

**Coppice Primary Partnership
Meeting of the Trustee Board
Wednesday 25th May 2022 at 5.30pm**

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

In attendance: Andrew Lacey (COO), Carina Cuddington (Financial Consultant), Jenny Young (CEO OAT)

Clerk: Nicky Wheeler

Agenda Item & Discussion	Action / Decision
<p>1 Welcome & Apologies for absence</p> <p>1.1 The CoT welcomed JY (CEO OAT) to the meeting and invited everyone to introduce themselves.</p> <p>1.2 No apologies were received and the meeting was declared quorate.</p>	
<p>2 Declaration of business interests</p> <p>2.1 No new interests to declare.</p>	
<p>3 Minutes of the last meeting (30th March 2022) and any matters arising</p> <p>3.1 The minutes of the last meeting held on the 30th March 2022 were agreed and signed by CoT.</p> <p>3.2 Matters arising included the following points:</p> <ul style="list-style-type: none"> • Governors have asked for further clarity regarding the purpose of their attendance at finance meetings. CH & JE agreed to draft a letter to circulate to governors to explain the rationale. • Following the internal safeguarding review MC has agreed to draft a job description for the link safeguarding trustee role. 	<p style="text-align: center;">CH/JE</p> <p style="text-align: center;">MC</p>
<p>4 Trust Matters</p> <p><u>Copier Contract</u></p> <p>4.1 AL advised trustees that, using the KCC framework, he has obtained two quotes for a new copier contract. Once adjusted for different volume of copies, the quotes only vary by about £500. Therefore, he asked trustees for approval to proceed with the Sharp quotation as the trust have used them for the last 2 cycles of renewal and they are also the supplier currently used by Orchard Academy Trust (OAT).</p> <p>Q: How long will the contract run for?</p> <p>AL advised that it is a 3 year contract so it will be due for review again shortly after the proposed merger with OAT is expected to complete. The current contract ends in July and Sharp have advised that there are issues in the supply chain so an immediate decision is needed. Trustees APPROVED the contract in principle and agreed to provide final authorisation via email once AL has circulated the full details.</p> <p><i>(NM joined the meeting at 5.40pm)</i></p> <p><u>Survey Feedback</u></p> <p>4.2 MC explained that the addition of the option to leave comments was introduced this year and he will make further amendments to the surveys next time following suggestions from staff and governors. He is also considering producing shorter surveys throughout the year to focus on separate areas.</p> <p>Q: How are the trust addressing the issues raised by the surveys?</p> <p>MC advised trustees that the issues raised by the surveys will be explored further on the trust inset day on the 6th June which all staff in the trust have been invited to attend. Whilst all staff receive the same support from the trust the message may not</p>	<p style="text-align: center;">AL</p>

<p>always be delivered in the same way and the inset day will offer an opportunity to ensure a consistent understanding of roles and responsibilities. MC wants to ensure that all staff view the trust and the schools as one organisation who help each other to succeed and work together towards common goals.</p> <p>4.3 Trustees agreed that shorter surveys with clear objectives would be useful. AM commented that there appeared to be 3 main issues highlighted: IT, communication and work life balance. MC agreed and explained that much of the frustration with IT may also be linked to a lack of communication to staff around the issues. The change in IT contractors has led to a better strategic overview which has identified historic issues that are now being resolved. AL advised that schools have invested in large numbers of new devices but the improvement in infrastructure was not in place to cope with this increased demand.</p> <p>4.4 Trustees agreed that it is important to address the issues raised by the survey even if some views may only be held by a minority of staff to avoid dissatisfaction. They felt a 'You said, We did' message should be sent both on behalf of the trust and the individual schools. CH explained that at the STK IEB meeting ways to improve the perception and profile of the trust were discussed. MC promotes the trust through the newsletters, briefings and twitter and will be arranging social events and investigating other social media opportunities.</p> <p>4.5 Trustees discussed the possibility of visiting the schools more often to meet staff and children and suggested that it might be useful to attend staff meetings however, trustees agreed that it is important to ensure that there is clarity around the role of the trustees and the trust. MC agreed to produce a short note to staff to explain the role of the trustees and the trust and to include some of the positive feedback from the surveys. He explained that whilst there was some negative feedback on the staff surveys this was not reflected in the feedback OFSTED received from staff.</p> <p>Q: SEND provision was consistently raised as an issue at CPS. How is this being addressed?</p> <p>MC explained that GM was already aware of the issues in this area and is putting additional support in place to improve capacity. He explained that HTs are working through the survey results for their schools and addressing issues at school level and the trust team are supporting them.</p> <p>Q: There is a shortage of SEND provision across Kent resulting in increased pressure on Mainstream schools. Could the space at STK be used to provide support?</p> <p>MC explained that he is investigating this possibility as part of the Due Diligence process.</p> <p>Q: Do the EYFS team still send a survey to new parents in Term 1?</p> <p>MC agreed to check with the HTs to see if this is still the current practise.</p>	<p>MC</p> <p>MC</p>
<p>5 School Reports</p> <p><u>OFSTED General Feedback</u></p> <p>5.1 – 5.4 Contained in confidential annex</p> <p><u>Feedback from LGBs</u></p> <p>5.4 The Chairs of the LGBs met with MC & CH following the LGB meetings and the following issues were discussed :</p> <ul style="list-style-type: none"> • CPS governors advised that some of the governors only received the consultation documentation regarding the proposed merger at the same time as parents received it. MC said he will note this to consider for any future communication. • CPS has 2 co-opted governors whose terms of office end in July so trustees will need to appoint 2 new governors. The parents at the school have been 	

