

Full Trustee Board (Resource Focus) – Part I Minutes							
Date/Time	12 th March 2020 4.00pm	Location		Okehampton College			
Attendees	Initials			Attendees	Initials		
Philip Sanders	PS	Tania Skeaping	TS	Rebecca Ledger	RL	Amanda French	AF
John Lawlor	JL	Jane Dumeresque	JD				

Apologies	Initials	Reason
Daryll Chapman	DC	Work Commitment
Graham Briscoe	GB	Away from the area
Jeanette Savage	JS	Work Commitment

ACTIONS
DECISIONS
QUESTIONS AND CHALLENGES

In Attendance	Initials	
Susanne Kiff	SK	CFOO
Hazel Fox	HF	Vice CEO
Melissa Trudgill	MT	Governance Manager

Minutes to
Attendees
Apologies

Meeting started at 4.10pm

1 - Apologies
MT confirmed apologies had been received from DC, GB and JS.
2 – Declaration of Interest
All Trustees present were reminded to declare any conflict of interest that may arise during the meeting.
3 – Agree and Sign off Previous Minutes
Minutes from: Full Trustees meeting (SI focus) held on 27 February 2020 were agreed and signed as correct by TS. Part 2 minutes were distributed in paper form (later in the meeting) and agreed as a true record. These were signed by TS and collected up by MT.
4 – Matters Arising

- Update on St James – SK had been in communication with Richard Power from the Diocese, Anthony Collins (Solicitors) and also Tim Capps about the planning. Richard Power has responded and SK is waiting to hear about the collateral warranties. Tim Capps met the planner at the site yesterday and subject to Sports England’s agreement, the permission should be granted in the next 2 weeks. The Indemnity letter is the Plan B and AF is waiting for the letter from the charity. There will be an update at the next meeting.
- Attendance – concern noted regarding Tavistock College and its attendance figures and the fact that it is below the national average figure, even with sickness leave removed. Tavistock should be able to identify regular absence from COVID 19, which will have an effect on attendance rates and then review after that.
- Depending on the situation with the Coronavirus, the half day team session for all Trustees following the review may be postponed.

5 – Resource Focus

5.1 Resources Introduction

- JD thanked SK – the format and content of the report was definitely moving in the right direction. It was now possible to see the management accounts more clearly; there are still some coding issues, but there is now a balance sheet and a report on the operations side.
- SK and JD are sitting down once a month and going through all the finances together and reviewing any issues. JD discussed with the meeting that she and SK are looking at cost centres to monitor school trips and catering costs. There is now a lot more visibility, which makes the reports more useful. Okehampton Colleges’ figures appear better due to delay in opening the Holditch Centre but these costs will come in later and increase the deficit.
- JD and SK explained the future budgeting issues regarding Tavistock College, Chagford and North Tawton. JD added that she was unsure how the Headteachers at these schools could be encouraged to provide a balanced budget forecast when there seemed little incentive and she was unsure how to help them to move this forward. In the meantime, there continues to be a deficit and a discussion arose about whether it would be an option to take all financial decisions away from the Headteachers. HF thought it would not be possible to divorce all money decisions from headteachers because school improvement, which is their main responsibility, still has an impact on budgets.
- It was agreed that the Headteachers do need to be accountable and deadlines adhered to. Perhaps Headteachers could be asked what do they need to deliver the curriculum and all the other money decisions are taken out of their hands, then that is all they have to consider, which might be preferable. **JD asked if they were shown successful models if that would help?**
- A Trustee challenged the meeting on deciding how we implement sanctions – the Headteachers need to own those sanctions. HF pointed out that the priority for the Headteachers is Ofsted rather than financial management.
- **Q A Trustee asked do we have the equivalent of FIPS (Financial Intervention Panel (Schools))?** SK explained that currently she writes letters to the Headteachers and asks them to submit their plan and then works with them to set the budget. SK added that the final budget has not been set, but if everything stays the same according to the Headteachers’ plans, this is what the whole picture will look like. Trustees may need to find a process to support the principle of balanced budgets; the Headteachers need to come and explain why they cannot set a balanced budget and have to understand that if they cannot, there will need to be redundancies or other measures taken in September. However, if this is not resolved soon and a revised plan submitted by the above schools, there will not be time to issue redundancies for September.
- **Q A Trustee asked if this financial planning was part of the Headteachers’ performance appraisal?** All agreed that we need to shift our approach and financial management and running balanced budgets should be included in their performance review. SK added that the Headteachers had been given a term and a half to manage the budgets with her support and some had been successful in learning the process, but others had not and the Trustees agreed it cannot be left to drift on. It was agreed that the process needs to be in place now and it needs

to be completed by a certain date and then if this requirement is not met, then those Headteachers will need to meet with the Trustee Board (or its representatives TS, DC and JD).

