

Full Trustee Board – Part I Minutes							
Date/Time	23:05:18 4.00pm	Location		Okehampton Skills Centre			
Attendees	Initials			Attendees	Initials		
Ralph Crook	RC	Tania Skeaping	TS	Philip Sanders	PS	Daryll Chapman	DC
Carol Newman	CN	Rebecca Ledger	RL	Lee Rose	LR		

Apologies	Initials	Reason
Marilyn Livingstone	ML	Business
Amanda French	AF	Business
Ian Courtney	IC	Holiday
John Lawlor	JL	Personal

ACTIONS
DECISIONS
QUESTIONS AND CHALLENGES

In Attendance	Initials	
Hazel Fox	HF	Vice CEO
Susanne Kiff	SK	Chief Financial Officer
Sally Wood	SW	Governance Manager

Minutes to
Attendees
Apologies

34 - Apologies
<ul style="list-style-type: none"> Apologies were accepted from IC, ML and AF and JL.

35 – Declaration of Interest
<ul style="list-style-type: none"> All Trustees present were reminded to declare any conflict of interest that may arise during the meeting.

36 – Agree and Sign off Previous Minutes
<ul style="list-style-type: none"> Part I and Part II minutes from the Full Trustees meeting held on 27:03:18 were agreed and signed by LR

37 - Matters Arising

- Trustees noted that the outstanding action of writing to successful NQTs had been completed by HF.

38 – Matters Brought Forward at the Direction of the Chair

- There were no matters brought forward at the direction of the Chair.

39 – Proposed Professional Development Framework for the MAT

- Trustees received a presentation from Martin Smith, Director of the DTSA.
- MS explained that the DTSA had grown as a member facing organisation, to reach out to schools and provide a service. The MAT would receive part of that.
- MS had been asked to look at the CPD opportunities for the MAT moving forward and advised Trustees that the CPD offer would need to be built around a partnership model.
- Trustees noted that the MAT could provide another layer to these CPD opportunities.
- Trustees noted that leadership development would be absolutely crucial as would succession planning.

Trustees queried how much the apprenticeship levy was

DC responded it was 0.5 % of payroll

- Trustees noted there was a teacher recruitment crisis, numbers of people training to be teachers were down and teachers were leaving early alongside an increase of pupil numbers coming through.
- MS talked about providing staff with a package of training opportunities through their individual career as well as providing a programme of apprenticeships for staff.
- Trustees noted that where MATs had been successful, they have had programmes in place to grow their own and had a succession of great leaders coming through and that would be needed across the Trust by having that upward movement ready.
- Trustees were advised that the initial thoughts were for Tavistock to become a hub for the apprenticeship centre.
- Trustees noted there was a need to be forward thinking to capture quality people before they get other jobs as well as recruiting experienced teachers. By offering a high quality package of opportunities to individuals, this added value to the recruitment process and would support the MAT around retention.
- Trustees noted that the vulnerable point for losing teachers was years 2-4 in their career.

Trustees queried the training provision for pre schools

DC responded that training was not provided by the teaching school. HF added there was the capacity to reach down to pre-schools in a couple of years. The MAT could go back to the teaching school if they needed to, but it wouldn't be what was offered as a MAT and there were currently SLEs in early years.

- Trustees noted that apprenticeships would be provided for support staff, grounds maintenance etc.
- MS advised that they had identified all the relevant apprenticeship routes and would be set up as a partner provider with a link to a man provider. That status would mean they would work in partnership with providers for them to deliver courses to MAT staff and the teaching school could draw down the apprenticeship levy

Trustees asked if that would mean staff would travel to other sites

MS responded not necessarily, providers may come and use the training facilities here with the teaching schools paying for the course to be delivered, but there is also funding for the management of the centre. The goal is to utilise as much of the funding as possible.

Trustees asked who would be the partner in Tavistock

DC responded that the overall body was likely to be Exeter College.

Trustees asked if the apprenticeship levy was a 'use it or lose it' type of funding

DC responded yes

- Trustees discussed how it would be a cultural change as the levy was about all staff, not just new employees or 'younger' people. DC added the intention was for share this with staff at the support staff forums on 27 / 28 June.

