

Full Trustee Board – Part I Minutes							
Date/Time	19:07:18 4.00pm	Location		Okehampton College			
Attendees	Initials			Attendees	Initials		
Amanda French	AF	Tania Skeaping	TS	Philip Sanders (arrived 4.30pm)	PS	Marilyn Livingstone	ML
Carol Newman	CN	Rebecca Ledger (arrived 4.10pm)	RL	Lee Rose	LR		

Apologies	Initials	Reason
Ralph Crook	RC	Business
Daryll Chapman	DC	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
Jon Lunn	JLu	Data
Jane Lake	JLa	Safeguarding

Minutes to
Attendees
Apologies

48 - Apologies
<ul style="list-style-type: none"> Apologies were accepted from IC, JL, DC and RC. PS / RL still to arrive. PS to complete the meeting review.

49 – 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.

50 – 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 23:05:18 were agreed and signed by LR.

51 - Matters Arising

- AF had commented on the Leasing policy. **SK to consider comments and forward to Michelmores for comment.** AF had made comments so SK will now send to MM.
- The Debt Recovery Policy had no further amendments and was previously adopted at the Full Trustees meeting on 23:05:18

Action:

SK to send Leasing Policy to Michelmores for comment

52 – Matters Brought Forward at the Direction of the Chair

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

53

NB: Agenda item 53.2 was covered prior to 53.1

53.2 Data

- Trustees received a presentation from JLu on data across the MAT.
- Trustees were advised the data represented what the 'outside world' sees of the MAT at the moment. Data was RAG rated, with dark green showing 'well above national average', light green showing 'above national average', yellow shows 'average, and light red as below average and dark red as well below average. The data was only for 2017 but would show for 3 and 5 years in future.
- Trustees noted the need for context for the scale of data and reviewed MAT primary schools against all Devon primary schools.
- Trustees noted that writing is still a volatile area, however there would be no excuse next year. Reading and maths are viewed differently because they are measured by exam.
- Trustees noted a clear divide in reading with Black Torrington moving from one end of the scale to the other when considered against all Devon Primary Schools.
- Trustees acknowledged this data would enable Headteacher to identify the right areas to focus on from 3/4 years of performance data.

RC arrived 4.10

Trustees queried if there was any way of knowing where small cohorts were on the line

JLu responded the data was a progress score at this time, but that information would show in future through internal systems. HF added there was work ongoing on KPIs and they were looking at attainment data. In future attainment data would sit next to progress data. Trustees needed to receive headline data whereas LGBs needed more detail.

- Trustees were advised there was a culture of sharing data within secondary and primaries so schools could proactively take action before the Government published things. Secondary systems of sharing are more mature.

Trustees queries if the data shows every post 16 sixth form

JLu responded it showed every secondary school in Plymouth, Devon and Torbay. It also showed disadvantaged and SEN. JLu added that in this context, Devon schools aren't disadvantaged in the secondary scores and it was all down to the quality of the school for impact.

- Trustees noted that the key indicator was attainment as well as the revitalisation of the EBACC agenda. The data showed attainment as well as the percentage that achieved the EBACC. The blue line showed how many pupils were entered for the EBACC which would lead to a debate about the appropriateness of curriculum. 75% of cohort currently have access to EBACC curriculum which will rise to 90%

Trustees queried the term 'access to'

JLu responded it meant that they studied the subject

- Trustees were advised this was change through EBACC APS and if pupils were not entered for a language for example, they got 0, so the APS comes down.
- Trustees noted that Okehampton College and Holsworthy College were on the 'right' side, but there was an issue for Tavistock.
- Trustees noted that where they have considered the schools may be was actually not the case and Tavistock were in some places of concern.

Trustees asked how disapplication worked in practice

JLu responded the criteria was black and white supported by a guidance document. It is anticipated the primaries schools will be able to apply for disapplication in future. The criteria is medical evidence or a significant lack of attendance.

Trustees asked what the level of attendance would be

HF responded it may be an individual missed the last 6 weeks of school, but that would also be the case for a pupil with sporadic poor attendance across the year.

