8.3 Overall all schools are in extremely healthy positions and carrying forward approximately £477k across the Trust, draft figures subject to audit at the end of 2020. Some schools are healthier than others but all 3 schools are meeting their target of 4% reserves at the end of August 2020.</p> <p>8.4 In regards to the budget, the main thing for trustees to note is in relation to core funding, such as minimal funding guarantee of £4,180 per pupil which previously was £4,000 however the teacher's pay and pension grant ceases in August 2021 CC confirmed funding per pupil was assumed to be flat for 2022/23, but believes this will increase by circa 3% in which case all 3 schools would be in a significantly better position and would clear LPS Y3 deficit and would finish with a £16k surplus. SKPS would still be in deficit in Y3 but only about £60k however this is still not a position that can be signed off on, so when the FAC recommended the budget for approval it was on the basis of Y1 and that significant work needs to be made on SKPS.</p> <p>8.5 Trustees noted that individual school balances are linked to the disparity in funding due to pupil numbers in each school. Work to look at making this more equitable will run alongside discussions with RP on SKPS deficit. SKPS has a deficit because they are not full but still running 21 classes and will not be full for the next few years going forward however YR numbers were much improved this year from last year's numbers. CC confirmed that a meeting has been arranged on 21 October to discuss scenario planning with RP, SA, JE and AL for SKPS, and discussions will be had in regards to grouping classes. CH wanted note that as long as we are not closing the door on growth in the 6 year cycle. CC also advised that money will only be saved if we don't employ that staff member, so</p>	<b>All Trustees</b>

the Trust would need to hope for natural wastage or potentially the Trust would have to go through restructuring which is not good for morale within the school. CC confirmed at present SKPS has significant reserves brought forward of £244k, much higher than the report states of £230k so no immediate plans need to be enforced by the Trust until maybe 2022/23.

8.6 CC confirmed that all schools still have reserves left at the end of 3 years. Due to covid19 the Trust didn't have to submit a 3 year plan so it gives the Trust some scope to rectify STKS in-year deficits.

8.7 Trustees **AGREED** to ratify the 2020/21 budget and 3 year plan on the basis that the Trust will look into SKPS.

#### *Finance and IT Matters – outcome of meeting on 1 October 2020*

##### *Finance*

8.8 A meeting was held with HTs on 1 October and it was noted that schools were missing deadlines and when work did come in it was full of errors. HTs felt that communication had been missing since Darren passed so CC wanted to build that back and to advise them that we have to adhere to the Academies Financial Handbook and therefore if deadlines are missed, then overall this will look bad in the Trust's audit and to the EFSA. A work programme has been put in place that HTs are now aware of and can line manage their finance staff to meet Trust's deadlines and try and get information as accurate as possible.

##### *IT*

8.9 There has been issues across all the schools in relation to IT. The contract was switched in April and paid for a full time technician to work across the Trust 5 days a week. AL advised at present there is 1 full time technician but also 2 other technicians, one being Ken Baker who is a director who are also spending 2 or 3 days at the Trust to try and keep things under some control. KB did admit to AL that they didn't appreciate the impact of moving over the new server during the Summer. In summary is the SLA provides that any tickets that are raised should be done within 2 weeks, and as of today:

- CPS has 17 outstanding tickets and 2 tickets are 2 weeks overdue; 1 should have been solved today and the other is reprogramming the whiteboard which will take place in October half term.
- LPS has 23 outstanding tickets and 6 are 2 weeks overdue but 3 relate to a partial solution – so awaiting on items on order such as chargers for laptops and iPads.
- SKPS has 22 outstanding tickets and 3 are 2 weeks overdue. One is for training for TAs which is due to take place on 9 November and other in regards to whiteboards which are broken.

