

Coppice Primary Partnership
Meeting of the Trustee Board
Wednesday 22nd May 2019 at 5.30 pm
at Loose Primary School

Present: Darren Webb, Carole Hardy (chair of Trustee Board), Peggy Murphy, Andrew Maitland, Carina Cuddington, Charlotte Long

In attendance: Andrew Lacey (Business Manager)

Clerk: Clare Nursey

Agenda item and discussion	Action/decision
<p>1 Welcome and any introductions CH welcomed all to this meeting.</p>	
<p>2 Apologies for absence Apologies received and accepted from Pip McKerrow (abroad).</p>	
<p>3 Declaration of business interests No new interests were declared.</p>	
<p>4 Minutes of the last meeting (3rd April 2019) and any matters arising 4.1 Minutes were signed as an accurate record of discussions. 4.2 There were no matters arising.</p>	
<p>5 Executive HT report and recommendations <i>Leadership and staffing matters</i> 5.1 Staffing – all LPS teacher posts filled for September, one vacancy (0.6) at CPS. 5.2 Leadership – all leadership posts settled. LPS to have 2 AHTs from September, each with 2 days out of class thus increasing leadership capacity over current arrangements. 5.3 Trust School Improvement leader – EHT and Chair of Trustees had interviewed a very strong candidate for this role and proposed offering an initial 4 month contract (1/9 – 31/12/19), with the salary to be paid by St Katherine’s. Assuming conversion goes ahead, the contract could be extended to 31/08/2020, with cost mainly covered by sponsorship funding although the shortfall (c£20k) would have to be met by the trust, which meant from LPS and St Katherine’s budgets. Q. Where would the post fit in the leadership structure? EHT – the post was already included in the structure chart to allow for growth of the trust. He would circulate the job description and explained that the role would involve working with HTs in each school to develop leaders to ensure capacity; identifying need and mapping provision for school improvement across the trust; and being a resource to be deployed as necessary to meet need. Q. Would the post sit above HTs? EHT – no, the trust had a flat structure in the executive leadership team. The post would not be the director of standards as the EHT would take that role, nor would it oversee/coach HTs as that also would be the EHT’s responsibility. 5.4 CH advised that it would be an evolving role, and EHT suggested it might change into a more hierarchical role later if that proved necessary or useful. <i>School performance</i> 5.5 Trustees had received copies of both CPS and LPS external review reports and EHT confirmed staff were delighted with both reports: <ul style="list-style-type: none"> • LPS – very positive, supported the school’s own outstanding judgements; suggested some areas for further development; acknowledged that maths outcomes likely to show slower progress and this remained a continuing focus for the school </p>	

<ul style="list-style-type: none"> • CPS – recognised the huge turnaround since previous review; would be outstanding if not for outcomes (mobility on roll and history of underachievement likely to prevent formal outstanding judgement if inspected) – interpretation of data under new inspection framework will be key to judgement. (Noted that “questions for governors” on SEN and PP were included for information as no governor was available to discuss these with the external reviewer.) <p>5.6 Trustees congratulated staff on the excellent results of reviews and agreed that formal thanks and congratulations should be sent from the TB.</p> <p>5.7 EHT advised that KS2 forecast outcomes were:</p> <ul style="list-style-type: none"> • LPS – Reading 90% (target 86%), Writing 85% (target 89%), Maths 82% (target 89%), RWM around 73% (target 79%) • CPS - Reading 59% (target 66%), Writing 64% (target 71%), Maths 53% (target 68%), RWM around 47% (target 53%) • Unfortunately 2 pupils (5%) expected to achieve “expected” at CPS had been on holiday during SATs and this could negatively impact final outcomes • It will be important to evaluate CPS progress measures in light of the expected low attainment outcomes <p>Q. Is there anything else parents can do to support children?</p> <p>EHT – resources for parents are on the websites but perhaps these could be better signposted. The next leadership meeting will discuss the possibility of holding joint drop-in sessions for parents to help explain phonics etc.</p> <p><i>Strategic document</i></p> <p>5.8 Trustees had received the list of KPIs and EHT confirmed that these were not included in the strategic document as this would require a complete rewrite, but they will be included next year and aligned to long term goals.</p> <p>Q. How often would the KPIs be measured?</p> <p>EHT confirmed that the relevant KPIs would be measured monthly by the FAC, termly by the TB (via the EHT report) and annually by Members (via the trust annual report).</p> <p>Q. Should KPI 4 be amended to define “high quality” training and how the impact of this would be measured?</p> <p>EHT agreed that clarity would be helpful – he would amend wording of 1,3 and 4 to show that impact would be measured by number of days training and evidence from quality of teaching and good pupil outcomes.</p> <p>5.9 Trustees approved the proposed KPIs and EHT advised they would be used from now and he would report ongoing progress in each EHT report to the TB.</p> <p>5.10 EHT advised that key documents had been finalised (Partnership and Development, Curriculum and Assessment Framework, and Learning by Design) and he would circulate these for information once published. A new induction and recruitment handout had also been developed to make the trust’s high expectations of new staff explicit. Together these documents underpinned and enhanced the trust’s vision and values.</p> <p>5.11 EHT advised that as part of the trust’s aim of growing leaders the new budgets included funding for TLR3s to fund a training programme for teachers who wanted to be HTs; those applying would be part of the leadership team for next year and would shadow current leaders, and if successful the TLRs could be offered year on year.</p> <p>5.12 EHT reported that the workload and wellbeing consultation had been completed and resulted in 10+ proposals (including more PPA time which had already been built in to budgets) which had already received positive feedback from staff at both school and trust level. He would circulate the relevant information to trustees.</p>	<p>SLT</p> <p>EHT</p> <p>EHT</p> <p>EHT</p>
---	---