Trustees asked what the dropout rate was for teachers in the first 5 years

DC didn't have an exact figure, but stated that across the Trust, it was pretty good, however they needed to be cleverer with retention than they have been.

Trustees asked why people were leaving the Trust as there was some movement at this time

DC responded there was a huge amount of movement into new jobs which was good news. The Leadership Academy was key as the Trust couldn't compete with some salaries being offered and it would be down to the way that people are treated as employees.

- Trustees discussed the importance of people carrying out appraisals knowing what development opportunities were available for staff.
- Trustees thanked MS for attending the meeting.

40 – Trustee Board

40.1 – Code of Conduct

- All Trustees present signed the agreed code of conduct

40.2 – Risk Management System

- SK advised there was a section in her report covering this, but the intention was to revisit CalQRisk and involve Alan and Alison with that. Trustees noted this was to be the focus after half term.

Trustees asked if there were other alternatives

SK responded there was more than one system identified and she needed to look at that. DC added that previous discussions had covered whether conversations were being held about risks for individual schools, but there had been returns that needed to be completed and then there would be the capacity to look at risk.

- Trustees were advised that there was a pro forma that DC and HF would use when visiting schools and one of the areas of focus is about risk. LGBs should also be looking at risk.
- The risks identified at sub committees will be added to the interim risk register. **SK to add.**

Trustees queried if SK had the capacity to move this on

SK responded that by working with Alan and Alison and with input from DC / HF she would be able to focus on this after half term.

- Trustees discussed that they were liable if they were not fully aware of risks across the Trust.
- Trustees noted that Link Trustees would have a greater understanding within the Clusters.

Trustees asked which Committee sees the risk register

SK responded Audit.

- Trustees noted that the register still needed some work, but is in place.
- Trustees also acknowledged that risk is being viewed by all the committees and Trustees were aware. Reading the minutes from the Trustee meeting also highlighted new risks identified.
- Trustees noted that the risk register would feed into the software with the LGB being able to view risks as well as Trustees. **SW to attach the risk register to the minutes when circulated.**
- Trustees noted the changes to the support staff structure had only been in place for a week.
- It was agreed for the Audit Committee to pick up the risk register timelines at the next meeting. **SW to agenda**

40.3 - GDPR

- Trustees noted that Nuala McDermott (NM) had taken on the role as Data Protection Officer (DPO) for the MAT. In the last two weeks, policies had been submitted, the GDPR IS system had been purchased and software is being checked to ensure it is compliant. NM is talking to schools about collating information and she had been to several schools and talked about GDPR. The first subject access request had also been received.
- Trustees were advised that the MAT was much further forward and information would be displayed on websites in time for the deadline. NM is now looking at more specific things such as SIMS and how parents can see and update information.
- Policies (P28 – P36) were reviewed later in the meeting

Trustees asked if the MAT was where it needed to be

SK responded not fully, but it was now possible to demonstrate that the Trust was moving towards compliance and they were now registered with the ICO. **AF would meet with SK and NM and will do a report for the Trustees.**

40.4 - Trustee Board Annual Cycle of Business

- SW advised that this had been changed following the Chairs / Clerks meeting and elections of Chairs / Vice Chairs had been moved forward to enable succession planning / training to take place prior to September. **Trustees proposed, seconded and all were in favour of this being adopted.**

40.5 – Trustee / LGB Meeting Dates for 2018 / 2019

- Trustees considered the proposed dates. **Trustees proposed, seconded and all were in favour of agreeing the dates for the 2018 / 2019 academic year for Trustees / LGBs**

Action:

SK to add risks identified from all Committees to the risk register

SW to circulate risk register with minutes

SW to agenda risk register / software timelines for the next Audit Committee
AF to meet with SK / NM and provide a report for Trustees
SW to circulate agreed dates to LGBs

