

**Coppice Primary Partnership**  
**Meeting of the Trustee Board**  
**Wednesday 30th March 2022 at 5.30pm**

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

**In attendance:** Andrew Lacey (COO), Carina Cuddington (Financial Consultant)

**Clerk:** Nicky Wheeler

Agenda Item & Discussion	Action / Decision
<p><b>1 Welcome &amp; Apologies for absence</b></p> <p>1.1 CH welcomed everyone to the meeting and advised that she would be leaving at 6.30pm and JE would Chair the remainder of the meeting.</p> <p>1.2 Apologies were received and accepted from AM.</p>	
<p><b>2 Declaration of business interests</b></p> <p>2.1 No new interests to declare.</p>	
<p><b>3 Minutes of the last meeting (8<sup>th</sup> February 2022) and any matters arising</b></p> <p>3.1 The minutes of the last meeting held on the 8<sup>th</sup> February 2022 were agreed and signed by CoT.</p> <p>3.2 Matters arising included the following points:</p> <ul style="list-style-type: none"> <li>• MC advised that he has now prepared a form for staff to complete to assess the impact of training courses</li> <li>• CC confirmed that governors attended the recent finance meetings</li> <li>• MC confirmed that updated data will be available at the next meeting</li> <li>• MC advised that the format of HT report is being amended for ease of reference</li> <li>• MC confirmed that he has not had a reply from ESFA re the CFO role &amp; will continue to chase</li> <li>• MC explained that he is preparing the application for an in year variation to PAN for STK with the consultation to begin on the 1<sup>st</sup> April for 6 weeks</li> </ul>	<b>MC</b>
<p><b>4 Trust Matters</b></p> <p><u>Memorandum of Understanding</u></p> <p>4.1 CH advised trustees that a steering group consisting of CH, JE, MC, AL, JY (OAT EH) and 2 OAT trustees recently met to finalise the MoU. Concerns and issues were addressed and OAT agreed to a merger which will involve the dissolution of OAT and a transfer into CPP to avoid additional legal costs. There will be no CEO or CoT coming across and the two schools joining CPP have Good and Outstanding Ofsted ratings. AL is leading the business due diligence with MC &amp; JY focusing on the educational due diligence. OAT trustees have already formally approved the MoU and CPP trustees were asked to approve it.</p> <p><b>Q: When is the OAT EH retiring?</b></p> <p>CH explained that JY would like to leave in August 2023, in line with the proposed completion date for the merger. Going forward trustees will be invited to attend the other trust's meetings to help with integration of the two trusts.</p> <p>Trustees unanimously <b>approved</b> the MoU.</p> <p><u>Ratification of formation of IEB at STK</u></p> <p>4.2 CH advised trustees that the LGB at STK has now been disbanded and she has responded to the comments received from the outgoing governors. She advised trustees that the IEB members have a broad range of valuable knowledge and</p>	