<p><i>Governance Matters</i></p> <p>5.13 Governance discussed at item 10 below.</p> <p><i>Resources</i></p> <p>5.14 EHT confirmed that the schools would not be overstaffed from September, and that recent recruitment exercises had proved the value of going early in terms of calibre of recruits.</p> <p>5.15 The position remained that LPS was subsidising CPS and it had to be acknowledged that this could not go on indefinitely. Finances across the trust were fine but each school should be self supporting and thought needed to be given to how this might be achieved. It was noted that new housing was increasing in the area which should lead to an increase on the roll, and EHT advised that a conservative roll had been used as the basis for budget plans discussed at item 8 below.</p> <p>5.16 Trustees agreed it would be useful if the FAC received information alongside budgets to show what LPS was funding for CPS to assist discussion. They also agreed that thought should be given to scope for centralising some services to achieve economies, particularly with a third school joining the trust.</p>	<p>AL</p>
<p>6 LGB Chairs of Governors' reports (verbal reports)</p> <p>6.1 Trustees had no questions on latest LGB minutes.</p> <p>6.2 Nothing to report from LPS meeting.</p> <p>6.3 CL confirmed that CPS LGB had spent a lengthy time discussing the definition of "local" in terms of the trust's geographic spread.</p>	
<p>7 Future direction of the trust</p> <p><i>St Katherine's Primary School</i></p> <p>7.1 EHT confirmed that St Katherine's applications to convert to academy status and join CPP were progressing:</p> <ul style="list-style-type: none"> • The DfE lead had been in touch with the school and EHT had worked with the HT to complete the school improvement questionnaire • The Memorandum of Understanding was in place and being used • EHT had delivered some training sessions though St Katherine's was not paying for his time at present • The external review of the school by Alastair McMeckan had been positive, though there was still work to do; provision was good) but data left the school vulnerable • CH confirmed that HT, staff and governors shared a common goal and were realistic about the work to be done. <p>Q. What impact was DW's time at St Katherine's having at LPS and CPS?</p> <p>EHT – no great impact at present but he was mindful that new leaders would need support and coaching from September and the new trust school improvement leader would be able to help in this respect and enable him to step back.</p> <p><i>Informal collaborations</i></p> <p>7.2 Trustees agreed that future expressions of interest in joining the trust, including any developing from informal collaborations, should be discussed on a case by case basis. Each situation would be different and the trust needed to consider and where appropriate explore:</p> <ul style="list-style-type: none"> • Commitment to vision • To secure high quality provision securing excellent outcomes for all children • Relative merit including opportunity to share good practice • Timing 	

