

Full Trustee Board (School Improvement Focus) – Part I Minutes							
Date/Time	30 th January 2020 4.00pm	Location		Okehampton College			
Attendees	Initials	Attendees	Initials	Attendees	Initials	Attendees	Initials
Philip Sanders	PS	Tania Skeaping	TS	Jeanette Savage	JS	Daryll Chapman	DC
John Lawlor	JL	Jane Dumeresque	JD	Graham Briscoe	GB	Amanda French	AF

Apologies	Initials	Reason
Rebecca Ledger	RL	Work Commitment
Ian Courtney	IC	Away from the area

ACTIONS
DECISIONS
QUESTIONS AND CHALLENGES

In Attendance	Initials	Reason
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 RL and IC.
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 (Resources focus) held on 19th December 2019 were agreed and signed as correct by AF. (AF was Chair for the meeting). Part 2 minutes were distributed in paper form and agreed as a true record. These were signed by AF and collected up by MT.
4 – Matters Arising

Trustees reviewed the action table from the meeting on 19th December 2019 and MT will update the table to display actions completed.

Re Tavistock Athletics Track – AF had investigated the current situation and the background to this issue and discovered significant layering of a number of agreements which intersect in interest. She explained that in some areas the Trust's hands are tied. AF would like to bring it back to start to look at the basic principles and questions; she would also focus on the fact that the land has not been transferred to DMAT, so there may be more room for manoeuvre re liability. She would like to get that information before she makes a recommendation regarding the pitch etc. There are currently missing links and further information to unpick. It seems issues were missed at the due diligence stage. **A Trustee questioned whether the missing information was able to be found?** AF thinks that she will be able to uncover further information. **A Trustee asked who had been involved in the conversations up to now?** AF responded that the Trust had been represented by Sarah Jones, the Tavistock AC and Ian Courtney. There is an inspection due on the condition of the pitch; if the pitch condition is safe then it would need to be replaced in an approximately 2 years' time. The maintenance i.e. the cleaning of the pitch is the College's responsibility and costs £2000-£3000. **It was asked who strategically within the MAT should be driving forward these issues?** The Trustees requested clarity on who is leading this project. It was recommended that one person who has a strategic overview should lead this with legal support and advice. The issues sit under SK and Alan King.

ACTION: Replace previous action as the Tavistock meeting has occurred and replace with AF to bring report after finding out more information.

PS raised that he may need to declare an interest further down the line as a member of DCC.

Re Small School Leadership Structure and Working Group – PART 2

Safeguarding Portfolio Lead Update report – The Trustees were pleased to receive Jane Lake's update report and asked for a full report every term with update reports at each meeting. The update report could just be a table with risks identified, rag rated and with additional notes (but be broader than just SCR issues). The chronology would not be required within the update reports.

5 – School Improvement Focus

5.1 CEO Report

DC had distributed his CEO report to Trustees via SharePoint. Trustees thanked DC for the informative report. The following comments/challenges were made by Trustees:

Re Attendance – Attendance at Holsworthy College was noted, but also that even 4-5 persistent absentees can affect a secondary school of HCC's size quite dramatically. The attendance had improved however. Tavistock College was low last year and has not improved. DC confirmed that the data was the previous term's attendance. **A Trustee asked whether the attendance data at North Tawton had been correct in the previous report?** DC believed it was accurate but reminded the Trustees that in small schools, just a few children absent can affect the overall percentage figure significantly. Okehampton College's attendance rate had improved and this was a significant achievement even to produce a small improvement. Okehampton College has funded an external agency to help achieve this result. **A Trustee asked whether this should be rolled out to Tavistock College.** Tavistock has a different issue with a specific cohort affecting the attendance data. HF has been working with Sarah Jones. There has also been an issue with local GPs signing children off school in reaction to mental health issues so HF intends to open up communication channels with outside agencies to understand the situation fully in the wider community. GPs are trying to provide more mental health support with teenagers and work in partnership with other agencies. There is real difficulty to offer extended PSHE support in schools due to budget limitations It is unfortunate that we do not have a link with some of the feeder schools to Tavistock College, such as Tavistock Primary where it would be valuable to start dealing with some of these issues before the children reach secondary level.

Trustees requested the figures around persistent absenteeism from Tavistock College. DC confirmed that data collections on a termly basis have all the detailed information if Trustees want that level of data. It was agreed that a detailed summary at the front of the report would be useful, which alerts Trustees to anything of concern in the detailed data in the body of the report. Trustees agreed that Ofsted will want us to know about persistent absentees in our schools. It was agreed that there were signals within the questionnaires collected, which must be linked with attendance.

ACTION: DC to produce a front summary page with risks and alerts highlighted to alert Trustees to matters of concern on his next CEO report.