41- Reports

41.1 - CEO Report

- DC advised Trustees of the sad news of the death of a member of staff recently
- DC reported on his involvement for the previous weeks
 1. Still a member of various groups such as DASH executive, schools finance group, schools organisational group as that continued contact was important.
 2. Performance Management carried out with Sarah Jones at Tavistock
 3. Performance Management with HF for Phil Whitley
 4. Most of DC's time has been spent at Holsworthy Community College (HCC) which is the most vulnerable secondary at this time. Trustees were advised of the structure in place for September with Andrew Sweeney taking the post of Head of School and support being provided by Tracey Amos from Torrington two days a week.
- The meeting moved to Part II
 5. Attended meeting of Greater Devon Co-operative Partnership as keen to maintain cooperative identity. The proposal is to carry on the work from the cooperative. Plans include a student conference, sports event across the Mat and to continue with the challenge reviews on a two year cycle.
 6. Work with the teaching school looking forward for long term sustainability, the current funding is there until 2020 and the teaching schools belongs to the MAT. Work in ongoing to see whether more CPD events can be offered, so the model is sustainable.
 7. Met with Audit
 8. Met with Computershare regarding 'entitlement' of staff within the mat. They offer online training modules for staff and are also a vehicle for childcare vouchers, offering savings at shops, free telephone support for staff, discounts for leisure centres. The cost would be £1400 a month if the MAT chose to do that with approximately £700 of that refunded on NI contributions. The larger option give staff access to healthcare packages where they could make a contribution and get access to opticians, dentists etc at different levels depending on contributions. This would all be part of an attractive recruitment package. That decision would be made at an operational level,
 9. Maths vacancies at HCC which is a struggle at present. Negotiations are ongoing with TES regarding an advertisement package, approximately £14k for a year against individual adverts of £1700. Different schools preferred different advertising solutions though.

Trustees asked if schools were being asked to pay towards advertising

DC responded it was due to how successful recruitment was and some schools preferred to stay with an advertiser where they have been successful

Trustees asked if the primaries would benefit from that

HF responded that the Primaries didn't have much trouble recruiting at this time.

10. DC has spent 4 days in the last two weeks involved in recruitment
11. MDIF bid was successful and there is a MAT Development Plan against this with expenditure against set lines which the bid was awarded on.
12. DC is continuing to work with DAPH to generate a better relationship with Devon County Council to ensure they fulfilled their statutory responsibilities and to ensure the MAT is not missing out.

Trustees asked for an example

DC responded that Devon County Council should consult with schools over funding, SEN, safeguarding, but at the moment the top slice of funding at DSG enabled schools to provide people to go to those meeting, but Devon was also paid for this. DC was keen that the voice from DMAT is heard loud and clear.

- 13 DC and IC visited Okehampton Primary and the three Primaries with the Holsworthy Cluster. A really good session was held at Okehampton Primary where they had met with the leaders for writing, reading and maths.
 - 14 DC had attended training from Bishop Fleming for his role as Accounting Officer and structure was being put in place from an Audit perspective.
 - 15 The MAT Central team had been restructured as a result of the COO leaving.
 - 16 Support Staff forums had been arranged with Trustees to attend where possible.
 - 17 Director of Safeguarding, Jane Lake has commenced work.
- DC moved on to advise Trustees for the future including holding a mobility games likely to be at Tavistock next term for youngsters under the SEN umbrella at KS2 and KS3.
 - Trustees noted that secondary schools were already working on their improvement plans which wouldn't be altered as they were fit for purpose in terms of structure.
 - The MAT EWO roles were progressing, with the job descriptions completed and adverts to be out soon.
 - DC listed the regional south west priorities for Devon for Trustees.
 - Trustees noted the intention to have a joint inset day for the MAT on 07:01:20
 - Trustees were advised that Highampton would join the MAT in September.

Trustees asked if further due diligence was needed for Highampton

DC responded no, it was covered last time and Trustees had already agreed for Highampton to join the MAT.

- Trustees noted that there had been an approach from Great Torrington and the RSC was in support of that. **A date will be sent to Trustees to meet with Great Torrington Governors.** No date was agreed for joining the MAT yet, but the matter needed to be progressed.