ACTION: HF and SK will go back to Headteachers and Executive Headteachers as appropriate, for those schools showing a deficit for next year and explain to them that they will need to produce a plan to balance their budgets otherwise there will be a meeting with Trustees. This will act as a final warning for this action to be undertaken.

- It was agreed this was a dual responsibility for DC (as their line manager) and TS as Chair of Trustees and they would need to meet with the Headteachers if plans were not provided and question why are they not doing as requested to balance a budget. They need to have an alternative solution within the regulations. Trustees recognised the complexities and difficulties to reduce budgets when there were minimal allowances to play with in the first place. **Q A Trustee asked what options do they have to balance budgets?** SK said the solution in the primaries lies with staffing restructures, but it will impact on classes. In the secondary schools there may be other solutions but it is complex unpicking the options and there may be the possibility of losing some leadership staff, without impacting on the curriculum for the children. **Q A Trustee raised that it was difficult to make such permanent decisions regarding staffing solutions on estimated forecasts, which may not end up being wholly accurate.** DMAT reserves will be reducing next year and SK said that she could not see this problem resolving itself; there will need to be a compromise. Long term forecasts have been provided and they appear quite accurate.

ACTION: DC and TS will follow up with HF and SK after their meetings with the Headteachers to see if further meetings/action is required.

- The pensions increase has been funded. Pay rises estimated at 3.5%; of which 2.75% DMAT have allowed for in their budget forecast. There is no funding known about for the pay rise for the next year. This could compromise the curriculum and that risk will come back to this Board. The most significant risk to the MAT is if the Trust cannot deliver the curriculum, so we have to act and we cannot permit deficit budgets. **Q A Trustee asked whether we are confident as a Board that the CEO and Chair will be able to go through with that resolve.** Whoever is in the room, meeting with the Headteachers, needs to be able to follow the hard-line and achieve a solution. It was agreed that JD as Chair of Resources and TS as Chair of Trustees would accompany DC and meet with SK first to plan and understand what the specific schools' objections were. It was repeated that JD, TS and DC were going with a mandate from this Board to get appropriate action. HF will be able to provide the subsequent support with delivering SI. **Q A Trustee asked whether we were crossing an HR line with this stance?** After discussion, it was confirmed that this was a strategic process and the proposal was to balance the books and come ready to the meeting with a plan on how to do this, so progress can be made to move forward. They will be given this additional time to prepare and come with a solution and demonstrate its impact on the School. SK had started this discussion in January. In the cases of Okehampton Primary and HCC, SK had met with the Headteachers and they had gone away to rework their budgets with new ideas. They had come back again with amended recovery plans and met with SK with a revised proposal after remodelling. There is no recovery plan as yet for Chagford, North Tawton nor Tavistock College. Their recovery plans will need to be presented by the end of next week.

5.2 To monitor budget and reports

The reports had been distributed to Trustees to read and consider prior to the meeting.

SK raised the following points:

- SK had met with Lisa Paton regarding the situation at Bridgerule Primary School and Lisa has a recovery plan, but it will involve some staff restructuring.
- SK spoke about payroll and the progress with bringing it in-house from April.
- The internal audit report shows some improvements and some areas which the Trust has fallen back on e.g. AC Governors' business interests on the website.
- **A Trustee raised the issue regarding School's overspending the budget allowance on overtime and what can be done to prevent this.** SK agreed that this should not happen and that schools can do this without getting approval,

although she has addressed a lot of them. Several of the primary schools have regular claims for additional overtime hours for MTAs and support staff, which are not made allowance for in their budgets. Every month there is at least one school, where this occurs. **Q A Trustee asked whether an operational line can be built into budgets to allow for this overtime?** SK reminded that the Headteachers are responsible and she cannot put lines in a budget if the Headteachers do not want it.