6.9 STK are moving from Maths No Problem to White Rose Maths for maths from Sept 2022. This is partly budget driven, although there has been a reflection that the teachers need to have more agency to adapt the maths for their children (MNP has a very strict approach to follow). The big positive for this is that LPS and CPS use WRM and have used it successfully. The maths lead at CPS is also a maths hub lead and will be able to support.

Assessment

6.10 MC advised trustees that there will be no data drop until end of the summer term. Following Ofsted and reviews of workload, the trust calendar has suggested two data drops going forward.

6.11 An additional data drop at the end of the spring term was conducted at STK due to the poor outcomes in the data drop in autumn. A data pack and notes from the follow up IEB meeting had been circulated to trustees and show an improvement.

6.12 MC explained that forecast data for Y6 is still low despite intensive support given in term 5 with an AHT teaching Maths & English.

6.13 There is Concern over potentially low progress figures as KS1 data is high and the HT acknowledged that these results did appear to be overinflated due to a lack of rigour (prior to joining the trust). Year 5 remains a concern for similar reasons.

6.14 NFER data in 3,4 and 5 showed some progress made, but not rapid. Although scores are standardised and therefore the same score would represent expected progress, it was hoped that rapid progress would be seen that gaps between STK and other trust schools would close significantly.

6.15 Year 4 were very low impacted by staffing changes including a strong teacher moving to Y5 and ECT moving to Y4 who was on capability and is leaving at the end of term 5.

6.16 Comparative judgement national windows are finished for this academic year. The Second half of trust inset day is to be given to year groups to analyse findings and model exemplars so that teachers can see what was graded highly and identify areas to feed into future plans. Trust wide comparative judgement will take place in term 6 to see what progress has been made since national windows.

6.17 KS2 SATs were all completed (w/c 9/5). LGB members and MC/BT supported the process to ensure that guidance was applied correctly and that there was no maladministration. 'Notes of visit' were sent to schools to add to files. Papers were in line with what was expected and results will be out towards the end of term 6.

6.18 KS1 SATs are ongoing throughout the month of May, although schools have opted to complete them after KS2 SATs. They are slightly different in format due to test informing teacher assessment rather than outcomes being based solely on the test. MC explained to trustees that a maladministration occurred at CPS as a TA with a group of 6 children read the questions to them. GM has reported the incident and is waiting for guidance.

Internal Review Updates

6.19 Term 4 internal review was on behaviour and attitudes which is a strength in all three schools. JY concurred and advised trustees that she has enjoyed visiting the schools and found they all have a calm atmosphere.

6.20 Behaviour principles are in place which outline the trust view/vision of behaviour and are then applied at school level. These are being revisited with HTs to include some aspects of the trust pedagogical principles around routines and how to apply 'teaching' principles to behaviour.