Trustees asked about relationships with Primaries outside of the MAT

DC responded there had been lots of contact with Holsworthy Primary.

- Trustees highlighted the need to appoint a Trustee Lead for Safeguarding and that information for this needed to be considered by Trustees. TS advised that School Improvement had been looking at SEN. **SW to agenda identification of a Safeguarding Lead.** Jane Lake has already been asked to attend a Trustee meeting.
- Trustees noted that there was now a Level 3 safeguarding trained directory for the MAT.

41.2 - Vice CEO Report

- HF reported to Trustees what she had been involved in over recent weeks

1. Recruitment
2. Assessment calendar has been produced which can now be populated with Trustee meeting dates, meaning reports will be meaningful and timely
3. Work on Headteacher reports to be aligned
4. Work in aligning Primary School Improvement Plans. It will be just Primary as this stage as there isn't a rush to do the secondary as they are fit for purpose
5. Visited the majority of schools, talked to pupils and done some mentoring with Y11.
6. Working with Neil Swait putting together really detailed data trends. **SW to circulate with minutes.** The data shows the last three years, progress and attainment. Planning more formal visits, more inspection style visit, looking at risk.
7. Identifying really good practice across the MAT, encouraging people to be SLEs, but also identified some common themes in areas for improvement.
8. Networking with individuals that might be looking for jobs, secondments etc
9. Most time has been with Central Cluster (Trustees had been provided with a letter of concern from a parent which had been resolved), seeing parents. The LGB was now up and running and they are much more involved in decisions. Clarification that the structure will be one Executive Head and three Heads of Schools and the LGB had seen the financial modelling on different scenarios.
HF will be Executive Head of this Cluster for the next year, but some decisions needed to be made regarding staffing in that Cluster. Trustees have already agreed to HF being Executive Head for a year subject to review by Trustees if circumstances changes.

Trustees asked if there was a risk to the reputation of the MAT and whether this has impacted on pupil numbers

HF responded there had been one letter of concern which was resolved. HF had spoken to staff and would attend the next parent forums. HF added that the Heads of School roles were different for the next year in that they were out of class full time so the Executive Head role was also slightly different. HF said it was an opportunity to use those schools to demonstrate school improvement.

Trustees queried if the Heads of Schools would feel they had taken on the responsibility of a Headteachers role

HF responded she had had conversations with the individuals and discussed their professional development, how the MAT will support them. The two Heads of School identified have the confidence of staff.

Trustees asked if the Heads of School were clear their roles would change with the appointment of a full time Executive Headteacher

HF responded that the staff knew that, it was down to financial modelling and the LGB had come to that conclusion after considering budgets.

Trustees asked if there was a risk that the staff may move on

HF responded that could be the case for any member of staff and there were people out there that could be grown.

- Trustees noted that the Head of School would not have responsibility for back office functions as these were done by the MAT.
- HF advised that she had also carried out performance management with Okehampton Primary. **SW to arrange performance management for DC and HF**

Trustees asked what the teaching load for the Heads of School would be after the Executive Headteacher appointment

HF responded she had no answer at this time, they were different schools, sizes and needs.

Trustees asked if differences in school numbers would impact on this

HF responded it was up to budgets and the LGB as there wasn't a one size fits all solution. If the leadership and management was affordable, then it was a decision for the Head of School and LGB.

41.3 - CFO Report

- Trustees noted that the BFRO return had been submitted as had the asbestos management return. **SW to circulate the BFRO return with the minutes**
- Trustees noted there was a Teachers pensions audit coming up soon and Internal Audit would visit again in July focussing on income.
- SK and DC had met with the External Auditors recently and started to plan the audit process for the end of financial year which would be the end of October with a pre audit visit during summer holidays.
- Trustees noted the issue with the budgeting software had been resolved with the purchase of a different system – Orovia. The first training session had been held and budgets were being built in there. Budgets would be available for approval after half term and would link into PSFinancials.
- Trustees noted there had been two successful SIF bids for South Tawton and Bridestowe and those monies had been received.

Trustees asked when the schools condition allowance was issued

SK responded it would be next academic year.

