

Full Trustee Board – Part I Minutes							
Date/Time	18:10:18 4.00pm	Location		Okehampton College			
Attendees	Initials			Attendees	Initials		
Amanda French (left 5.50pm)	AF	Jeanette Savage	JS	Philip Sanders	PS	Ian Courtney	IC
John Lawlor	JL	Daryll Chapman (left 6.00pm)	DC	Lee Rose (arrived 4.23pm)	LR		

Apologies	Initials	Reason
Marilyn Livingstone	ML	Holiday
Rebecca Ledger	RL	Holiday
Tania Skeaping	TS	Parents Evening

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

Minutes to
Attendees
Apologies

1 - Apologies
<ul style="list-style-type: none"> Apologies were accepted from ML, TS and RL. JL to complete the meeting review.

2 – 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.

3 – Agree and Sign off Previous Minutes
<ul style="list-style-type: none"> Part I minutes from the Full Trustees meeting held on 19:07:18 were agreed and signed by IC.

4 - Matters Arising

- IC advised that he had attended the Dartmoor Federation Resources Committee meeting earlier that week which had not been an easy meeting with Governors struggling with understanding the financial data provided.
- Trustees agreed there was a need for Finance training for Governors.
- Trustees discussed that two recent Trustee meetings had not been quorate and agreed that consideration needed to be given as to how Trustee business was managed with a meeting to be held after half term to review this further.
- Trustees discussed that a review should be undertaken for the first year of the MAT for lessons learned. It was also confirmed an external review of Governance would take place after a year of operation.

5 – Matters Brought Forward at the Direction of the Chair

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

6 – GCSE Performance 2018

- JLu attended the meeting to present to Trustees. Trustees noted the data was KS4 and was therefore Secondary dominated, but there was work ongoing with HF to expand on this to include the primary schools.
- Trustees noted the data and the trends they illustrated and detailed questions were asked of and answered by both JLu and the CEO.

LR arrived 4.23pm

- Trustees recognised there needed to be a strong core offer in every secondary school. There was currently a grade and a half difference between Okehampton and Holsworthy.
- Trustees considered the progress of disadvantaged pupils noting the national average was -0.4. Tavistock College was noted to be above the national line having focused on this area this year. Nationally the appeared to be a loosening on the language of ‘closing the gap’ and more focus on progress.
- Okehampton and Holsworthy had seen significant changes (dips) in their cohort.

[Trustees challenged if the dip at Okehampton was expected](#)

DC responded no, it was due to the particular cohort with boys being almost a grade behind. Disadvantaged boys were being very closely looked at.

Trustees asked what lessons could be learned from the success of Tavistock

DC responded that all schools had been applying lots of strategies focusing on disadvantaged

Trustees challenged if Tavistock had been able to pick up the pupils in question better

DC responded Tavistock had probably been more focused on that rather than an overall strategy

- Trustees discussed pupil premium funding and how schools should be able to evidence and explain what each individual child receives from the funding. Simple progress for this group is about quality teaching.
- This is a key focus for OFSTED and although Devon do particularly poorly in this area, it isn't the case for all of Devon.

Trustees asked if there were correlations between funding and performance

It was stated it was more to do with not having high levels of disadvantaged pupils whereas schools with high levels do better. It was acknowledged rurality issues may play a part but that was not true for all rural schools

- Trustees noted the percentage of students achieving EBACC, Holsworthy (7%), Tavistock (10%) and Okehampton (10%)
- Trustees noted that 38% is the current level of entry for EBACC with expectations for the entry levels for the current Y6 and Y5 to increase to 75% and 90%
- Trustees reviewed the dashboards side by side showing predictions and actuals and noted the opportunities for challenge to be provided by Governors specifically on pages 6/7. These dashboards also showed the three trend showing upward, downward or varied trends. The quintiles for disadvantaged pupils were also shown.
- Trustees considered the 4matrix data which considers each subject and enabled further challenge area for Governors and Trustees
- Trustees noted there was a lot more data available to be able to have informed conversations with Heads and Heads of Faculties
- Trustees were advised it was likely to be November before data for the primary schools was available which will be reporting in a similar way.