A Trustee commented that there was still ambiguity in our delegation processes and a lack of accountability is showing up. Errors and overpayments are still happening and the Headteacher has the responsibility, but it was queried that they are not being held to account. Administrators in the schools undertaking HR tasks such as contracts are making mistakes, which are being found by the central team.

Trustees thanked SK for a detailed and informative report and to JD for allocating time to meet with SK.

5.3 Update on capital budgets

The SCA Meeting on 26.3.20 will look at each School's initial allocations. The devolved formula capital will also be considered; the DFC sits with the schools and comes in June. School conditional allocation is a large lump sum and in order for further funds to be applied for Tavistock College (ESFA taking the case forward to ministerial level), the ESFA will need to see that DMAT has allocated its SCA funds to projects which have a high health and safety priority this year. TS and PS will meet with Jeffery Cox and speak to SK before the meeting so they will be briefed by SK with the latest information prior to the meeting with Jeffery Cox.

5.4 To discuss Personalised Academy Benchmark Data 2020

SK has been through the benchmarking data and the DfE website with DC and analysed where DMAT sits amongst selected MAT comparison data. As we progress through the year, it will become more useful. SK plans to go to Tavistock College and look at with their SLT.

ACTION: SK, JD and JL to arrange a date to meet and review the benchmarking data.

Risk Register

JL and RL attended the presentation by SK on the new risk register software. EVERY software package is a very comprehensive operational tool and once all the information is uploaded onto it, it will save time and reduce additional work when reports are requested. The plan is to use it in other areas such as SI but it is important not to duplicate work already being carried out.

ACTION: RL will look at whether we can use other categories of risk and options for alternative layout.

HF has seen it with HCC and would like a secondary and primary pilot for SI, which might save time in reporting.

Although there is still work to do, the portfolio leads will be able to populate the software very quickly. Nuala is going to populate with HCC's data shortly.

HF said that financial management has not always played a part in Headteachers' appraisals; JD thinks it has to in future.

Q A Trustee enquired when will the new risk register go live? SK is hoping that it will be live at the next Audit Committee Meeting (12.5.20).

HF is looking at different types of tracking and how to present data. SIMS is a minimal cost of £2000 Trust-wide and might be able to generate graphs reflecting exclusions and attendance data. There would be a slight overlap between SIMS and EVERY, but the two systems together would provide comprehensive cover. HF said that DMAT had not progressed as much as it should have done with communications, but hopefully this would now change and improve.

6 Matters Brought Forward at the Direction of the Chair

6.1 To approve the proposed meeting dates for academic year 2020-2021

MT had previously circulated the proposed meeting dates for the following academic year, in readiness to share this with ACs at an earlier date than in previous years. The aim was that this should ease their planning and mean that all Governance Meetings were more in synch with each other at the different levels.

DECISION: Trustees agreed the meeting dates 2020/21 further to comments made at this meeting and would inform Trustees and ACs asap.

6.2 To formally approve and adopt the Scheme of Delegation

Following the SOD (February 2020 V2) being approved by legal partners and after full consultation at Governance Meetings and workshops, the document was approved by Trustees. This is a live document requiring annual review by Trustees.

DECISION: The Scheme of Delegation (February 2020 V2) was approved by Trustees.

(JD proposed; AF seconded – all in agreement).

6.3 Trustee Vacancies and recruitment

The Trustees discussed the 2 vacancies on the Board (to replace ML Foundation Trustee and to replace IC).

A skills audit of the Trustee board will be carried out and MT will inform the AC's of the Foundation Trustee position. MT and TS had received a nomination from Morgen Witzel and MT had sent out an application form and there would be an interview process to follow; if successful and approval received by Trustees, references and DBS check would be obtained before Mr Witzel could commence.

ACTION: MT to process Morgen Witzel Trustee application.

MT to send out individual skills matrices for all Trustees to complete as an update to highlight any skills vacancies in the Trust Board as a whole.

6.4 Review Executive Pay Policy in conjunction with Pay Policy

DC had written the Executive Pay Policy and he had thought it had come back for review at a Trustee meeting. JL and IC had taken an independent review of the pay scales for the Executive Team. JL had used a piece of work that had been done two years before as a guideline; maintained schools have a clear policy of pay and he had taken that and projected it forward. The chart in the benchmarking report shows that line is similar. However, it was discussed that the range is too narrow and too high. In relation to the work being undertaken by the recruitment working group, this will need to be revisited at the next Resource Meeting.