- Trustees noted the change in structure with Alison Horn and Alan King as Executive Business Managers with Alan leading on premises and Health & Safety. The intention is that the LGB will receive a report on these two areas.
- Trustees noted an option with the MDIF grant, to apply for an additional £5k to get an external company to provide integrated curriculum financial assessments.

Trustees asked what that looked like

SK responded it would look at areas such as pupil to teacher ratio, group class sizes etc

- Trustees noted that challenges and priorities for the next term had been highlighted in the report.
- Trustees were advised that the MAT had a management partnership agreement with the new school in Okehampton.

Trustees asked if cash flow management accounts had been produced

SK responded not as yet, but Trustees at Resources had seen cash flow at their recent meeting and also seen information of final budget payments from Devon County Council.

Trustees asked if the Internal Auditors would be looking at funding streams

SK responded no, it was areas such as money for trips, dinner money.

Trustees asked about an issue with SEN funding and that it appeared unclear what would be received

DC responded that from September, there would be three banding for EHCPs and for Devon County Council to quickly transfer pupils across, they would move to the closest banding to start with. If a school had real concerns, they would have an opportunity to appeal the banding. DC added that all secondary schools would be better off as a result of this.

Trustees asked for a snapshot of the budget position to be included on future reports so that all Trustees would see it

SK responded she would action that

- Trustees noted that audit would be focusing on systems and processes and how the management of cash and income is being dealt with as that is the area with the biggest risk of fraud.

Action:

- SW to circulate data information from Neil Swait with minutes
- SW to arrange for performance management for DC / HF
- ALL Trustees to attend a meeting with Great Torrington Governors of available
- SW to agenda identification of a Trustee Safeguarding Lead
- SW to circulate the BFRO return with the minutes
- SK to include budget snapshot position on future reports for Full Trustees

42 – Trustee Committees

42.1 - Minutes

- Minutes from all Trustee Committee had been circulated. TS provided a brief overview of discussion from the School Improvement Committee on 17:05:18.

42.2 – Ethos Terms of Reference

- Trustees considered the revised LGB Ethos Terms of reference. This was proposed, seconded and all Trustees were in favour of it being adopted.

Action:

- SW to circulate amended Ethos Terms of Reference to LGBs

43 – Policies / Documents

43.1 - Support Staff Pay Increases

- SK advised this was the pay structure that had been seen by unions and was a two year deal for support staff taking the lower grades up towards an hourly rate of £9.
- Trustees noted this was built into budgets.
- Trustees proposed, seconded and all in favour of agreeing the proposed increases

43.2 - Trustees / Governors Expenses Policy

- Trustees reviewed whether £50 per annum for childcare was sufficient.
- After discussion, Trustees proposed, seconded and all were in favour of increasing the allowance to £100 per academic year.

43.3 – 43.10 - Policies

- Trustees reviewed all the policies tabled.
- Trustees also considered a number of comments from AF who was unable to attend the meeting.
- Finance Policy – proposed, seconded and all Trustees were in favour of adoption.
- Financial Scheme of Delegation - proposed, seconded and all Trustees were in favour of adoption
- H&S Policy – proposed, seconded and all Trustees were in favour of adoption

Trustees queried the reference to responsibilities for the COO

SK responded this were being reworked as the new structure settled down

- Procurement Card Policy - proposed, seconded and all Trustees were in favour of adoption
- Charging & Remissions Policy - proposed, seconded and all Trustees were in favour of adoption
- Debt Recovery Policy / Leasing Policy - as AF had raised a number of queries on both of these policies and made suggestions for improvements / items that should be included, Trustees agreed to request AF to amend the policies at which point the Leasing Policy could be reviewed by Michelmores. These were proposed, seconded and all Trustees were in favour of adoption following the amendments.
- Staff Expenses Policy - proposed, seconded and all Trustees were in favour of adoption
- Trustees then considered policies P28 – P36. Trustees proposed, seconded and all were in favour of the following policies being adopted subject to a review at the next Full Trustees meeting.
 1. Privacy Notice Employees
 2. Privacy Notice Job Applicants
 3. Privacy Notice Pupils
 4. Records Management Policy
 5. Records Management Schedule
 6. Subject Access Request Policy
 7. Personal Data Breach Policy
 8. Privacy Notice – Governors, Trustees and Volunteers
 9. Data Protection Policy

