

Full Trustee Board – Part I Minutes							
Date/Time	22 <sup>nd</sup> May 2019 4.00pm	Location		Okehampton College			
Attendees	Initials			Attendees	Initials		
Jeanette Savage	JS	Tania Skeaping	TS	Ian Courtney	IC	Marilyn Livingstone	ML
John Lawlor	JL	Daryll Chapman	DC	Philip Sanders	PS		

Apologies	Initials	Reason
Rebecca Ledger	RL	Work Commitment - London
Jane Dumeresque	JD	Commitment - London
Susanne Kiff	SK	Meeting Commitment

<b>ACTIONS</b>
<b>DECISIONS</b>
<b>QUESTIONS AND CHALLENGES</b>

In Attendance	Initials	
Hazel Fox	HF	Vice CEO
Fiona McNeile	FM	Governance Manager - Acting

Minutes to
Attendees
Apologies

1 - Apologies
<ul style="list-style-type: none"> <li>Apologies were received from SK, RL and JD.</li> </ul>

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

### 3 – Agree and Sign off Previous Minutes

- Part I and Part II minutes from the Full Trustees meeting held on 4<sup>th</sup> April 2019 were agreed and signed as correct by IC. PS stated that Tavistock Resources Committee have discussed staffing on numerous occasions even though it may not have been recorded in the minutes. Trustees noted PS's comments.

### 4 - Matters Arising

- IC reported that the working party for the Scheme of Delegation had met for first time and will meet again on 20<sup>th</sup> June. It is the consensus of the working party, that the Scheme of Delegation will revert to the tick list, which was part of the original Scheme of Delegation and move away from the current narrative.
- A Trustee asked if the revised Scheme of Delegation would be sent to all LGB Chairs for their opinion
- IC replied once there is a draft it will be passed to the LGB's for comment.
- IC will give guidance to LGB's on press correspondence/ media engagement for social media and newspapers at the Governance Conference.
- All other items under Matters arising have been actioned.

### 5 – Matters Brought Forward at the Direction of the Chair

#### St James C of E Primary School Update and External Provider Lease

- JL, AF and IC declared interests in the item for discussion, as they are Governors for St James C of E Primary School.
- IC explained to Trustees that St James C of E Primary would be opening a nursery in September. The wrap around care provision for the nursery has been outsourced to another company. The provider need a lease to use a room at St James for the wrap around care hours that they will be operating. The lease needs to be agreed by both the Diocese and DMAT.
- A Trustee asked how long is the lease
- IC replied that at this point Trustees were being asked to agree in principle to take on the sub-lease.
- HF added that the provider is looking to extend the offer to other schools as well as St James.
- A Trustee asked if there was any financial commitment required from DMAT
- IC replied no.
- Trustees agreed in principle to the sub-lease for the wrap around care provider at St James.

#### Governor Application – Dartmoor Federation LGB

- TS requested Trustees consider the Governor application for Dartmoor Federation LGB. The applicant has an extensive finance background and will be asked to sit on the Resources Committee which requires more Governors with finance skills. Two references have been received for voluntary roles.
- IC proposed Trustees endorse the Governor application subject to LGB agreement.
- Trustees agreed to endorse the Governor application for Dartmoor Federation LGB, subject to LGB agreement.

## 6 – Safeguarding

- Trustees considered the report provided by Jane Lake which included the safeguarding children induction guide for staff. This is to ensure all schools within the Trust are compliant.
- Within the report an example of the new attendance data report was given. This single report on attendance will be term by term for each school and will include both whole school as well as year group attendance data. Trustees agreed the report would be very comprehensive.
- A Trustee suggested that persistent absence be recorded.
- IC agreed together with the number of children absent recorded too. **FM to feed back the recommended changes to the attendance report to Jane Lake.**

**Action:**

**FM to feed back the recommended changes to the attendance report to Jane Lake.**

## 7 – Trustee Board

### 7.1 – Lead Trustee

- Due to RL's absence, **FM to agenda for next Full Trustees meeting on 18<sup>th</sup> July.**

### 7.2 – Trustee Appointment

- IC explained Graham Briscoe has been recommended for the appointment of Trustee to Members. We are currently awaiting Members approval. IC explained that Graham is extremely knowledgeable in governance. He has been Trustee at CAST Plymouth and part of CAST's recovery process. He is also on the Interim Executive Board of the Steiner School in Exeter.

