

Full Trustee Board (SIP Focus) – Part I Minutes							
Date/Time	26 th September 2019 4.00pm	Location		Okehampton College			
Attendees	Initials			Attendees	Initials		
Jane Dumeresque	JD	Tania Skeaping	TS	Ian Courtney	IC	Rebecca Ledger (arrived at 4.26pm)	RL
John Lawlor	JL	Daryll Chapman	DC	Philip Sanders	PS	Amanda French	AF
Jeanette Savage	JS						

Apologies	Initials	Reason
Graham Briscoe	GB	Medical Appointment
Marilyn Livingstone	ML	Unwell

ACTIONS
DECISIONS
QUESTIONS AND CHALLENGES

In Attendance	Initials	
Hazel Fox	HF	Vice CEO
Jon Lunn	JLu	Director of Performance
Susanne Kiff	SK	CFOO
Melissa Trudgill	MT	Governance Manager

Minutes to
Attendees
Apologies

Meeting started at 4.05pm

1 - Apologies
IC welcomed Trustees to the first meeting of the academic year. MT confirmed apologies had been received from GB and ML.

2 – Declaration of Interest
All Trustees present were reminded to declare any conflict of interest that may arise during the meeting. All Trustees completed Related Parties forms for the new academic year - 2019/20.

3 – Agree and Sign off Previous Minutes

Minutes from:

3.1 Full Trustees meeting held on 18th July 2019 were agreed and signed as correct by IC.

3.2 Ethos Committee held on 30th April 2019 had been distributed and were reviewed but would be signed at the next Ethos Focus/Committee meeting.

3.3 Audit Committee held on 13th June 2019 had been distributed and were reviewed but would be signed at the next Audit Committee meeting.

- **A Trustee questioned what had happened regarding the pre-loaded cards following issues raised by the internal auditor.** The pre-loaded cards will ensure that authorisation occurs before the purchase rather than staff using debit cards and claiming reimbursement for items which have not had prior authorisation.
- **A Trustee questioned how this would affect the smaller primary schools for example when purchasing cookery items.** These can still be ordered through the school kitchen’s suppliers. This had been a policy decision made by the Trustees following the internal auditor’s recommendation and had to be rolled out. Staff expenses form still exists but care needs to be taken again that claims, including overtime and mileage, have pre- authorisation.
- **A Trustee asked how the budgets were being carefully monitored going forward.** Control of budgets was now being controlled by the Central Team allowing schools to concentrate on school improvement and standards. HF and DC are meeting fortnightly with Headteachers and ensuring that they are aware of the new budget practices this year. The Heads have also spent time with SK and gone through budgets and implications. There is increased importance attached to the ACs having the right information, making appropriate challenges and ensuring there is an effective and timely flow of information between ACs and Trustee Board.

3.4 Resources Committee held on 10th July 2019 had been distributed and were reviewed but would be signed at the next Resources Focus/Committee meeting. Correction made: JD was minuted as being present but she had sent her apologies. Part 2 will be signed at the next Resources Committee meeting.

- **A Trustee asked for clarity over whether those schools which have a deficit budget, were they having to pay this back?** DC responded that DMAT has approved a couple of budgets which were overspent, the most significant is Tavistock and it has no C/F. The AC and Head are required to come up with a recovery plan which they have done. This needs to be reviewed and then put in place. It displays an overdrawn status this year and then back in balance the following year. If DMAT has agreed that a school can use some of its reserves, it is expected to balance its budget as soon as possible. **It was agreed that improvements must be made at the budget setting level with careful, ongoing scrutiny so that the Trustees have notice of what is developing.**

RL arrived at 4.26

- **Action – budget timetabling for next year so there is time for the Trustees to be aware and react.** HF said the dates have been set and gone out. HF and SK will be going out to the schools with a deficit budget. There has been an HR issue surrounding Tavistock. There is a long-term critical funding issue across the Trust and DMAT has currently a short-term fix. Engagement with the local primary school to Tavistock would be a positive move. Phil Whitley and DC have held a meeting with SK. HF will put some restructuring models together and look at the staffing in those schools. The viability of some primary schools is an ongoing Resources agenda item.

4 - Matters Arising

- A General Conditions Survey has been undertaken on Tavistock College and DC has sent it to the FSA. It found £3 million urgent and significant defects which should be dealt with within 1 year and £5 million which should be undertaken within 3 years. The School is in bad state. DC hopes that with the survey, people will listen and there will be a plan for a new build.

