

Full Trustee Board (School Improvement Focus) – Part I Minutes							
Date/Time	27 th February 2020 4.00pm	Location		Okehampton College			
Attendees	Initials			Attendees	Initials		
Philip Sanders	PS	Tania Skeaping	TS	Jeanette Savage	JS	Daryll Chapman	DC
Rebecca Ledger	RL	Jane Dumeresque	JD	Ian Courtney	IC	Amanda French	AF
Graham Briscoe	GB	Not present in person (Dialled in)					

Apologies	Initials	Reason
John Lawlor	JL	Away from the area
In Attendance	Initials	
Susanne Kiff	SK	CFOO
Hazel Fox	HF	Vice CEO
Melissa Trudgill	MT	Governance Manager

ACTIONS
DECISIONS
QUESTIONS AND CHALLENGES
Minutes to
Attendees
Apologies

Meeting started at 4.10pm

1 - Apologies
MT confirmed apologies had been received from JL.
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 (School Improvement focus) held on 30 th January 2020 were agreed and signed as correct by TS.
4 – Matters Arising

Trustees reviewed the action table from the meeting on 30th January 2020 and MT will update the table to display actions completed.

TS thanked AF for holding the fort during the interim period as Chair.

The following items were discussed:

Format of CEO/Vice CEO Reports

GB has circulated an example of a CEO/Vice CEO report from St Christopher's MAT which uses histograms to show data across schools. He welcomed Trustees thoughts on whether this kind of format was useful for analysing data as part of a CEO/Vice CEO report.

Tavistock Attendance:

The attendance at Tavistock College would be considered as a red rag-rated risk. Sarah Jones has put the poor attendance before Christmas down to an outbreak of flu. DC was concerned that there were ongoing attendance issues with Y10 and Y11 at Tavistock College and this requires further investigation. The data shows a 5-week period from November – December with 500 pupils signed off the College due to a virus because of health agencies advising not to go to school. Persistent absenteeism was at 17% (12.7% persistent data national) but this was 18/19 lagged data. The point to be made is that there is a number of youngsters who are dual rolled and some struggling with mental health issues, but the figures are still way outside the national average. DC delivered a session today around absence with the Headteachers. Y7 at Tavistock College is by far the strongest year and their attendance is still only at the national average. TS asked PS if he believed attendance was being sufficiently challenged and discussed by the AC. PS could not comment on the staff but understood they were trying all they could, but he did not think it had been a particular focus for the AC. He responded that he thought they were aware but it was not high enough up in the Governors' minds. He said he realised that if the Y7 data was removed from the figures, then the attendance issue at Tavistock would be highlighted, even more seriously.

Q A Trustee asked how much cooperation was there from the EWOs as the EWOs interventions are needed to achieve something positive? Plymouth has different rules on school holidays to Devon and this may be affecting the attitude of certain families as Tavistock pupils came from a wide ranging geographical within the Devon and Plymouth areas. All agreed that a more accurate set of figures would be if the dual rolled pupils were removed from the data as this might alert us to the story of the persistent absentees. It is part of the Ofsted training which HF is delivering; the attendance officer was online during the training.

The illness category has gone up by 2,500 sessions, which demonstrates the scale of this. SLT are aware and concerned and the Vice Principal is overseeing the attendance issues; there is a job to be done most definitely. **Highlighted as a RISK.**

ACTION: PS was asked to communicate the Trustees' concern to the Tavistock AC regarding attendance rates at Tavistock College.

Q When do we see the plan to raise attendance and track this progress?

ACTION Update on attendance at Tavistock College, review the plan to raise attendance and feedback on attendance tracking and concerns. Summer Term 1.

ACTION: Request to Executive Team and Sarah Jones the Summer 1 breakdown for SEN and PP within those attendance figures.

Sarah Jones and the EWO have fed back that it is about the early help with these families (not really the children). There is less support for the families available now. A Trustee requested that we need to flag up that there is a fundamental lack in investment in agencies which can support families in the community.

SEN Visit of HCC

JS and DC have met with Andrew Sweeney recently. There have been some attendance issues arising from some timetable changes and some children suffering psychologically from an involvement in school life. JS and DC had enquired how the learning support centre was being used and the timetabling issues. Andrew raised the issue of a lack of support and engagement from the wider partner agencies, which there is no easy resolution to. Sam the SENCO at HCC is keeping a close eye on it and SEN has become more central to the conversation now. JS will revisit HCC in the Summer Term to review the situation.

Complaints Tracking document

Jackie Adams will be going on a course to learn about complaints tracking in three weeks' time, so all agreed it was sensible to delay this action until after she had attended the course.