8.10 AL concluded that the general management of the tickets was under control. PM mentioned that IT is integral to the functioning of a school and 2 weeks seems too long for a ticket to be dealt with. AL confirmed it didn't mean that it would always take up to 2 weeks to be resolved but those that cannot be resolved remotely or are more complex have more time allowed for remedying. AL said if this is something that the Trust would like to change then it would need renegotiating as it forms part of the contract that was agreed and signed. CC said she thinks that the whole contract needs retendering and would prefer an online helpdesk whereby someone is present 5 days a week 9am until 5pm actioning the tickets as they come in. AL advised that KB had suggested employing a helpdesk resource do that very task. CH agreed there is an issue and agreed staff cannot be without facilities they need to teach. There needs to be a proper strategy at each school, it's not acceptable to have that many whiteboards at SKPS not working and needs addressing. CH suggested a meeting with AL and CC and work out what the Trust is expecting from KB, and accept that it is going to cost more as the original contract is not sufficient to deliver what the schools need and to have a realistic expectation from KB.

8.11 CH did not understand why there were filtering issues with RM, there should be a quicker way of unblocking it so people can carry on performing their roles which is not happening at the moment. AL advised KB is having a meeting on Friday to resolve this issue. PM also advised that

this is a safeguarding issue if we are not getting the filtering report and needs addressing. None of the schools are currently getting their filtering reports consistently and Ofsted will be looking at that. CH asked AL to pick up on this urgently with KB after the meeting on Friday and to formally report on why they are not delivering and when they anticipate on putting it right.

*Report from TBM*

8.12 AL had provided a report to the trustees for them to read. With regards to the CIF funding, 2 extra bids were approved during August so we now have 4 of the 6 bids that have been approved. AL had discussions with the project managers this morning and reported that the KS1 roof at CPS is due to be completed by October half term. GM has requested the scaffolding to be delayed due to the open day for the KS2 roof. These are now due to complete in mid-January 2021. SKPS are on track to finish in December and may complete earlier in possibly November or early December. In regards to the improvement works at LPS, AL advised that the work is to start in February 2021 so it is carried out over a shorter timescale and completed by April rather than starting in October and having to wait until February to continue due to having no access over the Christmas holidays. The windows at CPS will take place over the summer holidays due to the nature of the work.

8.13 AL is to meet with the surveyors on 19/20 October to review the list and agree the 2 priority bids for each school to be submitted in December.

*New Financial System*

8.14 The system has now gone live, there will be extra training provided to finance staff for Monday next week

*Insurances*

8.15 Trustees to note that trustees must ensure it has adequate insurance cover to comply with its legal obligations. AL advised the Trust has continued with the insurance cover organised by the EFSA but the only exception to note is SKPS has separate vehicle insurance for the school minibus and that staff are required to have business insurance cover on their own car insurance and that proof needs to be provided to HR staff before processing mileage claims. Trustees **AGREED** they are satisfied with the insurance cover that is currently in place.

*TU Recognition and Collective Bargaining*

8.16 Trustees to note that this relates mostly to SKPS post conversion, LPS and CPS still make a financial contribution to the National Education Union pool that allows Union Representatives time off for which the Trust is refunded. Trustees **APPROVED** for SKPS to participate in the continued funding, the same as LPS and CPS.

8.17 CH requested an update from AL with regards to having a decent condition survey. AL advised that this is to be commissioned by Mawn Funding who are doing the project management and will be looked at next week on the site meetings. AL hopes to bring the result of that to the next TB meeting.

*To note ESFA letter dated 15 July 2020*

8.18 Trustees noted the contents of this letter.

*To note ESFA letter dated 26 August 2020*

8.19 Trustees noted the contents of this letter in relation to extension to submission of financial statements. AL confirmed these have been built into the Work Programme supplied to the trustees.

*Trust work programme*

8.20 Trustees noted this document. AL confirmed the trustees have had sight of the full work programme at both operational (school) and the shaded points being the strategic (trust) level work. The benchmarking and the resources return needs to be submitted on 15 March 2021 and suggest another FAC on 28 January 2021. EM to update all trustees on email.

8.21 CH request that it is noted that this work programme has gone to all HTs and will be passed onto the finance staff who have been consulted on whether the dates work for them. It is now an agreed document that everyone is working to and is a result of what was asked for so everyone has one annual programme and know what the deadlines are.