- One of the issues which Tavistock has is around County listing it as having 1900 net capacity. If County still insist upon this, then theoretically the new build capacity will be 1900. Some existing buildings on site were removed without DCC agreement and therefore DCC are still going on this number. In order to have this number recalculated, a net capacity survey would have to be undertaken, which would focus on the pure, net capacity space in buildings and would cost approximately £3000. DC explained that he would have to work with Simon Niles to carry out a survey re net capacity. **Trustees agreed that this should proceed.**
- DCC are planning to change designated catchment areas. The catchments historically are a long way removed from local children going to local schools. Rural schools' demographic might change with new catchment areas. Trustees need to be aware of the redefinition of designated areas and the consequences of this for the Trust. An analysis will be done of where children are living in the catchment areas.

SK arrived at 4.41

5 – Matters Brought Forward at the Direction of the Chair

- IC welcomed MT to her first Full Trustee Board Meeting.
- Staff & Parents' Complaints – Updates and Review of Policy. There is an increasing number of parental complaints, which end up with the Executive Team when they should be dealt with at school level. Parents seem to be encouraged to complain higher up the level. Stage 1 goes to the Head; Stage 2 Academy Committees and Stage 3 goes to Executive Team/Trustees. **Action: To update Complaints Policy to promote clarity that complaints are being dealt with at the appropriate level. Then to JL.**
- Tavistock Athletics Club Proposal – There will be a meeting scheduled first week in October. **Action: IC to report in full to Trustees at the next meeting regarding Tavistock Athletics Club.**
- Miniature Pony Centre - IC had 3 meetings over the summer and put a business plan together. IC has another meeting with the buyer, who will then put an offer in after he has spoken to the bank. If his offer is accepted, then further planning can proceed. PS declared that he would have to declare a conflict as a member of the Dartmoor National Park Authority.
- **Action: IC to place Miniature Pony Centre Plans on SharePoint for next meeting.**

Action

- **To update Complaints Policy to promote clarity that complaints are being dealt with at the appropriate level. Then to JL.**
- **IC to report in full to Trustees at the next meeting regarding Tavistock Athletics Club.**
- **IC to place Miniature Pony Centre Plans on SharePoint for next meeting.**

6– Trustee Board

Succession Planning

6.1 – Elect Chair and Vice Chair of Trustees

IC was proposed as Chair by JL and TS seconded this. This was unanimously agreed.

AF was nominated as Vice Chair by DC and HF seconded this. This was unanimously agreed.

6.2 – Elect Chair of Audit Committee

JL was elected as Chair of the Audit Committee.

6.3 - Elect Lead Trustee for:

The following Trustees were elected to be lead Trustees for the following areas:

Ethos - ML

Resources - JD

School Improvement - TS

SEND - JS

GDPR - AF

Cooperative - RL

Safeguarding/ Mental Health - JS

6.4 Trust Board Objectives 2019/2020

The minutes from 12 months ago refer to the Trust Objectives and have they not been referred to since. The meeting agreed it needed to set new objectives and DC proposed if the development plan, (which had then become the implementation plan), could be summarised, it could form the Board objectives. It was agreed that by focusing on the new framework and the implementation plan, HF would highlight 5 strategic points which should include:

- a) Improving academic standards.
- b) To further develop leadership and governance within the Trust – amend this to continue to embed good leadership and governance within the Trust.
- c) To maintain robust financial controls and monitoring across the Trust.
- d) To embed a healthy MAT (staff and pupil well-being)
- e) To focus on communication across the MAT

These headlines will be expanded to 7/8 and tie in with the Executive Team's strategic plan.

ACTION: HF/DC to create new Trust Board Objectives for next meeting.

6.5 Scheme of Delegation – Update

There have been 3 meetings to produce the new draft Scheme of Delegation. The document has reviewed the whole structure of governance within the MAT. There has been input into its creation from LGBs. There have been 4 revisions and the latest version is on SharePoint. There has been a return to the NGA original model with columns showing ticks to evidence whose roles and responsibilities. DC and IC believe it is clearer and shows how everyone is involved in the structure.

A Trustee asked whether the structure of the new Scheme of Delegation might change according to how many ACs there will be. IC responded that the document could remain unchanged and the way the Trust is governed will be regardless of the member numbers. However, it is a living document which is always open to review. It will have an annual review as part of the annual business cycle.