St James C of E Primary School

Confirmation has been received that DCC will allow the transfer to go ahead without the planning consent. However, an indemnity in relation to the works is required. St James and DMAT would want the Okehampton Skills and Sports Trust to provide a letter to detail the indemnity in any event, so this condition is acceptable.

Other issues are regarding the substation on site which DCC are discussing with South Western Power – the plans submitted to LR and attached to their lease were slightly incorrect so they have to be rectified to reflect this.

Other issue - lack of collateral warranty for benefit of St James Or DMAT relating time buildings at St James. This with the church to provide a sufficient alternative.

AF's view in principle is that the Okehampton Skills and Sports Trust are on board and in principle DCC are on board.

The Church needs to come to the table regarding the collateral warranties to be agreed.

The update on the planning permission progress - is that it was delayed due to the allocated planning officer being absent and there was no capacity to transfer the project to another case officer. Tony Leach is now involved and another planning officer has taken it on. However, she has had an objection from one of the existing bungalows re whether the soil levels on the top field are in line with the original planning application. The planning officer requires the measured levels for her files but there should not be much more delay.

DECISION: A Trustee wished it to be noted that he would not be happy to proceed without the collateral warranties being in place. All agreed with this. SK is aware also.

5 – School Improvement Focus

5.1 Vice CEO Report (Including risks identified/Forthcoming changes)

HF thanked GB for his comment re histograms which she had taken on board for future reports.

HF confirmed that she had tried something a bit different this time and had returned to the original success criteria. She has put together the dashboard and the report format has been shown to the DMAT School Improvement Lead (NS), who thought it was an excellent layout.

Q How will you look at the provisions and progress in the small schools – what scale?

HF has triangulated the children's engagement – learnt by talking to the children, understanding how they are retaining learning and clear knowledge progression. She has also looked at the quality of the lesson planning. Ofsted base their inspections on the elements which you would see in a really good curriculum. HF shared it with Headteachers and they were very excited; outcomes are still important but there are other things which are equally so.

Q A Trustee asked for the predictions of admission numbers for primary and secondary to be included as these are crucial both financially but also to assess the flow of pupil numbers coming in and going out.

HF confirmed that she can add this. There will be data going forward on demographics so Trustees can see further ahead. Predictions are normally quite accurate and DCC has useful information on county birth rate trends.

Q HF asked for Trustees' thoughts on the report?

Q A Trustee voiced that she thought the report was certainly developing in the right direction, but would like the inclusion of timelines. Q A Trustee also asked how is this going to layer? How will we see next time what has been achieved? A request to HF to please ensure that it is layered so that Trustees do not lose sight of what has happened previously and outcomes can be measured against the plan i.e. success criteria against the objective and so Trustees can reflect on what has been done.

ACTION: HF to include timelines and layering information in her next Vice CEO report.

HF agreed that she can also go back to add some histograms next time.

Q What is the reason for the green text? Trustees think it is good to have the different colours to differentiate. One Trustee asked HF to consider if any readers might be colour-blind and therefore would not be able to recognise the importance of the differing coloured inks.

Q A Trustee asked if the red was significant? – it would be useful to have the significant issues highlighted in different colours to draw attention to the key issues (i.e. next steps and risks well highlighted). Clarification was required on what the colours meant. In the summer term it is always more difficult for things like exclusions and incidents. HF will look into that and can go back to the safeguarding action report on this. It was noted that incidents of bullying have risen too, but HF is confident that this is not a significant risk; HF is keen to see how schools are analysing the behaviour and how this is logged in different recording systems.

Q Trustees asked whether the ACs are having an overview of these behaviour logs?

The Trustees thanked HF on a good report. A Trustee raised concerns that Trustees need to be mindful of the amount of work requested from the Executive Team. This should be balanced between Trustees receiving full information whilst not asking too much of the team and their workloads, whilst being mindful of their wellbeing.

All hoped that hopefully HF can build on this and continue to add to it and so not have to recreate the same amount of extensive work from scratch.

DECISION: It was confirmed that Vice CEO, CEO and CFOO reports are asked for once a term (per each postholder).

Q Is there some way that we can get this data automatically collected? HF responded that she would like to look at the ways headteachers collate their data and try and find a way to have one channel of data and communication. DC informed that on Monday there is a meeting with SIMS which can produce a 'report on a page', with the detail filed behind it. JS valued the detail and thought the report was a very good starting point. She also considered the earlier point of being able to present layered information was a good one, to be able to show the progress from last time so we can have access to that thread which goes through it and ties it all together.