AL/  
CH/CC

AL

EM

<p><b>9 Governance</b> <i>Resignations</i></p> <p>9.1 Emma Eldridge resigned from LPS LGB citing conflict of interest with her job and sitting on the LPS LGB. With only 3 members of the LG left the meeting was cancelled. CH advised the trustees that there is a new co-opted finance governor, Sam Saunders who is a parent at CPS but is prepared to come to Loose. She has been a teacher but is currently running a finance business.</p> <p>9.2 Following elections, CH advised that Matthew Tarrant who is a serving Police Officer for 18 years, working in a prevent and safeguarding role within the Metropolitan Police. Catherine Atkinson was also elected, she is assistant director for KCC in the Children, Young People and Education Directorate She is also an experienced school governor and currently Chair of Governor at another primary school which will bring some governance experience to the LPS LGB.</p> <p>9.3 CH advised there is a single co-opted vacancy and requested thoughts from the trustees. PM felt there is no one there with SEND experience which would be extremely useful as losing AM. ILD asked if PM had someone in mind and PM confirmed she had, being Tim Williams who has offered to support LPS. Trustees <b>AGREED</b> to pursue with the above recommendation.</p> <p><i>Chair of LGB at SKPS</i></p> <p>9.4 CH confirmed that CN is now chairing CPS and JE is remaining at SKPS whilst we sort the current position out but CH hopes in time JE will be able to step back from being the chair and will find replacement at SKPS.</p> <p>9.5 CH also advised that it would be good practice to re-sign the Code of Conduct as EM has discovered there is a new 2020 one published by the NGA. CH would like some time to look over it as may wish to adapt it but it will be brought back to the next TB meeting.</p> <p>9.6 JE reminded CH that there was still a vacancy for co-opted governor at SKPS which they are struggling to fill. CH suggested whether one of the parents from LPS would like to be appointed and requested that she meet with JE to discuss further.</p> <p>9.7 As CC is moving away from being a trustee until Easter, numbers are falling low and CH requested for all trustees to think about who else they would like to join the board. CH said she would really like a surveyor, architect or a solicitor as they could be very useful to us. PM suggested contacting Brachers as their partners are required to carry out some governance so may be able to assist. CH to follow up.</p>	<p>CH/PM</p> <p>CH/EM</p> <p>CH/JE</p> <p>CH</p>
<p><b>Safeguarding matters including Health &amp; Safety and Disability matters</b> Nothing urgent to report.</p>	
<p><b>10 Chair's Actions/ Correspondence and any other business</b></p> <p>10.1 Chair to discuss with Andrew Maitland in regards to chairing the FAC for future meetings.</p> <p>10.2 The Chair had no further actions to report.</p>	<p>CH</p>
<p><b>11 Confidentiality &amp; Publication of minutes</b> Update from chair on Appointment of trust staff and CEO termly report and included in confidential annex for trustees. Main minutes to be circulated to LGBs and be publicly available once approved at the next meeting.</p>	
<p><b>14 Next meeting</b> Wednesday 9 December 2020 at 4pm via Zoom.</p>	

Signed.....

Date.....

Para	Action	By whom
2.2	Sign and return Declaration of Interest Forms	All Trustees
3.1	Signing of minutes	EM
4.1	Completion of recruitment process	CH/AL
4.11	Sending of letter to parents confirming Mark Chatley's appointment as Trust Leader following receipt of written references	CH

5.15	To investigate equability funding across the schools	CC
5.18	To report back on discussion with HTs in regards to top up funding spending and online learning.	PM
6.2	To contact Peter Whyte in relation to supply of bulbs to CPS children for DW memorial	CH
6.3	To purchase x3 benches and plaques for each school	AL/CH
7.2	To review Health & Safety Policy for next TB meeting	AL
8.1	For trustees to revert back to CC whether they wish KR to focus on specific areas during their audit	All Trustees
8.11	To follow up urgently with KB following his meeting with RM on Friday in regards to filtering reports.	AL
8.20	To email trustees with additional FAC date of 28 January 2021	EM
9.3	To pursue co-opted governor and Tim Williams suggestion with PM.	CH/PM
9.5	To review new Code of Conduct and amend for signing at next TB meeting.	CH/EM
9.6	To discuss outstanding co-opted vacancy at SKPS.	CH/JE
9.7	To contact Brachers in regards to obtaining a trustee for the TB.	CH
10.1	To speak to Andrew Maitland about chairing future FAC meetings.	CH/AM