

# Full Trustee Board Meeting (School Improvement Focus) 25.06.20

(virtual)

Full Trustee Board (School Improvement Focus) – Part I Minutes							
Date/Time	25 <sup>th</sup> June 2020 4.00pm	Location		Wardhayes, Okehampton College and via Microsoft Team (due to Covid 19)			
Attendees	Initials			Attendees	Initials		
Morgen Witzel	MW	Tania Skeaping	TS	Jeanette Savage	JS	Daryll Chapman	DC
John Lawlor	JL	Jane Dumeresque	JD	Graham Briscoe	GB		

<b>ACTIONS</b>
<b>DECISIONS</b>
<b>QUESTIONS AND CHALLENGES</b>

In Attendance	Initials		Minutes to
Susanne Kiff	SK	CFOO	Attendees
Hazel Fox	HF	Vice CEO	Apologies
Melissa Trudgill	MW	Governance Manager	

Meeting started at 4.10pm

Please note that Trustees agreed for the meeting to be recorded for minute taking and it was deleted on 29.06.20.

<b>1 - Apologies</b>
Apologies were received from Philip Sanders and these were sanctioned.
<b>2 – Declaration of Interest</b>
All Trustees present were reminded to declare any conflict of interest that may arise during the meeting.
<b>3 – Agree and Sign off Previous Minutes</b>
<b>Minutes from:</b> Full Trustees meeting (Resources focus) held on 21 <sup>st</sup> May 2020 were agreed and will be signed by TS in person when Covid 19 restrictions are lifted.
<b>4 – Matters Arising</b>

**Points made on Action Table:**

- DC raised that currently only historic complaints are being dealt with by the Executive Team which were in the pipeline before the policy change. Complaints are now dealt with at School/AC level. JL remarked that from an audit point of view they would still need to be tracked. Once at Trustee level they would become part of the Board's responsibility to form a panel and ensure that the complaints processes had been done correctly.
- Clarification was sought regarding the action: summary page for the CEO report. This was a short summary of headlines and alerts on the front page of the report for Trustees to focus on. JD and GB confirmed that they would still need 10 critical risks from the risk register, but this was a different action and suggested that the Executive Team should highlight a list of top 10 KPIs. It would be preferable for the CEO and Vice CEO to highlight the risks and then Trustees can add to them.

**ACTION: CEO and Vice CEO to provide list of top 10 KPIs and risks for Trustees' attention.**

**4.1 CEO update about Covid 19 (operations) including numbers in schools for Years:****R/1/6/10/12, EYFS, Key worker children (all years), Vulnerable children (all years)**

Attendance figures had been given in a table for all schools.

DC made the following points to accompany his report:

- Focus is on the remaining few weeks of term and September. Guidance to secondary schools states that they should only take 25% of Year 10 children and year 12s at any one time. Tavistock College have proposed for Year 9s to come in as they still have spaces remaining after the priority years of 10 and 12. DC has spent a lengthy time on the phone with the DfE and eventually they have said no to this proposal. The only thing permitted is to have these children come in for one to one meetings with teachers or parents' meetings (such as an academic review). Trustees noted and thanked Sarah Jones for her plan which had been circulated to the Trustee Board. **Q JL asked what was the reason for this not being permitted?** DC said the DfE officers he had spoken to said that the guidance had to be adhered to and older children were more likely to be transmitters of the virus and so their numbers had to be kept to a minimum, with just the exam year groups considered for places. DC and Trustees agreed this was frustrating as there was enough staff and space at Tavistock College to accommodate more children. **Q TS said can we get more of the vulnerable children in across the secondary year groups?** DC said that Holsworthy College had been actively targeting those vulnerable and key worker children and there had been an increase of year 9 children attending school. All the secondary schools are going to have face to face meetings with children in different year groups which is permitted, before the end of term.
- Numbers have stabilised across schools, with the existing provision. Okehampton Primary had not been able to take all the Year 6 children, but some of those offered a space, did not attend; the School has been proactive in asking these families to confirm whether their place was needed or not, so that it was freed up for other children. Now all the Year 6 children who want a place, do have one. DC has asked if the School has any further space for other year groups, but this will depend on the 2m distancing rule/room/ staffing capacity.
- HF added that individual children with specific needs have had extra visits as part of transition preparations (sometimes outside normal school hours) and the chance to meet their new teachers.
- **Q TS asked if local charities and volunteers could be approached to help with continuing the hamper system through the summer holidays to give the DMAT staff a break?** Several Trustees volunteered their time and local charities will be approached to see if they could help. DC said during the holidays the hampers might be delivered to central points around the DMAT area for parents to collect them in order to save some time.
- DC is planning for a full return in September. Mitigating risk will have to be looked at such as face covering. Full return is only possible without social distancing. TS said a blended offer will continue to be important if families still have to self-isolate with symptoms.