Action:

- SW** to amend the Trustees / Governors expenses policy and circulate to LGBs
- AF** to revise Leasing Policy / Debt Recovery Policy
- SK** to submit revised Leasing Policy / Debt Recovery Policy to Michelmores for comment
- SW** to agenda data protection policies for review at the next Full Trustees meeting

44 – Cluster LGBs

44.1 - Cluster LGB Annual Cycle of Business

- Trustees noted the similar changes as the Trustees annual cycle of business in terms of succession planning and subsequently Trustees proposed, seconded and all were in favour of these being approved

44.2 - Leadership in Clusters

- This agenda item had already been covered throughout the meeting with Holsworthy Community College and the Central Cluster being the areas of concern at this time.

44.3 – LGB Minutes

- Trustees considered the content and challenge within the LGB minutes
- The meeting moved to Part II
- Trustees discussed whether they should divide up LGBs and focus on minutes that could tie in with visiting schools / LGBs, although Link Trustees are in place as well.
- Trustees agreed to have a section on the LGB minutes at the end to identify matters that Governors want to raise to Trustees attention. This could cover transference of risk or issues, but could be positive as well.

- Trustees discussed the importance of checking LGBs are challenging enough and holding Headteachers to account.

Action:

SW to advise LGBs to include section on minutes to bring specific matters to Trustees attention.

45 – Risks Identified / Forthcoming Changes

Trustees identified the following risks:

- Trustee replacement – SW is doing work on the skills audit with IC
- Maintenance of Trustee numbers, 9 was considered too little – Trustees discussed whether Trustees should come from LGBS or whether this was a conflict of interest and there was discussion about the benefit of outside influences / skills being utilised.
- GDPR
- Recruitment of teachers / retention
- Recruitment of maths teachers
- The increase in pupil numbers
- Reputational risk – exam results
- Software issues causing difficulties for LGBs when setting budgets which was outside the control of the MAT. SK was thanked by Trustees for the work she had undertaken.

Action:

SK to add risks to the risk register

46 – Meeting Review

- TS fed back the meeting review to all Trustees
- Trustees discussed a few teething issues with email and document circulation
- Trustees discussed the length of meetings and acknowledged meetings were potentially longer at the moment due to setting things up.
- Trustees acknowledged they needed to lift their strategic focus more once the initial set up was complete.

47 – Date of Next Meeting

- Okehampton College – Thursday 19 July – 4pm

Action Table from 23:05:2018

WHO	WHAT	WHEN
SK	Add risks identified from all Committees to the risk register	15:06:18
SW	Circulate risk register with minutes	DONE
SW	Agenda risk register / software timelines for the next Audit Committee	DONE
AF	Meet with SK / NM and provide a report for Trustees	30:06:18
SW	Circulate agreed dates to LGBs	DONE
SW	Circulate data information from Neil Swait with minutes	DONE
SW	Arrange for performance management for DC / HF	Ongoing
ALL	To attend a meeting with Great Torrington Governors if available	14:06:18
SW	Agenda identification of a Trustee Safeguarding Lead	DONE
SW	Circulate the BFRO return with the minutes	DONE
SK	Include budget snapshot position on future reports for Full Trustees	Ongoing
SW	Circulate amended Ethos Terms of Reference to LGBs	DONE
SW	Amend the Trustees / Governors expenses policy and circulate to LGBs	DONE
AF	Revise Leasing Policy / Debt Recovery Policy	15:06:18
SK	Submit revised Leasing Policy / Debt Recovery Policy to Michelmores for comment	20:06:18
SW	Agenda data protection policies for review at the next Full Trustees meeting	DONE
SW	Advise LGBs to include section on minutes to bring specific matters to Trustees attention	DONE
SK	Add risks to the risk register	15:06:18