<ul style="list-style-type: none"> • Capacity to offer support • Reputational risk • Budget position • Opportunity to put in place early the structure needed to support the functions of the trust <p>7.3 Trustees agreed that they would be mainly guided by the EHT on the above as his relationships with other HTs would be critical in helping reach decisions.</p>	
<p>8 Business Matters <i>Finance and Audit Committee Chair's report</i></p> <p>8.1 Trustees had received the FAC chair's written report.</p> <p>8.2 CC and AL updated the meeting:</p> <ol style="list-style-type: none"> a) The BFRO (copy filed with minutes) had been approved by trustees by email and submitted on time. b) St Katherine's Business Manager was off sick at present which had increased demands on AL's time. The EHT proposed a review of the trust's finance infrastructure – discussion in annex for trustees. c) Audit of teachers' pension scheme – completed for CPS, one query at LPS (awaiting response from Capita, if audited figures not submitted by 31 May will have to redo in September). d) Review of both the catering and cleaning contracts had been deferred - with St Katherine's joining the trust there would be greater scope for economies of scale at a later date; e) The Finance policy had been updated regarding the need to obtain 3 written quotes for smaller purchases – see item 9 below for formal approval. <p><i>Draft 3 year plans</i></p> <p>8.3 Trustees received draft 3 year plans for both schools and AL confirmed these were provisional and included assumptions about funding for teacher pensions and pay awards. The FAC would go through the draft plans in detail at their next meeting before submission to the TB for approval in July.</p> <p>8.4 In summary:</p> <ul style="list-style-type: none"> • LPS – position was healthy despite a small deficit in year 3 • CPS – position was not so good despite confidence in figures for numbers on roll in years 2 and 3; substantial spending on school improvement still required eg investment in ICT (now £35k); plans have been stripped back as far as possible and result in an outturn of £10k for year 1; • Based on these plans the trust will hit the reserves target. 	FAC
<p>9 Policies and key documents</p> <p>Trustees received and approved the following trust policies:</p> <ul style="list-style-type: none"> • Finance policy • Disclosures in school • Equalities objectives 	
<p>10 Governance</p> <p>10.1 Trustees approved the appointment of Amy Seymour as co-opted governor at Coxheath Primary School for the standard 2 year term of office. Amy brought finance skills to strengthen the LGB and with PM's move to CPS as CoG the LGB would also be strengthened from T6 in terms of education experience.</p> <p>10.2 Trustees approved an amendment to current governance arrangements to allow for the appointment of associate governors to LGBs. Appointments would be agreed by trustees in consultation with the appropriate LGB Chair on the basis of skills gaps on any LGB.</p> <p>10.3 Trustees agreed the schedule and location of TB meetings in 19/20 as show below and also</p>	Clerk/

<p>agreed that the first 3 meetings would be preceded by an optional learning walk so that trustees could become more closely familiar with each school.</p> <p>10.4 Trustees agreed that further discussion of governance arrangements would take place over summer, in line with the decision to review CPP's governance after one year of operation. Some discussion in annex for trustees.</p>	<p>Agenda</p> <p>DW/CH</p>
<p>11 Safeguarding matters including Health & Safety and Disability matters</p> <p>Nothing urgent to report.</p>	
<p>12 Chair's Actions/ Correspondence and any other business</p> <p>12.1 Chair had no further actions or correspondence to report.</p> <p>12.2 Trustees thanked Charlotte Long, who was stepping down at the end of this term as CoG at Coxheath and therefore also as a trustee, for her contributions in both capacities over the past year.</p>	
<p>13 Confidentiality & Publication of minutes</p> <p>13.1 Several items included in confidential annex for trustees. Main minutes to be circulated to LGBs and be publically available once approved at the next meeting.</p> <p>13.2 School impact statements, EHT report and due diligence report to remain confidential to trustees.</p>	
<p>14 Next meeting dates</p> <p>Tuesday 23rd July 2019 at 5.30 pm at COXHEATH School</p> <p>St Katherine's CoG to be invited</p> <p>Meeting dates for 19/20</p> <p>Wednesday 9th October 2019 – 5:30pm (Loose) – learning walk 4.30</p> <p>Wednesday 4th December 2019 – 5:30pm (Coxheath) – learning walk 4.30</p> <p>Wednesday 12th February 2020 – 5:30pm (St Katherine's) – learning walk 4.30</p> <p>Wednesday 25th March 2020 – 5:30pm (Loose Primary School)</p> <p>Wednesday 20th May 2020 – 5:30pm (Coxheath Primary School)</p> <p>Wednesday 15th July 2020 – 5:30pm (St Katherine's Primary School)</p>	

Signed.....

Date.....

Number	Action	By whom
1	Next leadership meeting to discuss the possibility of holding joint drop-in sessions for parents to help explain phonics etc.	SLT
2	Amend wording of LPIs 1,3 and 4 to show that impact would be measured by number of days training and evidence from quality of teaching and good pupil outcomes	EHT
3	Report ongoing progress on KPIs in each EHT report to the TB	EHT
4	Circulate information on workload and wellbeing consultation to trustees	EHT
5	FAC to receive information alongside budgets to show what LPS was funding for CPS	AL
6	FAC to go through draft budget plans in detail	FAC
7	Review CPP's governance	CH/DW
8	First 3 TB meetings in 19/20 to include optional learning walk	Clerk/agenda