A Trustee expressed that he thought it was a clear document and emphasised that we believe in a devolved structure.

The delegated power lies with the ACs. Inspectors have said in other MATs that it was not clear who they should be going to for responsibilities and questions. ACs need to evidence they are holding Headteachers to account. If this system is not working effectively and challenging appropriately, then the Trust Board can remove the AC.

The document should improve the communication within the Trust and the new model gives a clearer picture. Time will need to be invested in helping the ACs develop but it is the cooperative ethos to listen to all stakeholder voices. It is not possible for the MAT Board to have in depth knowledge at all levels. We expect the ACs to understand their schools.

A Trustee asked how this will be monitored? The Trust Board reviews the skills matrix and challenges the ACs through contact with Chairs, Heads and Clerks.

A Trustee voiced that she believed that this structure shows the Trust has gone backwards. She voiced concerns that there was a danger for things to go unnoticed and missed in a big trust where the Trust was devolving too much influence and autonomy to the ACs.

IC responded that he thought this model reduced the control of the ACs by removing responsibility for the budget from them and allowing them to focus on school improvement. The Executive Team will set the budget with the Headteachers and the Trust will ask the AC to monitor. HF and DC will be advising at performance reviews. **A Trustee challenged that there may not be enough time for issues to be found before they caused damage.** The Executive team will still meet every 3 weeks with the Headteachers and will closely monitor.

A Trustee told the meeting that we have to trust the escalation route and another raised the importance of checks and balances.

Another Trustee said the danger of not involving the ACs in the budgetary exercise, was that they may not feel ownership and incentive to meet the budget targets. However, it was pointed out that budgets are constructed with Headteachers and frequent discussions on monitoring and balancing the budget and if required, a recovery plan. This should ensure that the ACs will be responsible and accountable.

It was the NGA recommendation to call the LGBs - ACs. IC and MT will meet with clerks and chairs to clarify the new Scheme of Delegation and receive their further input and feedback. IC has meetings with all the chairs every term. There will be a Governance Conference in November where the focus will be on the draft Scheme of Delegation. The proposal of splitting some of the ACs into separate primary and secondary committees will be raised. As the priority of the ACs is school improvement, it is becoming clear that having ACs with both primary and secondary school members, makes this hard to focus on. This may require more clerks. It is also important that the ACs cycle of meetings needs to be in sync with the Board's meeting dates to enable a clear and effective communication pathway.

ACTION: To set date and agenda of next Governance Conference on Scheme of Delegation MT/IC

6.6 Schools joining the Trust:

St James Primary School did not join the Trust on 1/9 due to the delay in planning consent for the change to an all-weather pitch. Once this has been given, DCC will be in a position to finalise the lease, which is what is causing the delay.

IC declared a conflict of interest being a Trustee of the Skills and Sports Trust who are funding the groundworks. The transfer (at risk) is now likely to happen on 1/11. SK is talking to RSC.

Great Torrington School had their Full Trustees meeting last week. They took a vote and the outcome was that they would not be joining DMAT. The reason given was current challenges at the school which they are trying to work through and they were uncomfortable re the central recharge. Their progress 8 had improved but they were conscious it had not reached the level we had expected. DC and IC have said in light of this decision, we will have to take our staff back into the DMAT. There has been no bad feeling over the decision and DMAT respect their decision. The school have appreciated DMAT's support on their SIP.

6.7 Trustee Visits /Trustee Visit Reviews

JS – SEND Governor training had received good feedback and governors had found it very useful. The next meeting is planned for 17.10.19.

AF- will go out to schools re GDPR once audit has been completed.

IC/MT – have been visiting schools as an introduction for MT.

Action:	<ul style="list-style-type: none"> • HF to create new Board Objectives for next meeting. • To set date and agenda of next Governance Conference on Scheme of Delegation MT/IC
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7 – School Improvement Focus

7.1 Detailed Review of School Performance – GCSEs/A Level exam results

Jon Lunn attended the meeting and gave an informative presentation.