Workload charter

Re objective 5 – After School Clubs **Q A Trustee asked how confident are we that people are being honest about the workload charters?** e.g. re the after-school provision, it may be beneficial to find a good outside provider as an alternative. One of the benefits of the MAT is to share good practise and sometimes share provisions; smart ways of working reduce the workload.

DC confirmed that even though there is a charter in place, he continues to make challenges at JCC meetings – very positive feedback back from unions. The culture now is that it is healthy to talk about it and challenge.

EBACC

TS requested more information on page 7 re the expectations EBACC and clarification what is meant by 'encouraged'. We need to be clear on what our position is re the uptake of EBACC.

For the next report it would be useful to see what processes/actions are in place to encourage the uptake of EBACC in the sec schools. What do words like 'encourage' actually look like in actions? DC responded that for Okehampton College the 'encouragement' has been through the options evening where it has been explained, but not made the compulsory route. The issue around the EBACC at Holsworthy College is that the year DMAT inherited were all high achieving and had to take a language. HCC are trying to build a robust language faculty. It seems that different strategies are in place at the secondary schools.

Behaviour at Okehampton College

HF has looked at the questionnaires regarding behaviour and produced a report. (see later). She has compared the changes from last year to this year. HF will look into it further alongside Principal, Derrick Brett, and talk to their SLT so HF can understand what is actually happening and make some comparisons. HF is most concerned about staff perceptions. DB has thought the results might be affected because this time, he had asked all staff to complete the questionnaires, not just the teaching staff and it was at the time when there were permanent exclusions. It would be good to dip test and follow up.

DB also put into context the extent to which the staff and the SLT at all levels have had many changes and a frequent staff turnover. Therefore, there is a low proportion of staff who have built up legacies and relationships with the children over a period of time; lots of relationships to start and build and grow and if you have not got a stable core to smooth through some issues and periods of time, there can be difficulties arising.

Dartmoor Federation AC are aware and making appropriate challenges.

5.2 Review Current Risk Register

SK told the meeting the current risk register is an old document and reminded Trustees about the discussions over it and that it was not fit for purpose. As a result, the new software was purchased and this is still in the process of being set up. It has taken much longer than SK and her team had ever anticipated, but there is a lot of information going into it. By 11th March, at the demonstration to Trustees, the new risk register software should be live and there will certainly be a lot of information for Trustees to view on there. The next stage will be for the school to add the risks pertinent to them. Schools

should have existing registers in place and SK will ask them to send their risk registers and she will upload their information onto the new system. ACs will have a login and be able to access it live. SK said that the idea was to get to the point that it can be on a screen available at every Trustee meeting. **Q Will internal audit also interact with it?** SK confirmed that they would have a review of it.

Q Will education performance data be entered into the software as well which can drive the reports and add to the narrative?

The aim is that all the information will be entered into the software over time including educational, LA risks, health and safety issues. SK confirmed that currently they are finalising the categories and she is hopeful that it will be live at the Trustees meeting on 11th March and by the summer term, it will be complete (including information from all the schools) and up and running and we will be using it regularly.

5.3 Monitor progress against the Trust Development Plan

Please see within 5.1

6 Matters Brought Forward at the Direction of the Chair

6.1 To discuss future plans following the resignation notice from the CEO. PART 2 (please see confidential minutes)

i) To discuss timelines for recruitment of CEO, recruitment working party remit and next meeting date (paper to come from Gill Tremain in the form of an email to TS of timeline – will be tabled)

ii) To discuss recommendation from Strategic Review working party (paper to come from JD will be tabled). PART 2

ACTION: TS to inform Members of the latest developments by email.

6.2 Discussion over Portfolio Leads' Positions PART 2

6.3 To approve the awarding of the grounds' maintenance contracts for Schools across the Trust PART 2

6.4 Small Schools Leadership Structure working group – update PART 2

6.5 SCA allocation meeting

This will be held on 26.3.20 in a similar way to last year. One representative from each AC (Chair) will be invited and Trustees. There is an expectation from outside agencies that the majority of the SCA should go to Tavistock College as it is by far the biggest health and safety risk. A director at the EFSA has been advised that some blocks at the College may need to close. Their advice has been to use the SCA allocation but SK had raised that there were other health and safety issues in other Schools in the MAT and the SCA allocation could not be used solely for one school. EFSA ministerial approval can make decisions therefore spending on Tavistock will be cautious unless it is immediate as it will give weight to any ministerial decision.

ACTION: MT to invite AC representatives to attend the SCA Meeting on 26th March.