Trustees asked what data LGBs would receive

DC responded that all Heads have seen this data. **JLu to send presentation to SW for inclusion on sharepoint**

Trustees challenged when SEN data was included within the information

JLu responded that data wasn't included in the main data, but was on some on the final slides.

Action:	JLu to send presentation to SW for inclusion on sharepoint
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7 – Trustee Board

7.1 – Trust Board Objectives

- Trustees considered what they would want to achieve in the coming year.
- Trustees considered the earned autonomy model and whether an objective should be for schools to retain that status.
- Trustees agreed that the starting point should be the KPIs and the objectives would derive from those.

- Trustees were in agreement that the priorities for the MAT and each school as well as the data just presented by JLu would also inform the objectives.
- Effective and appropriate challenge to leadership should also be included.
- Trustees discussed that the objective of the best education for every child was key and every objective should be relevant to that.
- Trustees discussed the lack of provision in Devon for challenging pupils and how the MAT assets could be utilised to overcome that situation. HF advised she was in ongoing conversations as to the possible impact on Okehampton Primary from St James' opening.
- Trustees agreed that inclusion and SEN provision would also form part of the objectives given the escalating levels of high needs SEN
- Trustees agreed that the philosophy identified when the MAT was set up should remain central to the Boards' objectives.
- **IC will collate some initial thoughts to be circulated to Trustees for comments**

7.2 – Register of Business Interests

- All present signed their register of business interests and were reminded to advise SW of any changes.

7.3 – Election of the Vice Chair of Trustees

- LR has stepped down from Vice Chair.
- After discussion including consideration of succession planning, it was agreed that the Vice Chair would stay vacant at this time.

7.4 - Review of Committee Membership / Quorum

- Trustees discussed the recent meetings where quorum has not been achieved in Committees.
- Trustees agreed there was not restricted membership of Committees so any Trustee was welcome to attend a Trustee meeting
- **Trustees agreed that if they were unable to attend a meeting it was their responsibility to find a substitute to attend the meeting in their place. SW to re-circulate contact details to all Trustees and put these on sharepoint.**

7.5 - Trustee Vacancy

- JS was welcomed by Trustees and gave an introduction to herself.
- Trustees discussed the need for a more systematic approach to recruiting Trustees using CV's, references and interviews. The skills audit was indicating the need for financial expertise, but Trustees were keen for the Board to represent the communities as well as having geographical diversity.
- **SW to draft an advert for a Trustee with finance / project management / business / general management skills with an eye also to succession planning.** It was agreed this advert would be distributed via school newsletters amongst other mediums.

7.6 – Trustee Board Lead Trustees

- Trustees agreed the following:
Safeguarding / mental health / SEND / Disadvantaged – JL and JS to cover all of these areas
Church – ML
Co-op – to be considered at the next meeting.

7.7 – Link Trustees to LGB

- It was noted that IC has been to meetings around the MAT and would act as Link for the Central Hub
- Trustees noted the new name for the Central Hub as Three Hares Cluster.

7.8– Schools Joining the Trust

- Trustees noted that it was planned for St James to join the MAT in May. SK highlighted that that was not a good timescale taking into account the end of the financial year with April or September being preferred months to avoid the School having to have two “closedown” periods.

7.9 Trustee Visits / Trustee Visit Form

- This agenda item is to be considered at the next meeting.

7.10 Trustee Communication

- This agenda item is to be considered at the next meeting.

7.11 Annual Report for Members

- IC / DC and SK to look at this using the suggested content from the Members (document F3)

7.12 Safeguarding

- A written report had previously been circulated to Trustees and no questions were raised.

7.13 GDPR

- A written report had previously been circulated to Trustees and no questions were raised.