*5:45pm DC entered the room.*

### 7.3 - Approve Trustee/LGB Cycle of Meetings 2019/2020

- Trustees reviewed the proposed cycle of meeting dates.
- IC asked Trustees what cycle the LGB's should follow. Trustees agreed that LGB's should continue as they are.
- IC stated that at the last Full Trustee meeting of the year, Trustees would agree who will be the Lead Trustee within Resources, Ethos, School Improvement and Audit. **FM to agenda a decision requirement regarding Lead Trustees within Resources, Ethos, School Improvement and Audit to the agenda on 18<sup>th</sup> July.**
- **Trustees agreed the Trustee Cycle of Meetings for 2019/2020.**

### 7.4 Tavistock Athletics Club Proposal

- IC reviewed the background to Tavistock Athletics Club's history as a user of the running track at Tavistock College as detailed in the Resources Committee Minutes. Tavistock Athletics Club (TAC) are keen to keep the track going and Tavistock College will find it too expensive to renovate the track.
- IC explained the proposal is that TAC would like a formal licence to use the track. The licence would state when they could use the track which would be out of school hours and when Mount Kelly use the track. TAC would contribute to running costs on a quid pro quo basis. TAC are able to gain grants for refurbishing the track which DMAT does not have access to. If the surface starts breaking up it would be bad for both the college and local

community. TAC currently pay Tavistock College £10,000 per year however the College is spending a lot of money on lighting as it costs several hundred pounds to replace the light bulbs which regularly fail. IC will be working with KW to gain a grant to replace the lighting.

- IC proposed to Trustees that the first stage to the agreement is Trustees consent to giving a licence in principle, after which IC and SK will draft the licence details. IC is meeting with TAC next week.
- A Trustee asked what would happen if TAC do not get the grant to resurface the track.
- IC replied this would be a condition of the licence and built in an exit arrangement.
- PS suggested that a clause needs to be built in if TAC do not sufficiently maintain the track. PS stated there was a problem with who controls the land asset.
- IC confirmed this would be built into the licence. If Tavistock's land was not transferred to the Trust, there is an assumption within the Academies Act that you own the land during the transfer. IC will instruct solicitors to draw up the licence.
- Trustees agreed in principle to the licence for Tavistock Athletics Club use of the running track.

## **7.5 Consider the arrangements for the CEO performance management process**

- Trustees considered the arrangements for the CEO and VCEO performance management process. A performance panel will conduct the separate reviews in early June. IC, ML and JD will form the panel.
- Trustees agreed the process for performance management needed refining in the Scheme of Delegation. The working party for the Scheme of Delegation needs to set a formal process and consider an external advisor (with specific criteria for their role within the process). IC to discuss the performance management review with the SoD working party on 20<sup>th</sup> June 2019.

## **7.6 Trustee visits/visit reviews**

- ML attended the Headteachers meeting to discuss Ethos. ML will also be visiting Holsworthy and Tavistock Colleges with an 'Ethos head on' and see how things that are in documents pan out in the schools.
- AF reported she has not heard from any LGB's with regards to GDPR school visits or assistance. FM to reissue a GDPR school invite to LGB's.
- IC visited North Tawton and met with Elizabeth Underwood, Executive Headteacher, Three Hares Cluster. IC was very impressed with her ideas and the knowledge she has picked up already regarding the schools status.
- HF informed Trustees, she would be conducting interviews in a third round of recruitment for the role of Head of School at Chagford.
- TS reported half-termly School Improvement visits to Okehampton Primary School.
- TS and ML both attended an evening Art event at Chagford Primary School.

## **7.7 Resources Chair to Give Budget Overview**

- IC reported that JD and SK have worked on an improved budget report. IC informed Trustees that broadly speaking there is nothing of concern within the budgets with the exception of Tavistock due to the IT issues that are outlined within the Resources Committee minutes. IC reported that the previous Governors knew about server issues and unfortunately, due diligence was not completed.
- SK and IC have devised a score sheet for the forthcoming SCA meeting. There are five categories, Safety, Legal Compliance, Educational Priorities etc. which will be used to gain a priority list. The SCA work has to be transparent to ensure everyone understands why decisions relating to funding allocation are made.
- IC reported that budgets for the new academic year are almost complete. Tavistock Governors agreed SJ's recovery plan which should save £60,000. DC reported that £67,000 growth fund has now been received.
- A Trustee asked if two Assistant Principals had been recruited at Tavistock.
- DC replied yes, but only at an additional cost of £2,000, as they are internal recruitment/appointments.