JS entered the meeting at 4.31pm.

- JS reported that at a recent meeting DCC have pushed for further clarification around expectations in attendance and for any national guidelines for transitioning back in September or whether decisions can be made locally. DC intends to keep in touch with staff on a weekly basis through the summer holiday, but he is hopeful that information will come out before the summer break. **Q TS asked if Trustees will be needed to ratify anything during the summer break?** DC said this might be the case and TS therefore encouraged Trustees to check their emails regularly.
- **Q JD asked HF if there was a list of families still requiring laptops?** HF sent a questionnaire to Headteachers to categorise those where the laptops were needed urgently and requests where it was desirable but not the

greatest need. **Q JD asked how much funding was needed to supply the laptops?** There was hope for some funding from a local charity which Okehampton schools could apply for. JD suggested that companies, which parents worked for, could be approached to sponsor technology for the pupils.

**ACTION: HF/JD to produce a fundraising letter to go to local companies. (i.e. letter will outline: as a response to Covid, this is what we have learnt and in order for pupils to catch up, more access to technology at home is required).**

- **Q GB asked if DC had heard anything more about government funding allocated for one to one tuition?** £650 million will be distributed which averages at £91 per pupil, but the year 7 catch up funding has been taken away, so the net effect is £80 per pupil. This will come in 2021/2022 budget. DC said catch up is a longer-term strategy which continues to teach onwards progression whilst plugging the gaps that have occurred during this period. When the detail comes through there will be a plan for and decision can be made by the Executive Team and it can be reported to Trustees in a CEO report.

## 5 – School Improvement Focus

### 5.1 Vice CEO Report

School Improvement including:

#### 5.1

- **Monitor progress against the Trust Development Plan**
- **Results of remote learning surveys in schools**
- JL, as SI Lead Trustee and following a meeting with HF, asked Trustees if they had any questions on her report. HF had an action to come up with KPIs for SI which will be built into the risk register system.
- HF has been working on a monthly action plan for SI, which has gone out to consultation with Headteachers. It includes a standardisation of tests across all primaries, assessments for secondary schools and use of the Fisher Family Trust for targeting, assessments to find out where the children are, seeing where the children should be and highlighting where accelerated gap filling is required. HF has researched the organisations which offer well-researched, best interventions and the best value for money. HF is planning a conference for the end of September which will address how to provide the best blended learning experience. **Q JL asked HF to elaborate on blended learning?** HF said this was about learning both at school and at home and she believes this will be an ongoing approach since Covid; there are opportunities for children who are hungry to do additional learning and others who have different needs and we need to signpost and offer online learning as a supplemented learning tool. It needs to be celebrated all that the teachers have achieved with online learning and important to share best practise in this area. **Q TS asked how will HF incorporate the teaching school in this?** HF is defining what our MAT offers for SI and is writing an offer detailing what schools get for their funding and it will go into the website. **Q GB wondered whether we can sell some of our lessons learnt through the teaching school?** HF said she has been researching the teaching school offer and programme for next year and HF can see some gaps. She is putting together extended options with Neil Swait and looking at how the teaching school can be used to support the best offer. The headteachers will have a menu for the next academic year which will list the MAT offer, and then what is provided by the teaching school and Babcock. There will be layers of mandatory CPD training and then options to choose from. HF will be taking this out to Headteachers and asking if they can see any gaps in the SI plan; she will present it to Trustees in September. She anticipates that the impact will fit into the SI Strategic Plan which she wrote last Summer so it all fits together.

MW entered the meeting at 4.52pm.

- **Q TS asked how were the curriculum groups working remotely and how were they progressing?** HF said they started with a task to do to write progression of skills and knowledge within the new curriculum but she wanted to ensure that there was a clear reason for the groups to meet i.e. minuted, outcomes, plans so they have a direction. Headteachers have agreed on the rationale and are on board to commit time for their staff. It will be blended with the work being done by the teaching school. **Q TS asked re the curriculum does she have a timeline**

**for the cross phase and when is it?** It will be a mixture of virtual and physical meetings and HF intends this to be at the next meeting and this goes for Headteacher meetings as well.