- Trustees were advised that the data ranked secondary schools from 1-75 against similar schools with the same prior attainment. Primaries were ranked from 1-125,

PS arrived 4.30pm

Trustees raised confusion of the small school definition given that Black Torrington was on the data

JLu responded it may be the year group size but he would double check the inclusion of Black Torrington.

Trustees queried that Okehampton Primary should be on there

JLu agreed

- Trustees were advised that they would appear on this data as a MAT in 2021. For this year, the entire Y11 would be collated and a progress 8 score for the MAT would be calculated. There was then three years before the data appeared from a MAT perspective.
- Trustees noted that there were not many MATs nationwide with three secondary schools with over 3 years data.

Trustees queried what would happen if another secondary school joins the MAT in the meantime

JLu responded they had had this situation in Ted Wrapp and their figures in 2022 would be different to 2021.

Trustees noted from the data that the majority of MATS were negative data for disadvantaged pupils

JLu responded there was positive discrimination for disadvantaged children. If a child has some innate ability, but life has not allowed them to progress, there is money provided, but it was whether that money was actually used as intended given the funding issues in schools.

- Trustees thanked JLu for attending and reflected that the observations presented were really interesting given that data had not been presented in that way before.

JLu left 4.40pm

53.1 Safeguarding

- JLa provided Trustees with an update advising that on Tuesday, the first safeguarding leads meeting for the MAT had been held with 9 of the 15 safeguarding leads in attendance.
- Trustees noted JLa was able to react very quickly with regular safeguarding updates. The updated KCSiE had been sent out the next day with changes highlighted to schools.
- JLa is currently looking at GDPR and safeguarding information as well as national changes.
- Trustees noted that JLa has started to liaise with outside agencies, with a view to improving working relationships.
- Trustees noted a change to disqualification by association, which was not required anymore and could be removed from single central records.
- JLa had also sent out alerts to schools following recent warnings, one example being two attempted hangings after individuals had watched a You Tube video. JLa added that unless DSL's researched this themselves, they would more than likely be unaware.
- JLa had delivered level 3 training to 25 MAT staff which had saved approximately £5k in training fees. JLa had also sent out a fully scripted level 2 safeguarding training course for staff / Governors and Trustees and there was an expectation this would be delivered in September.
- JLa had put a training timeline in place and every month resources would be sent to schools and they could choose how to use it. OFSTED were complimentary of this approach when they had visited St James.
- Trustees noted that JLa had planned to do a full safeguarding audit for each school but she works 3 days a week and had not achieved that. These are planned in for the autumn term and with all schools expected to complete their S125 return, JLa would be able to highlight any issues at an early stage.
- JLa was also dealing with parental complaints and had been asked to represent DASH on a sub group. Forums had been set up for the next academic year as well.
- Trustees noted that safeguarding was now included in the KPIs. JLa was also involved in policy work.
- JLa stated that at the moment the MAT was not risk free, but the upcoming audits would provide a much better understanding of where the MAT was.

Trustees asked if the compliance gap would be bigger than when the last safeguarding audit was carried out

JLa responded no, she was expecting to be in each school at least once each half term and was also planning to bring in supervision for staff with an eye to the expectation that mental health leads are in place by 2025.

Trustees asked if the audits picked up single central records

JLa confirmed yes, the audits picked up everything. HF / Neil Swait were also reviewing safeguarding during their visits. The audits were based on KCSiE and the OFSTED handbook. Neil had also reviewed and added to the safeguarding audit and it was now a very thorough, full days audit.

- JLa stated that all staff have received anonymous questionnaires for completion.

59.4 – Safeguarding

- This agenda item was considered at this point

Trustees raised a concern of Governors across the MAT being asked for references and that there seemed to be inconsistency that not all LGBs were being asked to do this

JLa responded that Governors should have references requested but she hadn't carried out all the audits yet. Pupils can see Governors as a person of trust. JLa to send the reference form to SW.

Trustees asked what JLa had not done that she would have wanted to by this point

JLa responded individual school audits. Most of September was booked out for audits with 4 left to do.

Trustees raised a query about an identified risk of entry to a primary schools

HF responded that had been resolved.

Trustees queried the process for risk assessment when a DBS returned with something included on it

JLa responded she had sourced a much more stringent risk assessment.

- Trustees requested JLa to have oversight of those risk assessments for approval across the MAT.