- IC reported there are issues with buildings and large capital requirements at Tavistock and at North Tawton.
- [A Trustee asked if there is good LGB representation for the SCA work](#)
- IC confirmed there is LGB's attendance from Holsworthy, Tavistock, Okehampton Primary, Three Hares and Dartmoor Federation.
- [A Trustee asked how had everything been kept on track in the Trust finances](#)
- IC replied that the Trust had budgeted carefully and kept tight on expenditure including staffing. They had also been conservative on income projection.
- [A Trustee asked if the overspend at Tavistock was approved and was there anything Trustees should know about](#)
- DC replied that the post 16 funding problem has hit the budget by £150,000.
- IC noted the recovery plan in place will take two to three years to take effect.
- [A Trustee questioned the reason for Chagford's overspending](#)
- HF replied this was due to a staff over payment and also the Headteacher had commissioned builders who were on site to do other work and overspent by £5,000.
- IC added that the income for Chagford is £45000 more than budgeted but expenditure is £60,000 more.
- IC informed Trustees that he meets with SK for an hour before Resources Meetings and SK meets with each LGB Chair before their Resources meeting
- [A Trustee asked what the supply cost solution was that had been agreed by Resources](#)
- IC replied that Devon Mutual Fund will be bought for all schools as of September.
- IC added that HF had also stressed during the Resources meeting that we need to be more robust on managing absence.
- [A Trustee asked if there was also a high expectation for support as well as work standards](#)
- HF replied that there is always paperwork and conversations to back up the stress management
- DC added that there was a work charter being brought into the Trust.
- HF commented that it is odd setting staffing structures without budgets and difficult if you want to make changes. HF asked if this could be looked at for next year.
- DC replied that you should be able to estimate.
- HF replied this only worked with like for like recruitment.

## **7.8 GDPR**

- AF noted that there was not much more to report since NM updated the Audit Committee.
- LGB's have not taken up the offer for visits. NM has only been asked to attend Okehampton Primary and Dartmoor Federation LGB meetings.
- AF reported GDPR still needs wider infiltration.
- DC noted all staff have to complete the Educare training and there is an increased general GDPR awareness within staff.

## **7.9 CEO/VCEO Reports**

- DC updated Trustees on training undertaken by Early Career teachers including NQT, OTP, and NPQL programmes. HF and SJ are undertaking incremental coaching. This will enable lots of in-house training.
- DC confirmed that Holsworthy had appointed a Lead Practitioner in English and at present there is an element of overstaffing to set things right. A Lead Practitioner in Maths has also been recruited and interviews for a Lead in MFL are taking place shortly. DC is positive on how staffing will look at the end of the next academic year.
- DC informed Trustees that Tavistock do not have recruitment issues as they are able to recruit from Plymouth.
- [A Trustee asked when will be able to see the Secondary reports from Tom Winskill.](#)
- DC confirmed he will follow this up tomorrow.

- During discussions regarding School Improvement, Trustees agreed that the School Improvement Committee meeting on 27<sup>th</sup> June is cancelled and School Improvement will be the focus of the Full Trustees meeting on 18<sup>th</sup> July. **FM to confirm to Trustees the date of the next Resources Committee Meeting. FM to agenda School Improvement focus for Full Trustees on 18<sup>th</sup> July 2019.**
- IC noted the start of the Trust School Council and added he would be happy to attend any meetings of the School Council.
- DC confirmed the new Trust Elite Choir will be singing at the January inset days.
- A Trustee noted that a number of schools have not responded to the request for pupils to join the choir. **Schools to suggest pupil names and forward to FM.**
- HF added to the report that she hopes that next year the Headteachers will have more time to focus on teaching with the introduction of Portfolio leads.
- DC reported that website compliance is an ongoing problem and would like a letter from Trustees sent to Headteachers giving a 6 week deadline for compliance.
- **Trustees agreed a letter should be sent from IC to each Headteacher stating that unless website compliance is reached within 6 weeks then the Headteacher will have to report to Trustees in person to explain why. FM to draft a letter regarding website compliance from IC.**

#### **7.10 Trustee Committees/Matters Arising**

- JL reported that the Audit Committee had received a very good report from NM and had insisted on GDPR Educare training and a deadline for schools to destroy unnecessary data.
- DC confirmed schools must destroy pupil data from the day after the 25<sup>th</sup> birthday of the pupil.
- DC thanked ML for coming to the Headteacher meeting to discuss Ethos. DC feels it is important to maintain a connection between Trustees and Headteachers. DC stated if Trustees are available he would like them to attend the Headteacher meetings. **FM to request dates of Headteachers Meetings from JA to circulate to Trustees.**

#### **7.11 Succession Planning**

- IC stated he will not always be available to be Chair of Trustees and feels it is dangerous for the Trust not to have a Vice Chair. IC will be asking Trustees on 18<sup>th</sup> July who will volunteer to be Vice Chair. **FM to add succession planning to agenda of Full Trustees on 18<sup>th</sup> July.**

#### **7.12 Monitor progress against Governance section of the Trust Development Plan**

- IC informed Trustees that the NGA's Learning Link has been redesigned and relaunched. IC will endeavour to show a live screen training session from Learning Link at the Governance conference.