- **Q GB asked re SIAMS inspections – do we keep this document up to date and track likely dates for inspection?**  
HF is looking at how strengths in some schools, which can be shared with others; there is a Headteacher who will be leading on this as she has undergone the training on the new framework and a meeting with other C of E schools has been arranged to share good practice and carrying out peer reviews within the SIAMS framework.
- **Q JL asked for an update on progress to end up with of a standardised tracking system across the whole MAT?**  
SK and DC had looked into what SCOMIS were offering via SIMS; the benefit of this would be that all data would be pulled from one place. This product will be ready shortly and HF will be attending a seminar on the package next week. She will also be researching resources available from the Fisher Family Trust for secondary schools. All agreed that a single common system was needed across the Trust. HF said in the meantime, standalone tests will be used (hard and moderated data). She will have a baseline for September so progress can be evidenced going forward; she is aware that when Ofsted visit the MAT, in the absence of back data, the Trust will need to be able demonstrate that we know that our attainment and progress is on course. There will be further training on different topics for AC governors and demonstrating their impact on SI. **Q JL said when can Trustees expect a demonstration of a common tracking system?** HF will have solid news on this at the next SI Focus Full Trustees Meeting.
- **Q GB asked whether the Trust were moving ahead with the implementation of the new sex and relationship part of the curriculum in September and whether there was any training set up for AC Governors and Trustees?**  
HF responded that she had been running a PSHE group (Primary and Secondary). Secondary schools had reviewed this part of the curriculum last year and primaries are on track; a policy has been used based on the Church of England model policy. There is an extension for the new programme and this gives Headteachers a bit longer to consult with parents. HF said training for Governors and Trustees was on the agenda after the consultation period.

## 5.2

- **Quality of remote learning – how do we know?**
- **Update on exams 2020**

HF believes that schools have tried very hard to engage with pupils and parents whilst they have been at home. HF has continued to do dip testing of the parents' views and there has been almost unanimously positive feedback. **Q TS asked whether the children themselves were being asked?** HF said just the parents at the moment. HF had received suggestions and comments from parents but not complaints. Headteachers are going above and beyond for contacting the families directly and frequently. TS hoped that secondary school children were being asked when they came into school by teachers; DC said that engagement will be evaluated and rag rating on engagement with each subject and this will feed into the meeting with parents and children. Feedback was important so lessons can be learnt.

## 5.3 Pupil Premium Covid Action Plan - DRAFT

### Risks identified

HF said there will be a mixture of need when children return. Some children have benefitted from being taught in small bubbles so have actually accelerated in their progress. HF has written principles in her return plan and normal SI plan, but for those children who have improved and thrived, HF does not want to impose a recovery plan but they need to be able to carry on thriving and plug any gaps of need. All agreed that at this stage, it is the principle of the plan and needs to be linked to the finance element. It needs to be monitored at every SI meeting as a standing agenda item. It was positive to hear that some children have thrived during this time and some relationships between children and parents have improved with the extra time together. JS has given a steer on SEND and some children will be re-assessed on their EHCP risk assessments. HF will continue to monitor this, across the board. JS said that HF could link directly with her on these areas.

## 6 Matters Brought Forward at the Direction of the Chair

**6.1 Approval of Audit Committee TOR and vote on membership criteria**

JL asked Trustees for approval on the Audit Committee TOR (previously circulated) and confirmation on paragraph 4.2 re the membership of the committee as the current members were split on the decision. The debate relates to whether the Chair of Trustees can be a member of the Audit Committee with voting rights or whether they would be welcome to attend the meetings as a guest (no voting rights). **Q TS asked if she should leave for this discussion?** MT advised this was not necessary, as it was about the positions not the individual involved. A full discussion ensued with consideration of national guidance.

Consideration was also given that when the Trustees vacancies were filled, a discussion should ensue on whether the Chair of Resources should be permitted to be an Audit Committee member. All agreed that it was the external, wider perception of the Board which should be kept in mind and it was important not to send the wrong signals.

**DECISION: The Audit Committee TOR was approved.**

**DECISION: Following a discussion and vote, it was decided that the membership of the Audit Committee would exclude the Chair of Trustees as a full voting member but she would be welcome to attend and participate in discussions. This would be added to the TOR.**

**6.2 Approval of draft Scheme of Delegation v2.1 – revision**

This was a slight amendment to reflect an update in the structure of the portfolio leads following the redundancies.

Trustees were asked to arrange for the signing of the back page as recommended by the Trust’s solicitors as good practise. The Scheme of Delegation will be reviewed in September as part of its annual review.

**DECISION: The amendment to the Scheme of Delegation was approved by Trustees.**

**7 Trustee Board**

**7.1 Ratification of CEO Appointment – PART 2**

**7.2 St James C of E Primary School – presentation of due diligence report**

**JL, JS and HF stated their conflicts of interest as Governors of St James and as Trustees and Vice CEO of DMAT.**

The following points were made:

