

**Coppice Primary Partnership
Meeting of the Trustee Board
Wednesday 19th October 2022 at 5.30pm**

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

In attendance: Carina Cuddington (Financial Consultant), Andy Lacey (Chief Operating Officer)

Clerk: Andy Lacey

Agenda Item & Discussion	Action / Decision
<p>1 Welcome & Apologies for absence</p> <p>1.1 The CoT welcomed everyone to the meeting.</p> <p>1.2 Apologies were received and accepted from John Edgar, Peggy Murphy and Nicky Wheeler and the meeting was declared quorate.</p>	
<p>2. Election of Chair and Vice Chair</p> <p>2.1 Trustees approved the re-election of CH as Chair of Trustees and JE as Vice Chair.</p>	
<p>3 Declaration of business interests</p> <p>3.1 There were no new declarations of business interests.</p>	
<p>4 Minutes of the last meeting (13th July 2022) and any matters arising</p> <p>4.1 The minutes of the last meeting held on the 13th July 2022 were agreed and signed by CoT.</p> <p>4.2 Matters arising not on the agenda included the following points:</p> <ul style="list-style-type: none"> • Finance governor role: MC has drafted a note for LGB's, which he will share with CH & JE before circulating. CH said that this will inform the LGB's of their role and form part of a training session to be held before the T2 meetings. 	CH/MC
<p>5 Trust Matters</p> <p><u>Update on Merger with OAT</u></p> <p>5.1 – 5.10 in Confidential annex</p> <p><u>Trust Strategic Document</u></p> <p>5.11 MC advised trustees that the Trust Strategic document had been updated following feedback from the Headteachers and included 'Trust Strategic Actions'. The document had been to LGB's and was being used by schools to support writing their School Improvement Plans (SIP).</p> <p>5.12 AM asked if the KPI's needed to be reviewed and ILD sought clarification on the targets whether they were challenging if actuals are above national. MC said it needed to be made clearer in the wording, and that schools needed to reflect such in their School Strategic Documents (SSD) which replaced the SEF/SIP. MC would report on such to the Education Committee.</p> <p>5.13 CH asked for clarification on how progress will be monitored – what will be expected of trustees, and what will the LGB's do in regards to monitoring and offering challenge. Trustees should receive data for the trust as a whole, and specifics where there are issues. LGB's should ensure they ask the right questions of their Headteacher's and school specific information.</p> <p><u>Trust Data Pack</u></p> <p><u>5.14 Comments from trustees:</u></p> <p>ILD - there was a significant amount of data, which was very detailed. Were there any patterns or areas requiring action by trustees.</p>	MC

<p>CH - LGB feedback was that they found it helpful and could compare across the trust. The data pack was an improvement on that previously been provided to trustees, though needs to be refined.</p> <p>AM – the RAG rating was helpful.</p> <p>MC – making the most of the data will require a shift in mindset, to be used as a tool to develop the pupils. A shortened version will be reported to trustees in January.</p> <p><u>Trust Leader termly report</u></p> <p>5.15 MC summarised the report included with the papers:</p> <ul style="list-style-type: none"> • Use of ‘Soundwrite’ was seen to be delivering better reading outcomes for children • StK had previously been using ‘Maths No Problem’ but found it was not delivering the expected benefits so moved to ‘WhiteRoseMaths’ (WRM) used by both LPS and CPS. The transition has been supported by the maths leads from both LPS and CPS. • History and Geography curriculum are being refined. • Science / Art and DT are being trialled this year. Science was originally written by the science leads and is being refined with support from the Trust. Trustees asked to record their appreciation for Branwen providing support to the schools. <p>5.16 AM asked what was the impact of changing to WRM at STK’s. MC responded by saying the improvement is sometimes the result of changing the way you teach something. The maths lead at STK’s is strong but it is the support received from colleagues and also, the way of delivering ‘responsive’ teaching more important in improving outcomes.</p> <p><u>Update on the Academies Trust Handbook</u></p> <p>5.17 CC advised trustees that little had changed. Trustees noted the update.</p> <p><u>Notification of Performance Management Process</u></p> <p>5.18 Appraisal for MC has been arranged with an external advisor to support.</p>	<p>MC</p>
<p>6 School Reports</p> <p><u>Feedback from LGBs</u></p> <p>6.1 CH feedback from her meeting with the Chairs of the LGB’s:</p> <ul style="list-style-type: none"> • They liked the data pack • None liked the revised Trust vision and mission statement, which needs to be re-thought so becomes more memorable. • (third bullet in Confidential annex). <p><u>External Review Updates</u></p> <p>6.2 MC informed trustees that all had been completed. Schools had chosen their own areas to review with the focus being on how can we do better?</p> <ul style="list-style-type: none"> • STK reviewed reading and history. In both cases there was a positive impact of changes implemented over the last year • LPS selected science and DT. • CPS focused on writing and art both of which were very strong. <p><u>STK PAN application</u></p> <p>6.3 The trust can re-apply to reduce the PAN and as the admission body is able to decide.</p> <p>Trustees noted.</p>	<p>MC</p>