JLa left the meeting 5.00pm.

- Trustees queried whether the hours given to the Safeguarding role were sufficient and it was considered at this time that they were. There is potential for JLa to provide training outside of the MAT generating income. **DC to be asked for comment as JLa's Line Manager**

Action:

- JLa to instruct all LGBs to obtain references for Governors to ensure MAT consistency**
- JLa to send Governor reference form to SW**
- JLa to take ownership of risk assessment approval for positive DBS checks**
- DC to respond regarding Safeguarding role**

54 – Trustee Board

54.1 – Election of the Chair of Trustees

- SW advised that IC had put himself forward for Chair of Trustees. In the absence of any other nominations, **Trustees proposed, seconded and all were in favour of IC as Chair of Trustees for academic year 2018/2019**

54.2 – Election of the Vice Chair of Trustees

- SW advised that there had been no nominations received for Vice Chair of Trustees.
- LR stated he was not able to continue due to the timings of Trustee meeting.

- SW suggested reviewing this again at the next meeting as LR was currently Vice Chair of Trustees and there were Trustees absent tonight.

54.3 - Election of Trustee Pay Review Committee

- PS, AF and TL all put themselves forward for this Committee and Trustees proposed, seconded and all were in favour

54.4 - New Trustee

- HF provided Trustees with some background for the proposed Trustee Jeanette Savage and Trustees noted her experience in SEN and SEN strategy.
- Trustees proposed, seconded and all were in favour of recommended Jeanette Savage to Members for consideration to be appointed onto the Trustee Board

54.5 – Link Trustees

- Trustees considered the key areas where Link Trustees would be required and agreed on:
Safeguarding / Mental Health
SEND / Disadvantaged
Church
Co-op
Trustees agreed for Safeguarding / Mental Health and for SEND / Disadvantaged to have a Link Trustee and a deputy so visits / data could be undertaken between them.

Trustees queried how the Link Trustees would feed back

HF responded that a form would be filled in which could then be put into Sharepoint and have an agenda item to note that these are done, but they wouldn't necessarily need to be considered in detail unless concerns were raised. **HF and SW to produce a Trustee visit form**

- Trustees considered the required Link Governor for LGBs and agreed these would be;
Safeguarding
Pupil Premium
Finance
Careers (Secondary only)
- Trustees noted that LGB may have more Link Governors if they wished to do so, but the ones above were a required minimum.

54.6 – Schools Joining The Trust

- Trustees noted that all was progressing for schools due to join the MAT.
- Work continues looking at a formal process for when new schools join.

54.7 – Formal Request to join the Dartmoor MAT

- Trustees noted a formal request from Great Torrington to join the MAT. Due to timescales, the application had already been submitted to the RSC, with a view to this being considered at the September Headteacher Board.
- Trustees noted a working party needed to be set up to consider due diligence.
- Trustees considered what they would do differently having been through due diligence prior to forming the MAT and discussed where the line was for the answer to be a no, although this wouldn't be down to just one criteria as every schools had different issues.

Trustees asked if due diligence was already being undertaken

SK responded the proposal was for her to collate information in respect of data, finance, property. Additionally Great Torrington had requested information on the MAT to consider the same. The working party would then meet to review the information collated.

Trustees asked when the decision would have to be made by

SK responded they were looking to join 01:01:19.

- Trustees noted that Great Torrington were already an academy and possibly less financial issues may be identified due to the level they are already held to account.
- Trustees proposed, seconded and all were in favour of formally considering the request to join the MAT, noting the additional capacity they would bring.

Trustees queried the role of the working party would be to review the data and present that to the rest of the Trustee Board.

SK responded yes, but last time there was a review and recommend and so it needed to be clearer at what point would the answer be a no.

Action:

- SW to agenda election of Vice Chair of Trustees for the next meeting**
- SW to agenda proposal of new Trustee for the next Members meeting**
- HF / SW to produce a Trustee visit form**

55 - GDPR

- Trustees had received a report from AF which highlighted areas for follow up.
- AF advised that she would want to do a review of the data map which identifies gaps, training required and where policies need to be amended / put in place.
- Trustees noted there had been a huge amount of work done by Nuala McDermott (NM) and SK and thanked them both.
- Trustees noted that feedback from schools as to how supported they felt through the process would be useful.
- Trustees discussed that an external audit would be useful in 6-12 months
- Trustees discussed there were lots of urban myths around and a myth buster document would be useful.
- SK advised that NM had been requested to produce a schedule of dates for September for when she would visit the schools.