ACTION: Risk identified re Attendance at Tavistock. HF agreed to lead on this and continue the work she was carrying out with the School and the EWO. She will provide an update at the next meeting.

RE Data

Primary data – phonics data particularly at Bridestowe is not looking good but there is hope for future improvement. HF outlined the rigorous moderation being carried out and the reports/feedback - looking at reading, writing and maths; there was only one school which did not attend. HF and DC have spoken to the Executive Headteachers and the actual teachers; they take work on the cusp and compare and contrast what they feel. Teachers fed back very positively and found it very useful. There was a focus on Y2 and Y6 and Y5 will be next. Phonics is tested on a half termly basis. Bridestowe and North Tawton Primaries - the combined age-related last year progress was satisfactory but attainment is looking much improved.

In the Primary data, SEN has been identified as a priority. The Trustees agreed that we should break down the figures and ask whether we are happy that leaders in schools are looking at SEN and the attainment levels. This is high priority and we should be looking at methodology for perhaps a traffic light system of the progress made and ways to express progress in the curriculum across the board. It has been triangulated across with Neil Swaint and the Secondary Headteachers are meeting on 27/2 and looking at a traffic light system.

There has been an update from Neil Swaint today about an update regarding Ofsted and mock data snap shot. Across the three colleges, we are anticipating just 3 children with SEN will achieve 9-1 GCSE. **Trustees asked how do we improve this?** It was agreed that the Trustees cannot analyse all the SEN data at school level but the SEN Lead Governors in the ACs need to have the confidence and experience to ask the right challenges and find out about the classroom teaching and learning e.g. how often is the SENCO actually in the classrooms advising modelling.

What as Trustees should we be doing to check? The ACs see their school improvement minutes before the Trustees and HF reassured that the schools were aware of the issues and priorities. This is the first data drip from before Christmas and they will be reviewed by the whole AC boards. JS highlighted that Babcock do a governor checklist which the ACs can use to ask the Headteacher the right questions and there has been one developed for the SEND framework for support and development.

Trustees reiterated that SEN is incredibly important to DMAT and that it must be acknowledged the prior attainment before some SEN pupils came in to the MAT – we must not expect the unattainable. The proportion of SEN pupils who also have EHCPs needs to be broken down. DC hones in on the progress measures and agreed that the progress is disappointing but reminded that this is a small cohort in numbers and does not reflect the detail. There is a need to be forensic and we have to make sure when we analyse the numbers, we remember it is about the individual child getting the best deal and DC will be asking the Heads and teachers these questions. Is the quality in the classroom good enough? Caution against how attainment is measured – need a further breakdown ideally of the groups of children.

A Trustee challenged that the real detail is for DC and the Executive Team - A risk has been identified and we need to target what are the Trustees doing to monitor it. ACs are told that there are only sufficient funds to tick the legal boxes which we have to do for SEN children and that schools do not have the resources to go beyond that regarding staff numbers and hours. Resources have been cut and the funding has not come back in, so are we comfortable there is enough funds for SEN? We may need to release money from somewhere else. This is a continued risk and support needs to be ongoing with ACs so they are able to challenge schools about their SEN provision. Holsworthy College had their SEN review and actions were noted. A Trustee asked if there is a planned update on that?

ACTION: DC will ask Andrew Sweeney to supply feedback on the Holsworthy SEN review.

So what? question was raised. What are we doing with the information/data we receive on SEN – who is tackling SEN and Pupil Premium? We will be having reviews at all the schools; Okehampton has had a review and we need an answer about what plans will be put in place to solve the issues and we need to challenge it.

A future agenda item will be to discuss the feeder schools outside the MAT for our secondary schools and find how we can have a bigger influence on them at this stage (particularly Tavistock College where the majority of the Y7 pupils have come from primary schools outside DMAT). It was agreed that we cannot force their involvement if they are outside the MAT but

it would be positive if we can improve communication channels and relationships with local schools, although this may not be an easy exercise.

DC concluded that the Primary data is looking promising and estimations about the Secondary results may not be accurate as there is still some time before GCSEs. DC reflected that the current data regarding Holsworthy is slightly unfair as the College is making improvements. If the Holsworthy predictions come true then the results would be satisfactory. Mock results will inform further. Okehampton and Holsworthy Colleges are working on those forecasts and Tavistock College has given a snapshot. JS expressed concern over SEN data. **The Trustees asked DC if these results were satisfactory for the middle of the year or should we be concerned as a Trust?** – DC said it was a work in progress and is an ongoing focus across the executive headteachers and headteachers.