Challenges and points raised after the presentation were as follows:

- Progress 8 is affected detrimentally if you have negative English and Maths scores – they are the priority.
- **A Trustee asked what causes the upward blips on the chart?** – vocational elements such as BTECs were going out of sync and were not equivalent to 9-1. Therefore, all the grades were reduced by 1 grade as a distinction was not seen to be equivalent to a 7+.
- Disadvantaged score -.44 National and should be a benchmark to our schools.
- **A question was raised about the SEN/Disadvantaged predictions.** SEN is now a DfE priority after responding to pressure that over several years it has been run down. Individual schools have different SEN profiles. Predictions have come from the teachers. Jon Lunn wants to do a standard assessment so an accurate comparison can be

made (Okehampton and Tavistock have accurately predicted, but the 2-year-old predictions from Holsworthy were too high prior to a pending Ofsted inspection). The Headteacher was challenged and asked to give evidence for his predictions. **A Trustee asked whether the accuracy of teacher assessments was considered during staff appraisals?** The Board agreed that an inflated picture of expected attainment, prevents the correct interventions being put in the appropriate place at the right time. DMAT would ask 'why were you so far out?' and challenge the middle leaders; it is also very damaging for the children when they expect a certain grade and then they do not get it.

- **A Trustee asked where do our secondary schools within the MAT, sit nationally if you look at the whole picture?** Jon Lunn answered below average. After analysis, he summarised that English and Maths are the priority and there is an issue on gender with boys underperforming and the Disadvantaged pupils having disappointing results. However, this varies from school to school i.e. with Tavistock College having a good English score, which is much stronger than their Maths score.
- Holsworthy College would have been given 30 months to respond to a special measures Ofsted and it is anticipated to take 30 months to turn the College around.
- Okehampton College in the past, would have pulled the average scores for the MAT up, but this is not the case anymore. They are on a 3-year decline. DMAT will not appear on the DfE list until 2 years' time but there may be only one more set of results before we go live. A Trustee remarked that there is a decline coming through from the Primary Schools e.g. Okehampton Primary used to have 18% Disadvantaged but this has risen to 23%. Okehampton Primary has had a good review on SEN provision and the cutting-edge external provision should all work.
- **A Trustee asked how do the Trustees prioritise the issues for these secondary schools and what are the key elements for the Board to look at?** Jon Lunn responded that unless the School is in a very good place, the priority has to be, to concentrate on the progress 8 scores. He emphasised not to worry about the gap between disadvantaged and able pupils, as long as we are able to say that our disadvantaged children are doing better than the national level for all pupils. Stage 1 is improving the quality of the teaching in the whole school and then automatically disadvantaged pupils will benefit. **Another Trustee confirmed that we need to get the children into school and then expose them to the highest level of quality teaching.**
- Holsworthy College had a -.52 score when first come into DMAT. **The Board asked what are we doing to improve things in the College?** New teachers have been brought in and some poor performers have moved on. It is hard to undertake successful recruitment. However, Holsworthy now has 2 excellent English teachers. DMAT have put in extra support for the maths with a lead practitioner at Holsworthy and coaching so these current results are disappointing. There are definitely stronger teachers there than when Holsworthy first came in to the Trust. All 3 schools have better cohorts in Y11 and they are going to perform better than previous cohorts.
- The Maths' score at Tavistock College of -0.3 brought it down. There were better A level results demonstrating that they go on to strengthen what is taught after GCSE to produce good A Level results.
- **A Trustee questioned as an HR issue what can be done to move a teacher on if they are not providing quality teaching?** It was confirmed that this was a difficult issue. There is not a vast pot of quality teachers to recruit from. When recruitment becomes an issue, salaries are raised to attract a wider group of people and to encourage applicants from other areas. There is a skills shortage in the South West. **A Trustee challenged whether there needs to be a recovery plan for the educational side of the MAT?** DC responded that we can invest in development through accessing a 107k grant which enables teachers working in DMAT to be released in order to attend courses and coaching sessions. **A Trustee asked through this funding can we invest in what we think will improve the teaching or are we told how to do it from DfE?** DC responded that the restrictions are quite rigid but it is down to the Headteachers and the teacher to decide which course is best for them and their development. With these interventions, we need to be asking regularly are they working and if not drop and change to a different approach.
- There has been a 10% improvement in core science in two schools, so we know the initiative is working there.