AF said the review will have some input into this and RL suggested some examples from other MATs. She said that there will need to be an Executive Pay Policy in place as currently the Trust has a pay policy which does not mention HR nor the Executive Team. All agreed that the existing Pay Policy needs a section within, referring to the Executive Team. SK has looked at the appropriate wording of a paragraph to put in the existing Pay Policy and can email it round to Trustees for approval. A suggestion of broadening the range but having a lower starting point was discussed to reflect the different role of the new CEO at a different point in the Trust's development compared to developing and setting up DMAT.

Q A Trustee asked whether there was a document control system in place? SK confirmed that there was and Nuala managed it.

6.5 Recommendation from Dartmoor Federation AC regarding the small school's structure

SK attended the Dartmoor Federation AC meeting which had discussed the various options regarding the small schools' structure. They had voted on their chosen option, which was to keep the same model as was currently in place and wished to recommend this to trustees for their approval, for the primaries in their cluster from September. Although Trustees wished this to be part of the review, they recognised that because of the situation at Highampton, a decision had to be made now. However, the Trustees asked whether the AC Governors were aware that this model would need to be revisited and SK said the message was clear and said they will need to have a sustainable model. The current structure is an Executive headteacher acting over Highampton, the current heads of Exborne and Boasley Cross relinquishing their teaching commitments and taking on the leadership of another local school as presents this is Bridestowe and Lydford Primaries respectively. Their teaching positions have temporarily been backfilled and they will remain as temporary posts until September. Although Phil Whittle, EXHT of the Federation Primaries is keen for them to be made permanent, as there is a risk that otherwise DMAT will lose these valuable staff.

Q Do the budgets for next year reflect this new structure? They reflect the current ongoing structure. However, they have looked at the central recharge which they get from the College, which they no longer need due to increased support from the central team and a £32000 saving is made across the Federation Primaries.

DECISION: Trustees approve the Dartmoor Federation AC recommendation regarding the small schools' structure. This is subject to reconsideration before the setting of the 2021/2022 budget.

JL proposed, JD seconded – all agreed apart from PS who abstained as he felt he did not know enough about the situation to take a vote.

ACTION: SK/DMC Emailed small schools discussion paper to PS.

6.6 Coronavirus - update on contingency planning

Coronavirus – the Executive Team are meeting daily to review and circulate the latest government guidance. From tomorrow all school trips abroad are cancelled. There is a contingency in place so education can carry on and be delivered.

Insurance should cover the payments made by parents and schools. There are already increasing pupil absences where parents are choosing to keep their children at home. **Q Obviously this will affect attendance figures – is there a way where absence due to COVID 19 can be identified?** HF believes that the attendance rates for this period would have to be discounted due to the nationwide effect of the coronavirus.

MT would check who was still intending to attend the Governance Conference and cancel the meeting if there were too few to make it worthwhile.

6.7 Feedback from Budget Setting Meeting with SK, TS and PS

SK, HF, PS and TS had met to discuss the central budget setting and the central recharge and the Trustees present had made robust challenges. SK had presented her spreadsheet, explaining points asked by the Trustees present. The central recharge for 2020-2021 has managed to be reduced from 6.53% to 5.93%; savings had been made by not buying in the services of Jon Lunn from the Ted Wragg MAT, to review the data, and the restructuring of the portfolio leads. PS was asked to explain the situation to SLT of Tavistock College as one of their AC Governors; following the meeting and the detailed discussion, he was confident in reassuring Tavistock College that there was nothing hidden in the central recharge, that they were unaware of. The budget calculations for the primaries were done on the Devon calculators but the budget calculators for the secondaries are not out yet.

DECISION: SK proposed to share with Headteachers now and discussed at the SCA meeting, now it has been shared with Trustees. This was approved (PS proposed and JD seconded).

6.8 To discuss Secondary School Data

HF reported on the Secondary School Data (in DC's absence), which had been produced by Headteachers in readiness for the Ofsted based assessment on the KPIs and the elements of their curriculum. HCC is still predicting that their data will knock off the previous trend in declining standards. Last year there had been an improvement and also this year, so hopefully this will be the outcome. DC has discussed this with all Secondary School Headteachers and HF has been attending all secondary SLT meetings and having tours around the schools.