6.6 Central team budget setting working party

SK has asked for Trustee involvement as last year, concerns were voiced that we were not transparent enough with setting the central recharge. Therefore, SK suggested that Trustees should come and see how the central recharge is made up and report back to the Trustees to demonstrate what they will be getting for their money. TS and PS will attend on 2/3 1.30pm at Wardhayes.

6.7 Request that the Trust considers under conflict of interest - membership of the Masons.

There had been a request that membership of the Masons should be declared within the conflict of interest/business interest section of a meeting. **The Trustees asked what is the national advice on this and good practise – does it need to be declared?**

ACTION: SK will ask the auditor's professional opinion on this and report back to Trustees at the next meeting.

6.8 Coronavirus

Yesterday, all schools were supplied with posters on germ management guidance (handwashing for at least 20 seconds) from the DFE and guidance sent out to parents. Latest guidance is updated online and currently changing at 2pm every day. The link to the online guidance has been given to parents. Joe Wood is monitoring the link as well and will inform if there is

any drastic new changes or advice. There is no need currently to keep children off school. Staff will get sick pay in line with our sickness policy if they have a doctor's note.
This will need to be added to the risk register.

7 Trustee Board

7.1 Update report from Safeguarding Lead with risks identified and rag rated

It was noted that it was positive to see the checks have now turned green. There is an action plan for each of the schools and **a Trustee asked whether the actions at audit are now completed and followed up by Jane Lake?**

There does not seem to be an update from Highampton.

ACTION: Jane Lake to supply update on Highampton Primary School

Q When is the next check on the SCR? Will there be more training provided in order to carry it out?

Jane is going to deliver the training out to ACs and Headteachers and ensure all are upskilled to check shared responsibility. It was also noted that it was good to see the sampling on CPOMs and issues highlighted which require improving and which are good.

CPOMs comes with training and it is very useful; Trustees raised that it would be good to see this in Summer term.

7.2 Feedback from Members AGM

IC reported fed back that it had been a good meeting with excellent questions raised and a good turnout with 18 people in the audience plus Trustees. Trustees remarked that that DMAT is fortunate to have such strong members, who are aware and make effective challenges. SK was thanked and congratulated for the clean audit which had been the main focus of the AGM. Members had asked questions on this. **TS asked IC if there was anything to learn from regarding the AGM going forward?** He advised that it is best practice when you write the Trustees report to ensure you have consideration throughout for the annual accounts. There had been a request that the papers for the AGM should be send out with the AGM official notice to AC members, but clarification had been sought and these should be sent to Members and Trustees and then publicised on the DMAT website plus made available at the meeting.

Next year it can be considered whether individual focus reports should be written as it will be a complete year without the committees.

7.3 CEO/Vice CEO Appraisal Performance Management Meeting

A date before Easter has been set for the CEO's and Vice CEO's appraisals (TS and AF). JD and DC have completed SK's appraisal.

7.4 Schools joining the Trust:

St James Primary School Update (see under Item 4 Matters Arising)

DC reminded Trustees that he was continuing to have conversations with 2 Torbay schools who had shown an initial interest in joining DMAT. A meeting is pending with the Chair of Governors and the Headteachers with DC. Advice will be sought from the RSC.

Another primary school is also making enquiries.

TS suggested that once the review has been completed, it would be good to have a Trustees strategic morning for future planning and development.

ACTION: MT and TS to plan further and send out doodle poll ahead of time for dates at the end of May.

7.5 Trustee Visits/ Trustee Visit Reviews

- JS has had 2 visits to Holsworthy College and Okehampton College with DC to discuss aspects of SEN provision, the quality of planning and issue around support relating to that. JS will write a visit report and then circulate but it will be quite generic as the detail would not be appropriate to share at this level.

ACTION: JS to write a report following her SEN visits to Okehampton and Holsworthy Colleges.

JS asked the meeting if the Trustees were in agreement with her attending the next NGA SEN forum which meets 2/3 times a year in Birmingham, with the next one in April.

DECISION: All agreed to JS attending this forum meeting on behalf of the Trustees.

- TS has been to Tavistock College with DC and met with Sarah Jones. SJ gave TS a tour of the buildings, highlighting the issues they were having over safety and condition of buildings. TS had found it very interesting and learnt about the subtle differences regarding the College and the contrasts between the other two secondary schools in the MAT.

7.6 Feedback on any complaints made – PART 2

8. Policies/Documents – Review and Approve

8.1 Social Media for Staff Policy

This was approved by the Trustee Board.

8.2 Conflict of Interest Policy

This was approved by the Trustee Board.

8.3 Code of Conduct for Volunteers Policy

This was approved by the Trustee Board.