56 – Reports

56.1 – CEO Report / 56.2 – Vice CEO Report

- Trustees had received the written report prior to the meeting.

Trustees asked for clarification of the two hubs in terms of geography

HF responded there were two hubs with Alison Horn leading Tavistock hub which included the Holsworthy Area Cluster and the Central Hub. Alan King was leading the other which included the Dartmoor Federation and Okehampton Primary, but there was some cross over due to levels of expertise.

Trustees asked if they were solely accountable for their hubs

HF responded they were equally accountable, but could draw on expertise across the MAT.

Trustees asked how they were reporting back to Trustees

HF responded through the CFO

Trustees asked what the uptake was of the support package offered to staff

HF responded it had been very positive

Trustees asked if there was strength and depth in the Central Hub LGB

HF responded they were gradually getting there having held their first LGB meeting, their committees were now set up and another new Governor would join shortly who was very experienced and whom could also support the Chair

Trustees queried the importance of LGBs working at the same level and whether they should observe each other

HF responded that was maybe too much to ask now, but work was ongoing to clarify expectations of LGBs as the Scheme of Delegation didn't do this in enough detail. A further Chairs / Clerks meeting would be needed when that was complete.

59.3 LGB Meeting Schedule

- This item agenda was considered at this point
- Trustees raised concern of consistency in terms of the expectation that each LGB / LGB Committee should meet once per half term given that Tavistock College were holding less meetings
- PS highlighted that Tavistock was one school, however it was noted this was also the case for Okehampton Primary.
- Trustees considered whether it was a concern and agreed that consistency was hugely important.
- Trustees commented this was a big MAT and experience from within the Trustees highlighted the importance of ensuring the role of LGBs were totally clear. The MAT needed to be operating as one School on many sites and Trustees should be clear with their expectation.
- Trustees discussed that the expectations would be same for any schools joining the MAT.
- Trustees highlighted that if exceptions were made, the timetable for review that had been put in place in terms of reviewing minutes was not streamlined.
- PS raised concern of expectations of staff to attend more meeting, however Trustees agreed staff were not expected to attend every meeting and the Business Manager for example would only need to attend Resources Committee on a regular basis.
- SW clarified that to meet the expectations of Trustees, only 5 more meetings were needed, it wasn't doubling the amount of meetings.
- Trustees actioned **DC to talk to Sarah Jones to resolve this** and raised concern that Governance was a large part of the development plan and there needed to be consistency.
- Trustees agreed that where they had delegated responsibility, they needed to ensure that things were happening. HF gave an example that some Governor meeting time was used for training.

Trustees raised concern around HF's time during the next academic year

HF responded she did have concerns, but was reducing to 0.5 day at St James as the Headteacher was very competent. DC would be overseeing the Federation primaries and Neil Swait would undertake some visits on his own to alleviate demands on HF's time.

Trustees queried the new two administration appointments

SK responded they were limited hours, 30 and 18 over 39 weeks.

56.3 – CFO Report

- SK advised that the budget software was now in place and the training undertaken.

Trustees asked if it was working effectively

SK responded it was OK but she had spent time retrospectively going back and tweaking things

- Trustees noted the new hub model was starting to work and KS had held initial meetings with IT, HR and premises. The IT team were looking at some issues with connectivity in various schools and also the long term plan for the network. There was a five year roadmap for joining the schools up.
- Alan King and SK had met with Chartwells and Devon Norse and would now start holding them to account for the contracts in place and were also looking to vary contracts where possible.
- Trustees noted the Teachers Pensions audit had taken place.
- SK had also met with the COO from Ted Wragg Trust and from September would meet with the COO and CFO with the intention to invite the COO from Ivybridge to attend.
- Trustees were advised that Internal Audit had been in and that report would be reviewed by the Audit Committee in September. Internal Audit had noted improvement from last time, but they had also looked at income and cash and there are some issues in some of the schools. Nuala McDermott would soon be working on getting schools as cashless as possible.