<p>expertise to help support STK going forward. The members are PM (Trustee), Ruth Epps (HR consultant with Brachers), Laura Payne (AHT at Jubilee Primary School), Phil Reynolds (Finance / Audit consultant). Trustees confirmed <b>APPROVAL</b> of the formation of the IEB at STK which had previously been agreed by email.</p>	
<p><b>5 Strategic Overview</b>  <u>Trust Leader Report</u>  5.1 The TL report had been circulated to trustees and the following points were discussed :  <b>Q: Why are boys and PP children in Year 4 &amp; 5 achieving lower results in the Comparative Judgement data?</b>  MC explained that boys generally achieve lower scores than girls at this age in writing and that there is an overlap between the PP children and SEND cohort. All of the schools in the trust are looking at ways to address this gap and MC will continue to monitor the actions taken to improve outcomes of these groups.  5.2 MC explained that he has identified differences in how the data is being used across the trust so he is creating exemplar templates from the work that has been assessed to circulate to staff to illustrate what the children should be working towards. He also explained that the CJ data is only produced once a year nationally but the trust will be conducting their own internal review for Years 1-5 in term 6 to track progress across the three schools.  <b>Q: Would it be possible to have a class based staff to pupil ratio included?</b>  MC agreed to include this in future reports.  <b>Q: Are the FFT targets accurate or based on historical data?</b>  MC explained that the FFT use historical and contextualised data to give a prediction of a pupil's expected progress. It does not take the last 2 years into account as there is no precedent for this but it is still useful as it starts with KS1 data to predict KS2 achievement. All pupils nationally have been affected by COVID so it will still be useful to see how the schools across the trust compare, however, he believes this year's targets are too aspirational.  <b>Q: Is there a document which compares Early Reading reviews across all three schools?</b>  MC agreed to produce a summary document to include results of the Early Reading reviews at all three trust schools.  <b>Q: Does the trust have a standard exit interview procedure in place?</b>  MC confirmed that KF (trust HR) is working on a standard pro-forma to be used by all schools.  5.3 MC advised trustees that STK are now using the same curriculum for History and Geography as CPS &amp; LPS and staff across the trust met recently to consider how the curriculum can be adapted for all learners. The session was led by RP (HT STK) and was extremely positive with staff collaborating across the trust and sharing best practise. STK have also agreed to align their science curriculum and the subject leads from all three schools are working together to implement the new curriculum across the trust.  5.4 MC explained that COVID levels are high across the trust and having an impact on both staff and pupil attendance. All of the schools are now using the Oak Academy to provide remote learning as it has a direct overlap with the CPP curriculum.</p>	<p><b>MC</b></p> <p><b>MC</b></p> <p><b>MC</b></p>
<p><b>6 School Reports</b>  <u>Feedback from LGBs</u>  6.1 Both CPS and LPS are finding it difficult to recruit TAs.  6.2 All of the schools are finding it challenging to obtain three quotes for work and are regularly faced with requests for deposits and up front payments. MC confirmed that</p>	

<p>he is aware of this issue and is reviewing the finance policy. If the HT can prove best value and has completed due diligence either MC or CC can approve the spend without three quotes.</p> <p><b>Q: Do the trust have a register of approved contractors?</b></p> <p>AL explained that he uses the Kent Framework for higher level projects and has started a register of approved contractors for other work.</p> <p>6.3 Governors would like the opportunity to meet the trustees and NW agreed to discuss this further with CH.</p> <p>6.4 Governors would like clarity regarding their role at finance meetings. MC will review the expectations and accountabilities of governors with regards to finance.</p> <p>6.5 JE explained to trustees that LPS are running parent engagement workshops and MC agreed to discuss this idea with the other schools.</p>	<p><b>NW/CH</b></p> <p><b>MC</b></p> <p><b>MC</b></p>
<p><b>7 Policies and key documents</b></p> <p>7.1 Trustees received and <b>APPROVED</b> the following documents :</p> <ul style="list-style-type: none"> <li>• Business Continuity Plans</li> <li>• Equalities Objectives</li> <li>• Capability</li> <li>• Complaints</li> <li>• Finance</li> <li>• Risk Register</li> <li>• RSE</li> <li>• Whistleblowing</li> </ul>	
<p><b>8 Finance &amp; Audit Meeting</b></p> <p><u>Report from F&amp;A Chair</u></p> <p>8.1 Trustees had received the draft minutes of the F&amp;A meeting and CC highlighted the following :</p> <ul style="list-style-type: none"> <li>• The forecast for the year-end outturn for August 2022 is £724k; and it is above the original budget by £206k. This is mainly due to the increase in the brought forward figures from 20/21, due to underspent restricted funds and capital projects and audit adjustments.</li> <li>• In-year outturn at LPS is £139k adverse compared to budget mainly due to timing differences of capital projects not completed in 20/21, now re-budgeted in this year.</li> <li>• At CPS there is a carry forward reserves position of £140k; £24k more than originally budgeted and the school is about to spend £21k on LED lighting which will generate significant savings on energy costs in the future.</li> <li>• There have been significant changes to the STK budget during the year, with detailed analysis happening in all budget areas to find savings and efficiencies where possible. Overall there is a £52k saving in-year compared to original budget but further action needs to be taken to avoid significant deficits going forward.</li> <li>• CC is discussing the unspent equity fund with the schools to decide how to allocate it.</li> </ul> <p><b>Q: How is the trust addressing the rising energy &amp; catering costs?</b></p> <p>AL advised trustees that AM reviewed all of the trust energy contracts with Laser, which run to 2024, in October and agreed that they represented good value and there was no benefit in moving to an alternative supplier. CC confirmed that the budgets include a 25% increase for energy costs next year with 3% pa thereafter.</p> <p>AL also explained to trustees that catering is outsourced to CDC across the trust.</p>	