JL left 6:45pm

- IC suggested that after six months into the new structure of the Scheme of Delegation it would be a good idea to re-audit Governance within the Trust.
- IC has received good feedback from LGB Chairs during his review meetings.

#### **7.13 Review impact of Trustee/Clerk Training activities**

- DC confirmed he has signed up as a pathfinder for Ethical Leadership.
- IC and HF plan to work together on Ethical Leadership for the Trust.

<ul style="list-style-type: none"> <li>DC confirmed the feedback from the Ofsted training with Karl Sampson was very good with 150 people in attendance. <b>FM to forward to the training presentation from Karl Sampson to all LGB Clerks to share with their boards.</b></li> </ul>	
<b>Action:</b>	<ul style="list-style-type: none"> <li>FM to agenda Tavistock Lead Trustee for next Full Trustees meeting on 18<sup>th</sup> July.</li> <li>FM to agenda a decision requirement for Lead Trustee for Ethos, Audit, School Improvement, Resources focus on the Full Trustees agenda on 18<sup>th</sup> July.</li> <li>IC to discuss the performance management review with the SoD working party on 20<sup>th</sup> June 2019.</li> <li>FM to issue GDPR school invite to LGB's again.</li> <li>FM to confirm to Trustees the date of the next Resources Committee Meeting. FM to agenda School Improvement focus for Full Trustees on 18<sup>th</sup> July 2019.</li> <li>Schools to suggest pupil names and forward to FM.</li> <li>FM to draft a letter regarding website compliance from IC.</li> <li>FM to request dates from JA to circulate to Trustees.</li> <li>FM to add succession planning to agenda of Full Trustees on 18<sup>th</sup> July.</li> <li>FM to forward to the training presentation to all LGB Clerks to share with their boards.</li> </ul>

<b>8 – Policies / Documents</b>	
<ul style="list-style-type: none"> <li>There were no policies to review.</li> <li><b>FM to check with NM which policies need reviewing before the end of the academic year.</b></li> </ul>	
<b>Action:</b>	<ul style="list-style-type: none"> <li><b>FM to check with NM which policies need reviewing before the end of the academic year.</b></li> </ul>

<b>9 – Cluster LGB's</b>	
<ul style="list-style-type: none"> <li>ML noted that Ethos Committees seem to be gathering momentum</li> <li>IC stated that he had struggled with the intention of the DMAT Well being meeting. ML explained the need for supervision which had become apparent from the meeting. The group are planning to train one person per cluster to give supervision. ML also stated that it is a good networking opportunity for people who work within well-being.</li> </ul>	

<b>10– Risks Identified / Forthcoming Changes</b>	
<ul style="list-style-type: none"> <li>Website compliance</li> <li>Tavistock Finance</li> <li>IT expenses</li> <li>GDPR</li> </ul>	

<b>11 – Meeting Review</b>	
<ul style="list-style-type: none"> <li>The meeting was reviewed by AF.</li> </ul>	

## 12 – Date of Next Meeting

- Okehampton College Skills Centre – 18<sup>th</sup> July 2019 – 4pm
- The meeting concluded at 7:02pm

## Action Table from 22.05.2019

WHO	WHAT	WHEN
FM	To feed back the recommended changes to the attendance report to Jane Lake.	ASAP
FM	To agenda Tavistock Lead Trustee for next Full Trustees meeting on 18 <sup>th</sup> July.	18 <sup>th</sup> July 2019
FM	To agenda Lead Trustee decision for Ethos, Audit, School Improvement, Resources focus on the Full Trustees agenda on 18 <sup>th</sup> July.	18 <sup>th</sup> July 2019
IC	To discuss the performance management review with the SoD working party on 20 <sup>th</sup> June 2019.	20 <sup>th</sup> June 2019
FM	To re-issue GDPR school invite to LGB's.	ASAP
FM	To confirm to Trustees the date of the next Resources Committee Meeting.	ASAP
FM	To agenda, School Improvement focus for Full Trustees on 18 <sup>th</sup> July 2019.	18 <sup>th</sup> July 2019
FM	To draft a letter regarding website compliance from IC.	ASAP
FM	To request Headteachers meeting dates from JA to circulate to Trustees.	ASAP
FM	To add succession planning to agenda of Full Trustees on 18 <sup>th</sup> July.	18 <sup>th</sup> July 2019
FM	To forward the training presentation by Karl Sampson to all LGB Clerks to share with their boards.	ASAP
FM	To check with NM which policies need reviewing before the end of the academic year.	ASAP
FM	Agenda a Yes/No vote with a view to Great Torrington School joining DMAT in January for first Full Trustee meeting in September.	September 2019
DC/HF	Present the Partnership Working and Strategic Plan for the Trust to Trustees in September 2019.	September 2019