5.2 Questionnaires

Staff questionnaires – **A Trustee asked when will we get a full report about the responses and what we action will be taken?** All agreed there were some worrying responses. What are we doing as our responsibility as employers of our staff through the CEO? HF through coaching of executive headteachers and they are currently in the middle of that. **It was asked if they are doing it in relation to the strategic direction that we are going? Where is our guidance through the leadership team to senior leaders who are charged to do that?** DC reported that the Executive Team have gone out there and got more responses. They know what our stances, objectives and guiding principles are and reinforced that staff morale and direction is their priority. Once again, the approach of **SO What?** questioning was raised. The process is underway. Re the Headteachers – HF has amended the action plans they already have in reaction to the questionnaires. **A Trustee asked HF on seeing the questionnaires, is there anything that she would like to be highlighted as a risk?** Behaviour at Okehampton College was flagged and Trustees will await a report from HF on this. The Executive Team highlights and red rings but Trustees need alerts.

ACTION: HF to provide report on this risk (behaviour at Okehampton College).

It was decided that going forward questionnaires and detailed reports would have a front summary page with risks identified for Trustees' attention.

5.3 HCC SEND Report

See above – Report received. Andrew Sweeney to supply feedback on the SEN review at HCC.

6 Matters Brought Forward at the Direction of the Chair

6.1 To discuss succession planning & Trustee vacancies following the resignation notice of the Chair of Trustees. PART 2

6.2 To discuss future plans following the resignation notice from the CEO. PART 2

6.3 Tavistock Athletics Club Proposal – see under 4

Update report from Safeguarding Lead focusing on SCR compliance – see under 4

Members AGM – All welcome. 13.2.20. 4.30pm. MT had distributed the formal notice and the agenda. She has also made AC members aware that they were very welcome to attend. Several had said they would be interested in coming. It was felt that this meeting had not felt open or publicised enough before so hopefully this year (second AGM) there would be more attendees. If the Articles of Association require amendment, due to the new SoD terminology, then the AGM is the only time that this can be undertaken. AF said she would look into this.

7 Trustee Board

7.1 Feedback from SoD Working group meeting and next steps re the draft Scheme of Delegation.

This had been a positive, final consultation meeting with representatives from the ACs. All had raised questions and DC had led the working group participants through the document. Members from the AC thanked DC and MT for their efforts to ensure all had been consulted and that changes to the document had reflected that DC had really listened to ideas and

feedback. DC confirmed that this was a live document which would be reviewed annually. His aim was to release the document by 7.2.20 after it had been checked by the solicitors. It was important that this was now a matter of urgency so that all schools and ACs were using the same document and the same language across DMAT.

There had also been useful feedback given about the structure of the Governance Conferences going forward. The last one had been useful and a good opportunity for networking and meeting members from different ACs. Thoughts for the next Governance Conference - less time given to presentations and more time for sharing good practise and networking. AC members should be seated in mixed groups and not within their own ACs. Complaints handling would be the topic of the next conference, as requested by AC members.

Schools joining the Trust: St James Primary School Update

St James are now working to a date of 13.3.20 to join DMAT. Following IC's letter, DCC have agreed to accept the points he made and the sole issue remaining, which is preventing St James joining the MAT is still the planning permission being granted for the pitch. A local councillor has chased the planning permission on our behalf and discovered that it had been delayed, as the allocated case officer was on long term sick leave. It has now been given to a new planning officer. Concern was noted that the Trustees' current link to the Okehampton Skills and Sports Trust was IC, who would soon be leaving DMAT so who would take this forward?

Clash of warranties – need the Diocese to be involved and to help in resolving the remaining issues.

ACTION: HF, SK and AF to write an email listing the concerns and inviting the Church to come to the table and update the timeline.

7.3 Merge of St James and Okehampton Primaries GB.

It had been decided that the merge of the 2 Governing Boards would wait until St James had joined DMAT but in the meantime they would work together where possible.

7.4 Trustee Visits

JL has completed his visits to all the Primary Schools in the MAT and voiced the importance of Trustees getting out and about and visiting the schools, recognising the individual ethos of the schools and meeting the staff.

7.5 Feedback on any complaints made

- One complaint has come back in again to Tavistock College which DC has picked up and so far, after meeting with the family, DC believes it to be resolved.
- Complaint re a school trip to Japan (Tavistock College) has been concluded and the correct process had been followed.
- Hf has completed an investigation and there are some unresolved issues.
- There has been a complaint around a permanent exclusion and the risk of a tribunal but there is no further risk regarding this complaint identified.
- Reminder – The new Complaints Policy has been introduced to place the resolution of the issue with the School and if necessary with the AC. It is the Trustees' role, if required as a last resort, to only check the correct process has been followed (if necessary) and not revisit the subject of the complaint.

Nuala is currently working on a risk register as a priority. **A Trustee asked whether risks in terms of school improvement would be included? There was a further query asking what is the status of the new risk register format?** As Trustees it is essential that the Trustee Board knows there is a risk register in place. SK said that new risk register software is in the process of being installed and populated with information, which is an extensive piece of work. She would like to deliver a demonstration of what has been created so far, to enable Trustees to understand the new structure. JL said that the team had prioritised undertaking the condition surveys, but all agreed that attention now needs to shift into highlighting risks to DMAT e.g. the recruitment of a new CEO is perceived as a risk.