<p>7 Strategic Direction</p> <p>7.1 Strategic Direction – 5 year plan including MC will update reflecting on lessons learnt from OAT and producing a methodology to use when looking at other schools. MC to re-circulate a revised document</p> <p>7.2 KPI's and targets for 2022/23 KPIs to be revised – education KPIs to be taken to ECC, finance KPIs to be taken to F&A before all KPIs coming to TB in December.</p> <p>7.3 Values and Mission Statement This will come back to the T2 Trust Board</p>	<p>MC</p> <p>MC</p> <p>MC</p>
<p>8 Policies and key documents</p> <p>8.1 Trustees received and APPROVED the following documents:</p> <ul style="list-style-type: none"> • Absence of staff and special leave • Appraisal Policy (& appendices) • Behaviour Principles • Exclusions Policy • Extended Services • Finance • GDPR & Data Protection • GDPR Data Breach Action Plan • Health & Safety with one outstanding update relating to the new ASHP's at Coxheath • Parent Code of Conduct • Pay & Reward • Safeguarding / KCSIE • Staff Code of Conduct • Uniform Policy <p>8.2 Trustees noted that LGB's had approved revised Emergency Procedures for their schools.</p> <p>8.3 ILD asked for feedback on the discipline enquiry process that was trialled last year. MC said it was the right principle but that staff felt the process had to be implemented as written. For 2022/23, the process was going to facilitate a more open discussion approach.</p> <p>8.4 NMCD would like to follow up on the update to the H&S Policy in regards how the Trust turns policy into action, ensuring how the policy is implemented. He was carrying out another tour of the schools with AL during the school holiday.</p>	<p>NW to update website</p> <p>AL</p> <p>NMCD / AL</p>
<p>9 Finance & Audit Meeting</p> <p><u>Report from F&A Chair</u></p> <p>9.1 Trustees received the draft minutes of the F&A meeting. AM advised that the committee discussed the high levels of reserves, centralisation of support activities including finance and HR, staff benefits, Trust IT strategy and agreed the Annual Audit Programme for 2022/23.</p> <p><u>STK Budget Update</u></p> <p>9.2 CC presented the paper provided with the agenda which provided a summary of the 21/22 out-turn and the revised 22/23 position, which is healthy.</p> <p><u>Management Accounts</u></p> <p>9.3 CC summarised the management accounts for August 2022, and advised that the year-end outturn for 2021/22 is £1.3m. Budget discussions had been held with Headteachers who were asked for their ideas and financial needs to support delivery of</p>	

their SSD. Few ideas were forthcoming and suggestions put forward to Headteachers such as additional teaching resources. A proposal was put to trustees that the Trust should overstaff in teaching staff to deliver improvements and teaching and learning. Whilst the Trust can afford such for the next two years', the current recruitment climate does not lend itself to short term appointments and therefore, based on past experience of staff turnover, this would mitigate the risk of being overstaffed in 3 years' time.

Trustees agreed in principle subject to the Headteachers agreeing to take Trust employed teachers who might be re-deployed.

9.4 Trustees agreed in principal but requested further information on staff turnover for the last 2/3 years, and also that Headteachers must agree to take teachers from within unlike in the past where they have wanted to appoint their own choice.

Trust Annual Report & Pre-Audit meeting update

9.4 Trustees noted that a pre-audit meeting had been held with the auditors, which raised no concerns. The audit is due to commence on Monday 7th November in advance of which the trust was expected to provide information to the auditors. This included a draft of the Annual Report requiring the input of Chair of Trustees, Trust Leader as Accounting Officer and CFO.

9.5 Due to tight timescales, the auditors would attend the T2 meeting of F&A to present their findings and recommendations.

Risk Register

9.6 The risk register had been circulated to trustees for review - no issues were raised.

FAW Use of St Katherine's

9.7 Trustees noted that FAW were using what were 2 unused classrooms with STK for which they were receiving £20k pa. The agreement was initially for 1 year.

Teacher Pay Award

9.8 CC was originally going to suggest the trust made an interim pay award to teachers based on the minimum they are expected to receive. However, the pay award has been agreed and therefore, teachers would receive their full increase in their November salary.

Central Team

9.9 In confidential annex

Staff Benefits Package

9.10 CC presented the benefits package paper to trustees.

AM asked whether this might require amendment to the HR policies where staff require time off to attend appointments where organised via the medical benefits provider. MC said as with any time off to attend medical appointments, this would need to be considered on a case by case basis as some are self-made appointments which could be out of work hours.