- HF explained that the accelerated school improvement plans on an individual child level are very tight and involve close reviews and evidence being analysed.
- Jon Lunn asked what do we believe in that will radically improve achievements? DMAT needs to do some radical thinking and ensure that the ACs are on the same journey as the Trustees. Evidence shows that incremental coaching is one of the quickest ways to improve. This is not new to HF and she agreed it does move teachers on. HF and DC are currently working with the most in need first, across primary and secondary. Maths in Tavistock and English in Holsworthy are also priorities to work with. Holsworthy AC and the Head have received lots of support from the Trust.
- Languages are a challenge across the Trust. Languages were part of English at Holsworthy and now it sits within its own area and has its own practitioner. Languages are compulsory.
- **A Trustee remarked that we should be concerned about the downward trajectory, which the results show. It appears that many MATs are finding the educational side of being a MAT more challenging than the business arm.**
- **One Trustee questioned how could the Trust find a successful balance between considering the effectiveness of committees and employing new clerks for enhanced communication versus requiring funds for good quality replacement teachers whilst existing teachers are having their coaching sessions.**

In summary it was agreed that the Trust knows what the priorities are and where the focus needs to be. It would not be achieved overnight. The MAT has a solid, cooperative ethos which hopefully it can use to attract good teachers. The Trustees' Board thanked Jon Lunn for his presentation.

7.2 Analyse ASP Data

See above.

7.3 Agree School Improvement Priorities for academic year 2019/2020

Every school has its own Development Plan and the Trust asks for a rapid improvement plan too. Each School is on a different path. There are commonalities within the Trust but also different priorities and the Executive team will go and look at the priorities with Heads and challenge them on their SIPs. Tavistock has had some bad times but the Principal has been keen on upskilling teaching staff and is open to moving people on if they do not meet the standard but recruitment is difficult. **A Trustee challenged whether as a Trust we are responding quickly enough to staffing alerts?** There has been a recent case which finally discovered and acted upon a staff issue in a certain department. It was agreed that the issues were not found early enough. The AC had missed opportunities when this could have been identified earlier. The results had been quite strong but as a Trust we are not solely results driven. We need to have the assurance that despite good results, there are other indicators that should raise red flags.

8 – Reports

8.1 Verbal CFOO Report

Year-end went better than the previous year. The year-end adjustments are expected around 2nd week of October. The Finance team are busy with preparations for Audit. SK went out to get new quotes for HR support; consequently, there has been a move away from Michelmore to Judicium and SK will start work with them next week. They are going to review Trust policies and procedures and ensure that they are robust. The team who issue contracts will be retrained on this next week. The Central HR department can only be as good as the information received from the schools. Portfolio Leads are in place and, with SK, have had meetings with schools, to share expectations and let them know what they can expect as a minimum. After the meetings, the school will receive a review report so that the ACs can review and see what they can work towards. **A Trustee asked if there was a document for portfolio leads?** – SK confirmed there was a draft and it has gone out to Heads and then will be drawn into the booklet with details of the central recharge. **A Trustee asked if the school leads were invited to the meetings?** – SK had invited all admin teams in from schools. **A Trustees asked if they could have a copy of the brochure.**

SK reported there were continued issues with procedure – e.g. staff expenses pre-authorisation procedures – SK will talk to Heads. Hence SK has some concerns with audit. **A Trustee challenged that if the payment was not authorised, payment should not be forthcoming?** SK said this was difficult when it involved large amounts. Trustees suggested a zero tolerance with this and a letter should be sent as a first warning and then no pay out on the second request. There is also an issue with overtime which should be authorised first. Some Headteachers have overspent on supply teachers. Internal report came today but SK has not had a chance to review it.

SK is meeting fortnightly with Headteachers to go over budgets and the budget lines for which they have a responsibility. It was requested that when the management accounts period 12 are in, could they be sent out to Heads and ACs (through the Clerks)? It was remarked that the accounts were not getting to the ACs to be considered. The management accounts should be seen by the Resources Lead and the Chair and shared with their Board.

8.2 Verbal Report from SEND Lead

JS invited SEN governors from the ACs on 16/7 to understand where they were in their SEN development, the challenge within their schools and to get an overview. There had been good attendance, engagement and cooperation. JS would be delivering another networking/training session in October. JS followed the initial meeting up by sending out a framework form to see where they were re statutory compliance. JS encouraged them to return an honest response rather than an inflated response. There had been a mixed response with some returning it partially completed. There is currently no SEN governor at Holsworthy so the Chair of the AC came instead and the one at Three Hares has been in post for 3 months. Okehampton Primary Chair of Governors attended along with the new to role SEN governor. Tavistock College the joint Vice Chair has taken on SEN responsibilities for the time being.