Trustees asked SK what she had not yet been able to do

SK responded she would have wanted to be more strategic, looking at benchmarking and comparing the schools. She as still operating very much day to day. The budget setting process had been interesting.

- Trustees noted that over the summer, SK was intending to have planning days to identifying how things could be improved. The biggest issue was consistency, in particular coding.

Trustees asked SK how she was finding managing both roles

SK responded it was ok, there was a lot of cross over. As the MAT grew, the situation may need to be revisited. However Alison and Alan were both experienced and that helped.

56.4 – Update on the Support Staff Conference

- Feedback was received that staff were pleased to see Trustees there and they generally felt valued with feedback being very positive.
- Trustees noted that some particular groups of staff had been unable to attend, such as Mealtime Assistants so that needed to be considered for next time.

Trustees asked if this was part of a wider conference programme

HF responded yes, days for Teachers and smaller groups of support staff would take place

Trustees asked if there would be sessions across all the schools

HF responded there would be twilight sessions as not all schools were on the same schedule.

- Trustees noted that the top things people had wanted were communication, CPD and networking opportunities.
- Trustees noted that a few grumbles were picked up, but DC had addressed those.

Action:

DC to talk to Sarah Jones re Tavistock LGB Meetings

57 – Trustee Committees**57.1 - Minutes**

- Minutes from all Trustee Committee had been circulated.

58 – Policies / Documents**58.1 - Reasonable Force Policy**

- Trustees proposed, seconded and all were in favour of adopting this policy

58.2 - MAT Health, Safety & Wellbeing Policy

- Trustees proposed, seconded and all were in favour of adopting this policy

58.3 – GDPR Policies

- Trustees had reviewed all of the following policies. Trustees proposed, seconded and all were in favour of these being adopted with any amendments required

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

58.4 – Scheme of Delegation

- Trustees noted the revised Scheme of Delegation and the amendments were proposed, seconded and all were in favour.

59 – Cluster LGBs**59.1 – Proposed Budgets**

- Trustees noted that not all proposed budgets had been looked at by Resources. Resources Committee had not seen the Dartmoor Federation primaries or Okehampton College. However since then there has also been some amendment. Budgets for the Central Hub and Tavistock have changed.
- Trustees noted the net result was worse, significantly in some cases in that budgets did not balance in year, by £20-25k

Trustees asked if this was as a result of the same error

SK responded yes

- Trustees noted that HF had been consulted about Central Hub and Sarah Jones about Tavistock, but there hadn't been time to go back to the LGBs.
- SK advised that the following assumptions had been applied to all budgets: increase in Teachers Pensions to 19.5%, increase in LGPS pension to 17.4%. Pay increases for NJC were 2% in April 2019 and then 2% every year after that. 3% had been allowed for utilities.
- Trustees noted that the Resources Committee had asked SK to look at pupil numbers and their accuracy and they were now as accurate as could be predicted.

Trustees asked if the Teachers' pay assumption was worse case

SK responded yes.

- Trustees had received individual summaries for each school, along with a spreadsheet giving them the overall position for the next three years.
- Trustees considered the 5yr CFR report and noted that for 19/20 for the overall MAT, it was not balanced in year, 20/21 was significantly worse and 21/22 showed an overall deficit.
- SK advised she was most concerned about Holsworthy College, Lyford, Northlew, South Tawton and Chagford with some concerns about Bradford, Bridestowe and Okehampton College.

Trustees queried the current carry forward was £1.4m

SK responded yes.

Trustees queried this then reduced to £1.2m, then half a million and then into deficit and asked if this was related to pupil numbers

SK responded yes in some schools, but there were also rising costs. SK added she hadn't had the change to do benchmarking and to consider schools similar in size. However, looking at numbers, staffing at two schools is significantly different but they are roughly the same size.

Trustees asked about the small rural school funding

SK responded it was tapered, but it takes some years to filter through

Trustees queried that even if staffing queries similar to those SK had mentioned were addressed, that would fix the £800k needed

SK agreed it wouldn't solve everything.

Trustees queried about cost reduction and / or restructuring

SK responded that needed to start now

Trustees noted it wasn't unusual to show a deficit in year 3

SK responded that they needed to look at big picture now.