MC said that over 1000 staff working days had been lost for reasons other than Covid. Medical benefits such as Benenden Health would seek to reduce such and therefore the cost of the scheme should be met from school budgets.

Trustees agreed in principal to introducing Benenden Health (or similar) where all Headteachers agreed to met the cost of such from their school budget.

MC / CC

10 Education & Curriculum Committee

10.1 Trustees agreed that a member of STK's IEB could join the committee.

MC

<p>11 Governance</p> <p><u>Appointment of new Member</u> 11.1 Trustees noted the appointed of Keith Newman as a new Trust member.</p> <p><u>Re-Appoint LGB Chairs</u> 11.2 Trustees agreed to re-appoint the Chairs of the LGB's noting that it was not ideal JE continued to chair LPS LGB, and PM was the chair of the EIB.</p> <p><u>STK IEB</u> 11.3 CH chaired the IEB in Term 1 in PM absence. The IEB members have grown into the role and there is more challenge. Due to the start of the new academic year with renewed targets, CH proposed that the IEB run until Term 3 with the process for setting up a new LGB beginning in term 3 to support strong induction. Trustees agreed this proposal</p> <p><u>Feedback on Social Event</u> 11.4 General feedback was that the event was considered to be a success.</p> <p><u>School Governor responsibility for digital monitoring</u> 11.5 This was deferred to the next Board meeting</p>	<p>NW / AL</p> <p>NW</p>
<p>12 Safeguarding Matters including Health & Safety and Disability Matters</p> <p>Annual Reporting of Safeguarding Activity 12.1 Trustees noted the safeguarding report and recommendations made.</p> <p><u>Outcome of minibus investigation</u> 12.2 – 12.4 in Confidential annex</p> <p><u>HSE Inspections of Asbestos Management</u> 12.5 AL advised Trustees that the only area of possible concern related to staff compliance training. Whilst Headteachers and he had attended the LA run compliance training, that had been c4 years ago.</p> <p>AL added that he has completed the on-line LA compliance training as had some of the site staff, which had provided a useful reminder of our obligations. The other site staff and Headteachers have been asked to complete the training.</p> <p><u>Any Urgent Matters</u> There were no urgent matters</p>	
<p>13 Any other urgent business including Chair's Actions / Correspondence 13.1 – 13.2 In confidential annex</p>	
<p>14 Confidential Items</p> <p><u>STK Support Staff</u> 14.1 Contained in confidential annex.</p>	
<p>15 Confidentiality and action points 15.1 Confidential items were agreed and are contained in the confidential annex.</p>	
<p>16 Next Meeting Date 16.1 Wednesday 7th December 2022 commencing 1600 followed by the AGM at 1830.</p>	

<p>17 Meeting Outcomes</p> <p>17.1 Ensuring clarity of the vision, ethos and strategic direction:</p> <ul style="list-style-type: none"> • Role of the LGB's <p>17.2 Holding the executive Leaders to account for the educational performance of the school and its pupils and the effective and efficient performance management of staff:</p> <ul style="list-style-type: none"> • ECC Meeting • Compliance and Site Management • Trust centralisation of business support resources and processes • Minibus Investigation <p>17.3 Overseeing the financial performance of the schools and making sure that money is well spent:</p> <ul style="list-style-type: none"> • Benefits Package • Budget discussions • Use of Reserves 	
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Signed: John Edgar

Date: 7th December 2022

Para	Action	By Whom
Actions arising from 19th October 2022		
4.2	MC has drafted a note for LGB's regarding the finance governor role and will share with CH & JE. This will form part of the training to be delivered to LGB's.	MC
5.12	MC to report educational KPI's to Education Committee for review	MC
5.14	An abbreviated version of Data Pack to be reported to Trustees	MC
6.1	Trust vision and mission statement re-wording	MC
7.1	Strategic Direction – 5 year plan to be reported to next Trust Board and include methodology for reviewing schools in relation to possible merger.	MC
7.2	KPI's to be reported to the respective T2 Education and Finance Committee meetings	MC
7.3	Values and Mission Statement to come back to T2 Trust Board	MC
8.1	Upload revised policies to Trust website Update H&S Policy to reflect new ASHP boilers at CPS	NW AL
8.4	NMcD to visit schools during October school holiday, and consider how policy is actioned.	NMcD/AL
9.8	Teacher pay award to be processed for November salary run	MC / CC
10.1	Membership of the Education Committee	MC
11.1	Process appointment of new Member	NW / AL
11.3	Set up new LGB for St Kath's to replace IEB from T3 22/23	NW