6.21 Term 5 internal reviews will focus on maths and are ongoing currently. It was decided that it wasn't necessary to complete one for LPS following their recent deep

<p>dive by Ofsted. However, the format from this deep dive has been used to support the agenda and should prove useful to CPS and STK as it can be used as good preparation.</p> <p>6.22 Term 6 is planned to be EYFS as this will not only carry a separate Ofsted judgement for CPS and STK (as they will be receiving a Section 5 inspection) but also because every subject deep dive starts in EYFS so it is integral.</p> <p>Q: How do the internal review findings correlate to the pupil survey outcomes?</p> <p>MC explained that the internal reviews involved speaking to children about their experiences and overall the feedback was positive so more work will be done to unpick the variances in the survey results. MC agreed to speak to the HTs to confirm what action they are taking to address the survey outcomes.</p> <p>Q: How do children complete the surveys?</p> <p>MC advised that the survey was completed as a Microsoft form and the teacher was present to support the younger children with understanding the questions. Trustees discussed the difficulty of avoiding teacher bias in this scenario.</p> <p>6.23 MC also advised trustees that following the Behaviour & Attitudes review a letter was sent to parents to celebrate the positive findings and inform them of the work the trust are doing.</p> <p><u>Scheme of Delegation</u></p> <p>6.24 The revised Scheme of Delegation had been circulated for trustees to note. AL identified missing details regarding the IEB on page 4 which NW will amend.</p>	<p>MC</p> <p>NW</p>
<p>7 Policies and key documents</p> <p>7.1 Trustees received and APPROVED the following documents :</p> <ul style="list-style-type: none"> • Health & Safety Policy <p>7.2 AL agreed to amend Section C8 to include the responsibilities of the HTs as per the SoD. NM agreed to be consulted on all incidents that need to be reported to HSE. Trustees APPROVED the policy subject to the agreed amendments.</p> <ul style="list-style-type: none"> • Finance Policy • ECT Policy <p><u>Risk Register</u></p> <p>7.3 The risk register had been circulated to trustees for review.</p> <p>Q: Has anyone completed the NEBOSH training?</p> <p>AL agreed to complete the NEBOSH training and advised trustees that it will take about 6 months. In the meantime, trustees asked AL to investigate obtaining onsite IBOSH training for all of the site managers at CPP & OAT to attend so that they all have a basic H&S qualification.</p>	<p>AL</p> <p>AL</p>
<p>8 Finance & Audit Meeting</p> <p><u>Report from F&A Chair</u></p> <p>8.1 Trustees had received the draft minutes of the F&A meeting. AM advised that the committee had agreed to bring forward the LED lighting project at STK and AL confirmed that the work will take place over the summer holiday.</p> <p>8.2 AL advised trustees that the results of the CiF bids have now been announced and the trust was successful with three bids which included replacing the boilers at LPS & CPS and the roof replacement at LPS. He will submit an appeal for the boiler replacement at STK as it was rejected despite containing the same information as the other 2 bids.</p> <p><i>(PM Left the meeting 7pm)</i></p> <p>8.3 CC summarised the management accounts with strong outturns seen across all three schools. CPS have incurred additional staffing costs due to the need for an additional 1:1 TA. LPS are struggling to obtain quotes for capital projects and AL advised trustees that there needs to be a feasibility survey before any work starts to</p>	