<p><u>STK Budget Proposals</u></p> <p>8.2 CC advised trustees that the funding letters are now available for 2022/23 and show a 2% increase on per pupil funding as expected therefore the three year budgets are being looked at for all schools.</p> <p>8.3 – 8.6 Contained in the confidential annex.</p>	
<p><b>9 Governance</b></p> <p><u>Formulation of Education &amp; Curriculum Committee (E&amp;CC)</u></p> <p>9.1 JE had circulated a revised Scheme of Delegation with amendments to the constitution of the E&amp;CC. Once the committee is established further tweaks may be required to the ToR. CH advised trustees that she would like a trustee with a non-educational background to Chair the committee and IL-D, PM &amp; NMc all agreed to join the committee.</p> <p>9.2 Skills audits had been collated and circulated to trustees. NM advised that he is currently completing NGA training and finds it very informative. MC has discussed LGB training needs with HTs and governors will be encouraged to complete appropriate NGA training courses.</p> <p>9.3 Trustees confirmed <b>APPROVAL</b> of the change in CoG at LPS which had previously been agreed by email.</p>	
<p><b>10 Safeguarding Matters including Health &amp; Safety and Disability Matters</b></p> <p>10.1 MC thanks IL-D who recently completed a safeguarding review with SH (HT LPS) in her role as link safeguarding trustee. The report had been circulated to trustees for review and IL-D explained that whilst SH provides all of the training materials to HTs she is not responsible for monitoring that it is used so a process needs to be established to check this. MC agreed to ask SH to complete spot checks when she is at the other schools and log her findings to provide evidence that correct procedure is being followed.</p>	<b>MC</b>
<p><b>11 Any other urgent business including Chair's Actions / Correspondence</b></p> <p>11.1 The Chair had no further actions to report.</p>	
<p><b>12 Confidential Items</b></p> <p><u>Strategic Direction</u></p> <p>12.1 Contained in confidential annex.</p> <p><u>Staff Audit</u></p> <p>12.2 Contained in confidential annex.</p>	
<p><b>13 Confidentiality and action points</b></p> <p>13.1 Confidential items were agreed and are contained in the confidential annex.</p>	
<p><b>14 Next Meeting Date</b></p> <p>14.1 Wednesday 25<sup>th</sup> May at 5.30pm</p>	
<p><b>15 Meeting Outcomes</b></p> <p>15.1 Ensuring clarity of the vision, ethos and strategic direction:</p> <ul style="list-style-type: none"> <li>• Strategic Direction</li> <li>• Skills Audits</li> <li>• Safeguarding Review</li> </ul> <p>15.2 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"> <li>• STK IEB formation</li> <li>• TL report</li> <li>• Internal Reviews</li> <li>• Formation of E&amp;CC</li> </ul> <p>15.3 Overseeing the financial performance of the schools and making sure that money is well spent:</p> <ul style="list-style-type: none"> <li>• Staff Audit</li> </ul>	

<ul style="list-style-type: none"> <li>• Review of finance policy</li> <li>• 3 year budgets</li> </ul>	
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Signed .....

Date.....

<b>Para</b>	<b>Action</b>	<b>By Whom</b>
3.2	MC confirmed that he has not had a reply from ESFA re the CFO role & will continue to chase	MC
5.1	MC will continue to monitor the actions taken to improve outcomes of the boys & PP children	MC
5.2	MC agreed to include a class based staff to pupil ratio in future reports	MC
5.2	MC agreed to produce a summary document to include results of the Early Reading reviews at all three trust schools	MC
6.3	Governors would like the opportunity to meet the trustees and NW agreed to discuss this further with CH	NW/CH
6.4	MC will review the expectations and accountabilities of governors with regards to finance	MC
6.5	JE explained to trustees that LPS are running parent engagement workshops and MC agreed to discuss this idea with the other schools	MC
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