Action:

IC to collate some initial thoughts to be circulated to Trustees for comments in respect of Trust Board objectives
ALL Trustees to find a substitute to attend a Committee meeting if they are unable to attend
SW to draft an advert for a Trustee with finance / project management / business / general management skills with an eye also to succession planning
SW to re-circulate contact details to all Trustees and put these on sharepoint.
IC / DC and SK to produce the annual report for Members

8 - Reports

8.1 CEO Report / Vice CEO Report

- DC provided a verbal report to Trustees
- The initial structure of the COO / CFO that hadn’t worked and the two hub model which had been in operation for a while hadn’t been as effective as planned, therefore the structure would be reviewed with the Executive Heads just after half term.
- Heads of Schools had been invited to one of these meetings and would attend one at least termly. The previous meeting had focussed on delivering the new appraisal structures with a need to tweak the appraisal policy.
- The first draft of the Pay Policy was done and the Executive Heads would review this after half term.

AF left 5.50pm

Trustees asked if the Pay Policy would remain with scale points

DC responded that policies from across the MAT had been considered and differences identified. The pay points are the same which includes the proposed pay increases. Some schools have previously had a pay appeals committee whereas some didn't. Numeric values for the scale points could be changed but would have to go back through the JCC.

- The direction of travel with the MDIF bid is pleasing and is funding SLE work across the primary and secondary sector. The first return on that is due imminently.
- An Assistant Principal has been appointed for Holsworthy Community College.

Trustees challenged how DC would ensure that individual was not overloaded

DC responded the MDIF was funding additional support for Holsworthy and with Torrington due to join the MAT and their Head retiring at Christmas currently providing support to Holsworthy, she had agreed to continue providing that support to Holsworthy for the remainder of the academic year.

- DC talked through the main areas for the MAT Development Plan and noted the need for Finance training for Governors with a MAT Governance conference to take place in the New Year.
- External Audit is currently taking place but serious issues have impacted on the time available for preparation for that.
- DC and HF are visiting schools regularly with HF spending a lot of time in South Tawton / North Tawton. Formal meetings are arranged with the Heads depending on priority.
- HF provided a verbal report stating that focus on attendance has been high and alignment of processes for this had taken place
- KPIS for Primary schools all now completed and are feeding into the SIPs. All SIPs are identifying that the curriculum is needing a review.
- Supervisions with Heads are working well
- St James is slightly delayed by 6 weeks on the build and therefore will open at Easter. John Searson is happy for the school to join the MAT in May 2019. Due diligence for this needs to commence.
- HF has undertaken SIAMS training
- Wardhayes is being developed into sixth form provision; planned opening date September 2019.
- **The weekly bulletin is sent to all staff and will be sent to Trustees via SW.**
- Trustees expressed disappointment that invites to the opening of Chagford's new building had not been extended to them or the LGB.

DC left 6.00pm

8.2 Trust Development Plan

- This is ongoing and will be reviewed at the next meeting.

8.3 CFO Written Report

- Trustees had received a written report from SK

Trustees asked how the audit was progressing

SK responded it was currently ongoing and would be for a further week

Trustees asked if Okehampton College were now up to date

SK responded it had been a challenging few days with audit. The structure needed to be considered and changes made. Audit are looking at everything including finance and Governance.

Trustees asked if this audit was a routine one or because the MAT was new
SK responded this was a standard audit to take place each year.