8.4 Gifts and Hospitality Policy (new limit)

This was approved by the Trustee Board.

8.5 Protection of Biometrics Information Policy (statutory)

This was approved by the Trustee Board.

8.6 Looked after Children Policy

This was approved by the Trustee Board.

The policies had been reviewed and approved on block by the Trustees.

Q A Trustee asked if there could be a tracking cover document which would highlight small amendments within the policies to make it easier for the Trustees to see and discuss/approve any changes.

ACTION: NM to produce a tracking document in the future to highlight small changes to policies.

9 Academy Committee – Minutes

9.1 AC Completed Skills Matrices – This is still outstanding from Dartmoor Federation.

ACTION: Dartmoor Federation Clerk and Holsworthy Clerk to provide skills matrix for the AC as a whole for the next meeting.

9.2 Review and questions/issues raised in AC minutes

These were raised and answered in the document created by MT.

9.3 Minutes – Dartmoor Federation AC – No minutes produced since the last Trustee meeting.

9.4 Minutes – Holsworthy AC - No minutes produced since the last Trustee meeting.

9.5 Minutes – Okehampton Primary AC

There was a discussion whether catchment areas can be easily changed. This went out to consultation with schools re the determination of the admissions and nothing came back from the consultation. The Trust has agreed the admission policy for the Schools on the basis there was no comments back from consultation.

9.6 Minutes – Tavistock AC - No minutes produced since the last Trustee meeting.

9.7 Minutes – Three Hares AC - No minutes produced since the last Trustee meeting.

10 – Date of Next Meeting

The date of the next Full Trustee Board Meeting (Resource Focus): 12.03.20

The meeting closed at 7.55pm.

Action Table from 27/2/2020		
WHO	WHAT	WHEN
PS/DC	To arrange a walk around with Geoffrey Cox at Tavistock College. (delayed due to election)	27/3/20
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
NM	To provide Records Management Policy for Trustees	When released
SK	To design and implement the Staff Absence Report for the Summer Term	Summer term
AF/SK	To have a meeting to unpick the issues involved with Tavistock Athletics track and AF will produce a diagrammatic diagram including issues, impact and timelines and then report back to the Trustees. AF will liaise with IC to see what the position was currently	DONE
AF	To investigate further the issues surrounding Tavistock Athletics track and to bring a report after finding out more information.	ASAP
SK/JANE LAKE	SK to request full report from Jane Lake every term and updates with summary table for every meeting.	DONE
DC/Jackie Adams	To provide a document tracking complaints so Trustees could easily see their progress through the system, once she has attended her training course.	Summer Term
MT/IC	To investigate the possibility of providing a conference call facility at meetings.	DONE
GB	To provide for SK an example of a specimen which contained three levels of risk (risk appetite) for inclusion in Risk Management Policy.	ASAP
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.	ASAP
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	12.3.20 (next meeting)
HF	Risk identified re Attendance at Tavistock. HF to provide an update at the next meeting.	DONE
DC/Andrew Sweeney	DC to ask Andrew Sweeney to supply feedback on the Holsworthy SEN review.	DONE
HF	To provide report on risk identified (behaviour at Okehampton College).	DONE
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. (4 outstanding issues)	Ongoing
SK	To circulate/organise a date for a demonstration of the new risk register software.	DONE (11.3.20)
SK	To provide the current risk register (in whatever format) for the Trustees at the next meeting.	DONE
GB/Nuala McDermott	GB to contact NM and work on the wording of 2 different documents or one policy with different paragraphs within.	ASAP
MT/CH	Holsworthy Clerk to provide skills matrix for the AV as a whole for the next meeting	12/3/20

Full Trustee Board Meeting (School Improvement Focus) 27.2.20

PS	To raise at the next Tavistock AC meeting, the Trustees concern regarding attendance rates at Tavistock College.	ASAP
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 layering information in her next Vice CEO report.	Summer Term
TS	To inform Members of the latest developments regarding the review by email.	ASAP
MT	To invite AC representatives to attend the SCA Meeting on 26 th March.	ASAP
SK	To ask the auditor's professional opinion on membership of the Masons and conflict of interests and report back to Trustees at the next meeting.	12.3.20
Jane Lake	To supply safeguarding update to Trustees on Highampton Primary School	12.3.20
MT/TS	To plan further and send out doodle poll for Trustees Strategic Development morning ahead of time for dates at the end of May.	ASAP
JS	To write a report following her SEN visits to Okehampton and Holsworthy Colleges.	ASAP
Nuala McDermott	To produce a tracking document in the future to highlight small changes to policies.	ASAP