HF questioned Okehampton College's self-assessment in some areas e.g. Why is leadership predicted as green when forecasting progress and attainment will be amber and attendance - red. At Okehampton College, the gap between the disadvantaged pupils and non-disadvantaged pupils is large and it is not there at Tavistock College. What has caused the progress 8 to drop so low? Okehampton College will be having an Ofsted rehearsal with Neil Swaint, which will include the shift from looking at the School's figures, to include focus on the wider curriculum.

Re the Self-evaluation of the Headteachers - AF thinks this should be DC's opinion (or at least show his in addition to the Headteachers) and revised predictions should be sent out to Trustees. A discussion arose whether this report should contain the Headteachers' predictions and self-evaluations or those of DC. There is also inconsistency within the data – Holsworthy and Okehampton Colleges are Year 11 predictions but Tavistock College is using the current data. The CEO and Headteachers need to agree what their position is. **A Trustee questioned the judgements used regarding Tavistock's overall data and English improvements at HCC.** It was agreed that a system needs to be embedded with success criteria and objectives and firming the plan around that with more detail. What are the milestones and when will you see progress per month?

The layout of the report was praised and the main feedback from Trustees was that the report should show the consolidated view of DC, HF and Headteachers; HF will triangulate that with people who produce the data and ensure that Trustees are informed. More moderation from external advice required at the secondary schools; Neil has not done the same at secondary as at primary.

Trustees said they would like to see the layering of information within the report at the next meeting and the direction of the trend. HF added that websites need to be compliant and schools understand what being 'Ofsted ready' means. Risk framework will help to clarify the parameters we are working within. Trustees agreed that this was a very good start and thanked DC and HF. HF will add detail to this month by month for the Summer and Autumn Terms.

ACTION: HF and DC to provide report at next SI meeting to show the layering of information.

6.9 Receive recommendations from CEO Appointment Working Group – PART 2

6.10 To discuss HR matter – PART 2

6.11 Update on Strategic Review progress – PART 2

7 Trustee Board

7.2 Trustee Visits

There were no Trustee visits to report on.

TS had been to Tavistock College and interviewed leadership post candidates with SJ and DC. TS reminded Trustees to attend schools in the Trust when they had a spare morning, as it was an invaluable exercise. Trustees could contact the Executive Team on the best opportunities to do this or to accompany officers who were already booked in for visits/meetings.

7.3 Feedback on any complaints made.

SK reported that one of the ongoing complaints has moved to a tribunal.

8. Policies/Documents – Review and Approve

8.1 DMAT Staff Privacy Notice

There had been a minor change to the Staff Privacy Notice to include work and personal email as types of data processed. The Notice was approved.

8.2 OEVOSA Policy (new)

This is a new Trust policy based on Devon model and reviewed by JW, SK and HF.

The Policy was approved.

HR POLICIES:

8.3 Draft Volunteers in Schools Policy

8.4 Draft Capability Policy

8.5 Draft Disciplinary Policy

It was raised that there was no mention in the Policy of the Central Team nor the Executive Team – no personnel from above School level.

8.6 Draft Grievance Policy

The Trustees felt that these policies were not ready to be approved and the quality of the documents were not good enough – they contained inconsistencies regarding Headteachers and Executive Headteachers amongst other irregularities.

Trustees suggested that these HR policies needed further work and editing before they could be approved. (Items 8.3-8.6).

SK responded that the policies had been checked by Judicium (DMAT's HR advisers) but that she would revisit them with Gill Tremain (Trust HR Manager).

All agreed that Trust-wide documents for the above policies were required asap so it was decided that if the policies were ready sooner than the next meeting date, they could be signed off by correspondence/email.

ACTION: SK/Gill Tremain to revisit the HR policies to reflect our organisation and distribute to Trustees for final approval either by email or via a Trustee Meeting.

9 Academy Committee – Minutes

- It had been discovered that the ACs did not have a TOR in place for their main full AC meeting only the committees and this was reflected also at Full Trustee level. A TOR for a full board would have to be adapted depending on whether there were separate committees sitting below it or not.

ACTION: MT to provide and work on a model TOR for the full AC boards.

- The Trustees thanked Holsworthy and Dartmoor Federation ACs for the submission of their skills matrices.
- MT will be conducting an update on the Trustees' individual skills matrix and for the Full Trustee Board to assist in recruiting new trustees and since the resignation of IC.
- SCA Meeting at ST James Primary School will be on 26th March 12-4pm. This is to go through school's capital allocation monies with AC Chairs. Trustees will be welcome to attend. MT, TS, SK, DC and JD will be present.