8.4 EFSA Letter

- Trustees noted this letter received on 18:09:18

9 – Trustee Committee / Matters Arising

9.1 Minutes

- Minutes from the Audit and Ethos Committees were noted. School Improvement and Resources Committee minutes are still to be circulated.
- Trustees raised the lack of an operating risk register. A proposal would be tabled for the next Full Trustees and would be considered by the first Committee the proposal was ready in time for. **SK to forward risk register proposal to SW to agenda at next available Committee.**

9.2 Allocation of Schools Condition Allowance

- IC to put a proposal together and circulate to Trustees**

Action:

SK to forward risk register proposal to SW to agenda at next available Committee
IC to put a proposal together in respect of the allocation of the Schools Condition Allowance and circulate to Trustees

10 – Policies / Documents

10.1 – Trustee Annual Cycle of Business

- Trustees proposed and all were in favour of this being adopted

10.2 LGB Annual Cycle of Business

- Trustees proposed and all were in favour of this being adopted

10.3 MAT Safeguarding Policy

- Trustees discussed whether the policy had been customised enough to reflect local conditions. **SW to forward the query to Jane Lake. In the interim, Trustees proposed and all were in favour of the policy being adopted**

10.4 Pay Policy / Proposed Increases

- Trustees noted that the MAT would pay 1% of the proposed increases with the Government picking up the remainder.
- Trustees noted the MAT had budgeted for 2% so there would be a small positive impact on budgets.

Trustees asked the impact for a small school

SK responded it was based on pupil numbers rather than staffing and it was completely funded for Primary schools with less than 100 pupils

- Trustees proposed and all were in favour of the pay increases being agreed

10.5 Policies

- Trustees proposed and all were in favour of the following policies being adopted
 - Personal Data Breach Procedure
 - Privacy Notice – Pupils
 - Privacy Notice – SEN / Disabilities
 - Privacy Notice – Staff
 - Privacy Notice – Governors, Trustees and Volunteers
 - Employee Code of Conduct
 - Freedom of Information Policy

Action:

JA to send SW the weekly bulletin for circulation to Trustees

SW to forward query to Jane Lake regarding 'customisation' of Safeguarding Policy

11 – Cluster LGBS

11.1 LGB Minutes

- Trustees were pleased with the quality and consistency of the minutes. Trustees reviewed a set of Part II minutes from Holsworthy Community College from 12:09:18.

11.2 Tavistock LGB Meeting Frequency

- Trustees reviewed this again and noted the impact on Headteacher workload. Trustees agreed the meeting frequency set by Tavistock could remain as it was

11.3 Annual Report

- Trustees approved the annual reports for Tavistock and the Holsworthy Area Cluster. Trustees commented positively on the format and the diversity of the reports.

11.4 Proposed Governor for Central Hub /11.5 Proposed Governor for Tavistock

- Trustees reviewed the information provided by the LGBs and subsequently approved the appointment of both Governors.

12 – Risks Identified / Forthcoming Changes

Trustees identified the following risks:

- Basic structure of governance and capabilities of some LGB Committees
- School performance
- Workload on school leaders
- Risk register
- External Audit outcome
- Fire alarm at Tavistock
- Financial situation at Chagford, Lyford and Holsworthy
- Movement of building at Tavistock.

Action:

SK to add risks to the risk register

13 – Meeting Review

- JL fed back the meeting review.

14 – Date of Next Meeting

- Okehampton College Skills Centre – 13 December 2018 – 4pm

Action Table from 18:10:2018

WHO	WHAT	WHEN
JLu	Send presentation to SW for inclusion on sharepoint	30:10:18
IC	Collate some initial thoughts to be circulated to Trustees for comments in respect of Trust Board objectives	15:11:18
ALL	Trustees to find a substitute to attend a Committee meeting if they are unable to attend	Ongoing
SW	Draft an advert for a Trustee with finance / project management / business / general management skills with an eye also to succession planning	31:10:18
SW	Re-circulate contact details to all Trustees and put these on sharepoint	30:10:18
IC / DC / SK	Produce the annual report for Members	30:11:18
JA	Send SW the weekly bulletin for circulation to Trustees	Ongoing
SW	Forward query to Jane Lake regarding 'customisation' of Safeguarding Policy	DONE
SK	Forward risk register proposal to SW to agenda at next available Committee	ASAP
IC	Put a proposal together in respect of the allocation of the Schools Condition Allowance and circulate to Trustees	30:11:18
SK	Add risks to the risk register	31:10:18