ACTION: SK to circulate a date for a demonstration of the new risk register software.

The new risk register will be an agenda item at the Audit committee meeting on 16.4.20. Significant risks need to be flagged for Trustees' attention.

ACTION: In the meantime, Trustees requested from SK the current risk register in its basic form (a simple spreadsheet of the current risks to the MAT) for the next meeting 27.2.20. Trustees need confirmation that there is a risk register in place (in whatever format) and a summary report with significant risks graded and highlighted.

8. Policies/Documents – Review and Approve

8.1 DMAT Discretions Policy (LGPS) v1.2 DRAFT

This was approved by the Trustee Board.

8.2 DMAT Code of Conduct Trustees and Governors v1.1

A Trustee raised that there should be a different Code of Conduct Policy for the AC Governors compared to the Trustees as they have different roles and responsibilities; one document for both did not seem appropriate. Therefore, this policy was not approved.

ACTION: GB to contact NM and work on the wording of 2 different documents or one policy with different paragraphs within.

8.3 DMAT Code of Conduct for Parents and Social Media Use statement

A Trustee asked if we had a similar policy relating to staff? It was confirmed that this is called the Acceptable Use Staff (Staff and Pupils) and had been approved at an earlier meeting.

This was approved by the Trustee Board

8.4 DMAT Whistleblowing Policy

This was approved by the Trustee Board.

8.5 DMAT Procurement Card Policy

This was approved by the Trustee Board.

9 Academy Committee – Minutes

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

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

9.2 Holsworthy AC Governor Applications and skills matrix – Trustees agreed that as Holsworthy AC had recently lost some governors and as numbers were short, that they would approve these latest new governor applications, but they would be the last new governor applications approved without an accompany skills matrix (individual skills matrices for the new governors and the current AC skills matrix showing where the new governors will fulfil skills shortages in the current AC). **ACTION: Holsworthy Clerk to provide skills matrix for the AC as a whole for the next meeting.**

9.3 & 9.4 – Minutes had been received from Holsworthy AC (9.1.20) and Dartmoor Federation AC (21.11.19 & 6.12.19)

9.5-9.7 – No Minutes had been received from the other ACs.

10 – Date of Next Meeting

The date of the next Full Trustee Board Meeting (SI Focus): 27.02.20 & Please note AGM will be on Thursday 13 February at 4.30pm

The meeting closed at 8.06pm.

Action Table from 30/1/2020		
WHO	WHAT	WHEN
PS/DC	To arrange a walk around with Geoffrey Cox at Tavistock College. (delayed due to election)	ASAP
HF	To organise a working group to look at the small school leadership structure going forward.	DONE
JL/IC	To carry out final independent review of Executive Team Pay Policy	DONE
MT	To remind the AC Clerks for the continued need to move into Part 2 meeting and minutes if there is any identifiable discussion regarding pupils, parents of staff.	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.	Spring Term
NM	To provide Records Management Policy for Trustees	When released
JS/IC	To prepare a draft report and forward it to IC in time for the AGM	DONE
SK	To design and implement the Staff Absence Report for Autumn term 2	Spring 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
TS	To ask Dartmoor Federation AC to prepare an update on the Athletics Track project for the Trustee Board.	DONE
DC	To provide SEND report from HCC for Trustees' review.	DONE
SK/JANE LAKE	SK to request full report from Jane Lake every term and updates with summary table for every meeting.	ASAP
SK	To send the draft Scheme of Delegation to solicitors for them to review.	DONE
MT	To distribute all questions and answers from the Governance Conference once they are fully typed up and any few remaining questions have been forwarded to the Panel for answering.	DONE
DC	To provide a document tracking complaints so Trustees could easily see their progress through the system.	ASAP
MT/IC	To review the frequency of meetings for the remainder of the year.	DONE
MT/IC	To investigate the possibility of providing a conference call facility at meetings.	ASAP
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	30.4.20 (Next SI Focus Meeting)
HF	Risk identified re Attendance at Tavistock. HF to provide an update at the next meeting.	27.2.20

**Full Trustee Board Meeting
(School Improvement Focus)
30.01.20**

DC/Andrew Sweeney	DC to ask Andrew Sweeney to supply feedback on the Holsworthy SEN review.	ASAP
HF	To provide report on risk identified (behaviour at Okehampton College).	ASAP
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.	ASAP
SK	To circulate/organise a date for a demonstration of the new risk register software.	ASAP
SK	To provide the current risk register (in whatever format) for the Trustees at the next meeting.	27.2.20
GB/NM	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	ASAP