The meeting then went into PART 2.

10 – Date of Next Meeting

The date of the next Full Trustee Board Meeting 30th April (SI Focus).

Change of date for the next Audit Committee will now be 12th May.

The meeting closed at 20.22

Action Table from 12/3/2020

WHO	WHAT	WHEN
PS/DC	To arrange a walk around with Geoffrey Cox at Tavistock College. (delayed due to election)	DONE
MT	To organise some in-house training involving those who had been involved in complaints handling and invite AC members who now had more responsibility in this area.	DONE (GOV CONF)
NM	To provide Records Management Policy for Trustees	When released
SK	To design and implement the Staff Absence Report for Summer Term	Summer Term
MT/CH	Holsworthy Clerk to provide skills matrix for the AC as a whole for the next meeting.	DONE
HF/DC	Update on attendance at Tavistock College, review the plan to raise attendance and feedback on attendance tracking and concerns.	Summer 1 Meeting
HF/DC/Sarah Jones	Request to Executive Team and Sarah Jones for the Summer 1 breakdown for SEN and PP within those attendance figures.	Summer 1 Meeting
HF	To include timelines and layered information in her next Vice CEO report	Summer Term
MT	To invite AC representatives to attend the SCA Meeting on 26 th March	DONE
TS	To inform Members of the latest developments regarding the review by email.	DONE
JS	To write a report following her SEN visits to Okehampton and Holsworthy Colleges	ASAP
NM	To produce a tracking document in the future to highlight small changes to policies	DONE
SK	To ask the auditors professional opinion on membership of the Masons and conflict of interests and report back to the Trustees at the next meeting.	ASAP
PS	To raise at the next Tavistock AC meeting the Trustees' concern regarding attendance rates at Tavistock College	DONE

MT/TS	To plan further and send out doodle poll for Trustees Strategic Development morning (after the review) ahead of time for dates at the end of May/June	Pending due to COVID 19
AF	To investigate further the issues surrounding Tavistock Athletics track and to bring a report after finding out more information.	ASAP
JANE LAKE	To supply safeguarding update to the Trustees on Highampton Primary School.	DONE
DC/Jackie Adams	To provide a document tracking complaints so Trustees could easily see their progress through the system, once she had attended her training course.	Summer Term
GB	To provide for SK an example of a specimen which contained three levels of risk (risk appetite) for inclusion in Risk Management Policy.	DONE
MT/TS/ST	To request skills audit from Dartmoor Federation AC and demonstrate detail of new governors' appointments skills set to meet the skills required in the AC.	DONE
MT	To produce a yearly summary of meeting reviews by Trustees to understand common issues raised.	End of 2019-2020
DC	To produce a front summary page on next CEO report with risks and alerts highlighted to alert Trustees to matters of concern	Summer Term
HF/SK/AF	To write an email listing the concerns of further delay in the transfer of St James Primary School to DMAT and inviting the Church to be involved and update the timeline.	DONE
GB/NM	GB to contact NM and work on the wording of 2 different documents or one policy with different paragraphs within.	DONE
MT/CH	Holsworthy Clerk to provide skills matrix for the AV as a whole for the next meeting	ASAP
HF/SK	To go back to Headteachers and Executive Headteachers as appropriate, for those schools showing a deficit for next year and explain to them that they will need to produce a plan to balance their budgets otherwise there will be a meeting with Trustees.	ASAP
DC/TS	To follow up with HF and SK after their meetings with the Headteachers (see above) to see if further meetings/action is required.	ASAP
SK/JL/JD	To meet and review the benchmarking data.	ASAP
RL	To look at whether we can use other categories of risk and options for alternative layout.	ASAP
MT	To process Morgen Witzel Trustee application.	ASAP
MT	To send out individual skills matrices for all Trustees to complete as an update to highlight any skills vacancies in the Trust Board as a whole.	ASAP
SK/DC	To email small schools discussion paper to PS.	ASAP
SK/Gill Tremain	SK/Gill Tremain to revisit the HR policies to reflect our organisation and distribute to Trustees for final approval either by email or via a Trustee Meeting.	ASAP
MT	To provide and work on a model TOR for the full AC boards.	ASAP