- Trustees agreed these issues needed to be looked at in September

Trustees queried where the pupil numbers had come from

SK responded from County and from Headteacher predictions

- Trustees noted that as these details would be included on the BFR, they would attract scrutiny and they needed to get ahead of this, explore the options and be able to state how they were planning to bring the deficit down. Trustees acknowledged there were easy and hard options.
- Trustees noted that income streams also needed to be looked at.
- Trustees agreed the ethos of the MAT was to provide education to all, however some data for small schools was not positive.
- Trustees discussed some initial options
- Trustees noted that Heads of Schools / Executive Heads were not totally in control of their budgets and the letters regarding unauthorised purchases had caused some concern.
- Trustees agreed that SK should write to the schools of concern detailing a report was required as to how they intended to get their budget under control. SK to provide in year deficits for each school at the next meeting.
- Trustees agreed that LGBs should be coming to Trustees with answers, but they acknowledged timescales had been tight this time.
- HF updated Trustees of work ongoing in Chagford to identify the concerns and issues of the community.
- Trustees agreed there should be a priority discussion at each Full Trustee meeting with someone from Resources Committees giving an overview of the situation
- Trustees discussed GAG pooling budgets and agreed that good education was the primary responsibility., however any GAG pool was a MAT one.
- Trustees proposed, seconded and all were in favour of the proposed budgets being approved.

59.2 – Proposed Governors in HAC

- Trustees raised concern it wasn't totally clear what skills the proposed new Governors could bring against the skills audit.
- Trustees discussed identifying a process for proposed Governors to be presented to Trustees.
- SW and LR gave background to the process the Holsworthy Cluster had followed and that they had identified the skills necessary for both the School Improvement and Resources Committee.
- Trustees proposed, seconded and all were in favour of the proposed Co-opted Governors / Foundation Governor to the Holsworthy Cluster being approved.

59.3 – LGB Meeting Schedule

- This item was considered under 56.1 / 56.2

59.4 – Safeguarding

- This item was considered under 53.1

Action:

SK to write to the schools of concern detailing a report was required as to how they intended to get their budget under control
 SK to provide in year deficits for each school at the next meeting
 SW to agenda priority discussion on budgets at each Full Trustee meeting with someone from Resources Committees giving an overview of the situation

60 – LGB Minutes

- All LGB minutes have been previously circulated.

- Trustees noted that recruitment for Maths at Holsworthy College was resolved, Science was still being looked at.

61 – Risks Identified / Forthcoming Changes

Trustees identified the following risks:

- 5 year CFR.
- GDPR
- Leadership for central hub
- Data (unvalidated KS2 data in public domain in the Autumn term)
- Schools joining, work to be done to ensure they are stable enough
- Due diligence for new schools
- EBACC
- Teacher pay rises if percentages are higher than in the budgets

Trustees asked for an update on the risk register

SK responded it was a piece of work for the summer. The template had been agreed and now needed populating. Each LGB would hold their own risk register.

Action: SK to add risks to the risk register

62 – Meeting Review

- PS fed back the meeting review.

63 – Date of Next Meeting

- Okehampton College Skills Centre – Thursday 18 October – 4pm

Action Table from 19:07:2018

WHO	WHAT	WHEN
JLa	Instruct all LGBs to obtain references for Governors to ensure MAT consistency	25:07:18
JLa	To send Governor reference form to SW	25:07:18
JLa	To take ownership of risk assessment approval for positive DBS checks	Immediately
DC	Respond regarding Safeguarding role	11:10:18

SK	Send Leasing Policy to Michelmores for comment	31:07:18
SW	Agenda election of Vice Chair of Trustees for the next meeting	DONE
HF / SW	Produce a Trustee visit form	11:10:18
DC	Talk to Sarah Jones to resolve Tavistock LGB meetings	31:07:18
SK	Write to the schools of concern detailing a report was required as to how they intended to get their budget under control	31:07:18
SK	Provide in year deficits for each school at the next meeting	11:10:18
SW	Agenda priority discussion on budgets at each Full Trustee meeting with someone from Resources Committees giving an overview of the situation	DONE
SK	Add risks to the risk register	31:08:18