Due to the newness of these appointments and the framework it was decided it would be useful to go through the framework together. It covers: the SENCO role, what is the SEN profile, the SEN evaluating funding tool, how can we evidence as ACs and Trustees that the work is having results and useful websites to support their understanding. All felt the meeting was helpful and gave them confidence to go into schools to talk to the SENCO. There is a need to upskill Leads and provide them with information and support. They were keen to attend a termly meeting and found it useful to come together. They should be aiming for being able to provide a strong challenge on SEN in their schools. JS clarified that the meeting must not solely constitute a training activity, but an opportunity to become a two-way process. In summary, there were pleasing levels of engagement, but a concerning lack of knowledge and experience. We should be confident that the effective processes are in place to monitor the SEN provision in the schools. JS circulated a copy of the framework for the Trustees.

8.3 Agree content of annual report on SEND provision

Action: JS to prepare a draft report and forward it to IC in time for the AGM (January 2020)

8.4 EFSA Letter

To be placed on next agenda 31/10 /19

Action:	• EFSA letter to be considered at next Full Trustees agenda 31/10 /19
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9 – Policies/Documents

Pay policy will follow as it requires some amendments (please see below).

A Trustee asked if there was an Executive Team Pay Policy? There is not one currently but DC will work on including a section in the Pay Policy or creating a separate document.

Action - DC to draft a Pay Policy for the Executive Team (exemplar could be used from other trusts). RL will source an example and send to DC. DC to share with NM.

The following policies were approved:

Annual Cycle of Business
Policy Statement Provider
Safeguarding Policy

Appraisal Policy (Appraisal 2013 – latest version. There has been no update from County but DMAT have updated it).
 Mobile Phone Policy

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| Action: | <ul style="list-style-type: none"> DC to draft a Pay Policy for the Executive Team (exemplar could be used from other trusts). RL will source an example and send to DC. To be brought to next Full Trustees' meeting 31.10.19. |
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10– Academy committee minutes

All AC minutes had been received apart from the Three Hares Cluster.

A Trustee remarked on the Holsworthy AC minutes and questioned the quality of the meeting re lack of challenges and decisions.

11 – Meeting Review

TS completed the meeting review.

12 – Date of Next Meeting

- The date of the next Full Trustee Board – 31.10.19 (Resources focus)
- The date of the next Ethos Committee Meeting: 13.11.19

The meeting closed at 7.59pm.

Action Table from 26/9/2019

WHO	WHAT	WHEN
SK	To discuss budget timetabling for next year so there is time for the Trustees to be aware and react at next Resource Focus Meeting.	31.10.19
NM/JL	To update Complaints Policy to promote clarity that complaints are being dealt with at the appropriate level. Then to JL.	ASAP
IC	To place Miniature Pony Centre Plans on SharePoint for next meeting.	31.10.19
HF/DC	To create new Board Objectives for next meeting.	31.10.19
MT/IC	To set date and agenda of next Governance Conference on Scheme of Delegation	ASAP
DC/SK	EFSa letter to be considered at next Full Trustees (Resource Focus) meeting	31.10.19
RL/DC/NM	To draft a Pay Policy for the Executive Team.	31.10.19
IC	To report in full to Trustees at the next meeting regarding Tavistock Athletics Club.	31.10.19
FM	To review when the central recharge will be discussed with Trustees for year 2020/2021	ASAP
FM	To plan AGM (Members) for January 2020	26/9/19
IC/PS	To arrange a walk around with Geoffrey Cox at Tavistock College.	ASAP
HF	To recirculate the Governor/Trustee visit form that she created to ensure all Governors/Trustees are using the same document.	ASAP

DC	To add GDPR to the final review of the Scheme of Delegation to state Academy Committees have a responsibility to monitor GDPR in the schools and check they are compliant	Completed
IC	To write to the Chair of Tavistock Governors chair to request sight of full Academy Committee skills audit by Christmas.	ASAP
FM	To receive verbal report from SEND lead for the next Full Trustees meeting in September	Completed
JS/IC	To prepare a draft report and forward it to IC in time for the AGM	Jan 2020
FM	To add the Governance Bulletin to the handover briefing with MT.	Completed
SK	To design and implement the Staff Absence Report for Autumn Term 2	Spring Term
NM	Records Management Policy to be reviewed and approved by Trustees when available.	ASAP