<p>decide how to proceed in a structured way. Due to delays in obtaining the survey funds may need to be carried forward for use on future projects. STK has seen an improvement in outturns due to significant savings as a result of reduced staffing and number of classes.</p> <p><u>Pupil Numbers</u> 8.4 Contained in confidential annex.</p> <p><u>Budgets</u> 8.5 -8.9 Contained in confidential annex.</p> <p><u>Internal Scrutiny Report</u> 8.10 The internal scrutiny report had been circulated and no issues were raised.</p> <p><u>Audit Tender Approval</u> 8.11 The commencement of the audit tender process to appoint new auditors in September 2022 had been agreed by F&A and was recommended to trustees who APPROVED the proposal. CC will obtain quotes.</p>	<p>CC</p>
<p>9 Governance</p> <p><u>Formulation of Education & Curriculum Committee (ECC)</u> 9.1 CH advised that the ECC will meet on the 20th June at 4.30pm at LPS and the members will be CH, IL-D, PM, JE, SS (CPS), BP(LPS). Going forward, it is hoped that at least one of the existing OAT trustees will join the committee and potentially take over as Chair. MC is preparing the draft agenda.</p> <p><u>Governor & Trustee Terms of Office</u> 9.2 NW advised trustees that the terms of office for CH, PM & AM expire on the 31st August 2022. All have confirmed that they would like to be reappointed and NW will seek approval from the members to reappoint them all for a further term.</p> <p>9.3 The term of office for KA (parent governor at LPS) expires on the 24th September so LPS will hold an election in Term 6.</p> <p>9.4 The term of the office of the staff governor at CPS (SG) expires in July so CPS will hold a staff election in Term 6.</p> <p>9.5 The terms of office for the two co-opted governors at CPS end in July so the vacancies have been notified to parents and advertised on the website. NW will also add the details to Inspiring Governance.</p> <p><u>Event for trustees & Governors</u> 9.6 Trustees agreed to hold an event on Tuesday 20th September from 5.30pm – 7pm and invite all governors, members and trustees from CPP & OAT to attend. NW to circulate invites.</p> <p><u>Governance Calendar</u> 9.7 A draft governance calendar for 22-23 had been circulated to trustees and they were asked to notify NW by the 6th June if there are any issues with the proposed dates.</p>	<p>MC</p> <p>NW</p> <p>NW</p> <p>NW</p> <p>NW</p>
<p>10 Safeguarding Matters including Health & Safety and Disability Matters</p> <p>10.1 Nothing urgent to report.</p>	
<p>11 Any other urgent business including Chair's Actions / Correspondence</p> <p>11.1 The Chair had no further actions to report.</p> <p>11.2 SRMA Deployment – CC explained that as a condition of her appointment as CFO the ESFA require the trust to have an SRMA visit and she asked trustees if there are any particular areas they would like the visit to focus on. Trustees asked for the review to conduct a curriculum led spending review.</p> <p>11.3 CH advised trustees that she had received information on training regarding the current direction of travel for MATs requiring them to increase to encompass a</p>	

<p>minimum of either 7,500 pupils or 10 schools. MC felt that the information provided by CST is very informative and suggested that it would be better to attend the briefings hosted by CST. NW agreed to circulate details of suitable courses when available and to add future strategic direction to the next agenda for further discussion.</p>	NW
<p>12 Confidential Items <u>Complaint Panel</u> 12.1 Contained in confidential annex. <u>STK TA's</u> 12.2 Contained in confidential annex. <u>Minibus</u> 12.3 Contained in confidential annex.</p>	
<p>13 Confidentiality and action points 13.1 Confidential items were agreed and are contained in the confidential annex.</p>	
<p>14 Next Meeting Date 14.1 Wednesday 13th July at STK at 5.30pm</p>	
<p>15 Meeting Outcomes 15.1 Ensuring clarity of the vision, ethos and strategic direction: <ul style="list-style-type: none"> • Staff surveys • Inset Day 6th June • ECC formation • Budget discussions • H&S Qualifications 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: <ul style="list-style-type: none"> • TL report • Internal Reviews • OFSTED discussion • Behaviour & Attitudes report 15.3 Overseeing the financial performance of the schools and making sure that money is well spent: <ul style="list-style-type: none"> • Budget discussions </p>	

Signed

Date.....

Para	Action	By Whom
3.2	CH & JE agreed to draft a letter to circulate to governors to explain the rationale for their attendance at finance meetings	CH/JE
3.2	Following the internal safeguarding review MC has agreed to draft a job description for the link safeguarding trustee role	MC
4.1	Trustees APPROVED the copier contract in principle and agreed to provide final authorisation via email once AL has circulated the full details	AL
4.5	MC agreed to produce a short note to staff to explain the role of the trustees	MC
4.5	MC agreed to check with the HTs to see if EYFS still circulate a survey in term 1	MC

5.4	NW will place the advert for co-opted governors at CPS on inspiring governance	NW
6.22	MC agreed to speak to the HTs to confirm what action they are taking to address the survey outcomes	MC
6.24	NW to amend SoD Page 4 re IEB	NW
7.2	AL agreed to amend Section C8 of the H&S policy to include the responsibilities of the HTs as per the SoD	AL
7.3	Trustees asked AL to investigate obtaining onsite IBOSH training for all of the site managers at CPP & OAT to attend	AL
8.11	CC will obtain quotes for new auditors from September 2022	CC
9.6	Trustees agreed to hold an event on Tuesday 20 th September and invite all governors, members and trustees from CPP & OAT to attend. NW to circulate invites	NW
9.7	A draft calendar for 22-23 had been circulated to trustees and they were asked to notify NW by the 6 th June if there are any issues with the proposed dates	NW
11.3	NW agreed to circulate details of suitable CST courses when available and to add future strategic direction to the next agenda for further discussion	NW

APPROVED