- There were still a number of outstanding items: current finances and a letter from the Okehampton Skills and Sports Trust agreeing to replace the grass field if required. The accounts, in a previous due diligence report, show a school which is making a loss and these are the only figures which the Trust Board have seen. HF believes that the finances need to be updated. They were not included in the latest due diligence report.
- JL gave an update on the property matters. DCC are prepared to sign a 25-year lease with 2 caveats: 1) that DMAT indemnifies any consequential loss caused by the groundworks **Q JD asked whether insurance could be obtained against this, as if the risk is small, the insurance should not be too expensive?** JL thought when the land was transferred, this could be looked into. 2) DCC are prepared to transfer the lease with the planning permission approved or if not, as long as the grass pitch is reinstated. JL proposed that these should be agreed to. The suggestion by DCC that the School should remove the drainage hardcore works has now been removed, which had been a sticking point.
- **Q JD asked what was the cost to revert it to a grass pitch?** JL confirmed there would be no cost as the Okehampton Skills and Sports Trust had agreed that they would do this. **Q JD asked if we have this in writing because as Trustees we should close off any liabilities to the Trustees both for ourselves and for future Trustees?** JL believes that this will be obtained from the Charity. TS confirmed that will be required from the Charity in writing before a vote can be taken along with a current financial statement. SK confirmed that she had asked DCC 3 specific questions and they have been answered by email. HF understood that the Charity had drafted a letter but the letter may need to be redrafted (removing the drainage is not applicable now). JL and HF will ask the Charity to provide this signed letter.

- JL will be having a meeting with the agent and the planner tomorrow. There is a suggestion by the planner that if DMAT agrees to create a sinking fund for the continued maintenance of the all-weather pitch, the objections may be removed and the planning permission granted. There is also a perception from the planner that the height exceeds the measurement in the original plans and JL has asked Oxhenham to get the measurements taken which will incur a small cost. **Q TS asked who would pay for the measuring?** These costs would be incurred by St James as the applicant.
- **Q MW asked if there were any lessons, which DMAT could learn from this process for the future?** All agreed that this should be revisited and reflected upon when this has been completed. Trustees agreed that they were making the appropriate challenges now to ensure we move forward in the right direction.

**ACTION: JL and SK to provide: 1) signed letter from Okehampton Skills and Sports Trust to agree to revert the all-weather pitch to grass if required, at no liability or cost to DMAT and 2) up to date finances.**

**2) JL/SK/HF to inform TS when above items are ready and planning has application has been approved/denied so EGM date can be scheduled.**

**DECISION: SK will proceed with the legal work, assuming the transfer is going to happen, but Trustees cannot sign the final paperwork until the above actions have been completed. All were keen to proceed with the transfer as soon as possible.**

**7.3 Discussion and Approval of St James C of E Primary School transfer to DMAT by vote. – DEFERRED TO AN EGM MEETING OR NEXT FULL TRUSTEES MEETING 9.7.20.**

**7.4 Full report from Safeguarding Lead with risks identified and rag rated**

Trustees were made aware of the new version of KCSiE document and it will be brought to the next meeting.

There will be further opportunities for Trustees to have safeguarding training this term or in September and they were keen to attend. Clarification was sought whether it was the full training or an update (with the new document) and Trustees were hopeful that Jane could provide both options with an overview included of Trustees roles and responsibilities.

**ACTION: Jane Lake to send doodle poll for Trustees' safeguarding training.**

**7.5 Update on complaints – PART 2**

**7.6 Trustee Recruitment**

**DECISION: Trustees approved the advertisement subject to MW's suggestion on attracting diversities.**

## **8. Policies/Documents – Review and Approve**

**8.1 Policy Updates Tracker**

**8.2 Policy Schedule**

**8.3 Policy Cycle**

JS noted that she could not see mention of the SEND policy within the cycle. She also could not see reference to the SEN Information Report? HF thought this was part of the operation cycle. JS said, technically, it has to be published with Governors so needs inclusion in this document.

Noted and much appreciated.

**8.4 Charging and Remissions Policy**

JL asked whether Headteachers could still use a discretionary fund to support children who cannot afford school trips and should this be included in this policy. HF said she had included a clause for those trips which asked for voluntary contributions i.e. 80% of contributions would be expected otherwise the trip would be cancelled (unless it was essential to the curriculum). JL clarified this needs to be included in a policy whether it is this one or the Pupil Premium Policy.

**DECISION: This policy was approved subject to the above consideration.**

**8.5 Flexible Working Requests Policy**

**DECISION: This policy was approved.**

**8.6 Pupil Transport Policy (use of private vehicles)**

**DECISION: This policy was approved.**

**8.7 Governors Trustees Allowances Policy**

GB asked for clarification whether the submission of receipts with VAT vouchers was still required as there is no reference to this in the policy. SK confirmed it was on the claim form. GB asked that it be added to this policy as well in section 12 to make it clear.

**DECISION: This policy was approved subject to the above inclusion.**

**9 Academy Committee – Minutes**

**9.1 Holsworthy AC Minutes 13.5.20**

Noted with thanks.

**9.2 Okehampton Primary AC Minutes 04.05.20**

Noted with thanks.

**9.3 Okehampton Primary AC Minutes 22.05.20**

Noted with thanks

**9.4 Tavistock AC Minutes 26.05.20**

Noted with thanks. Questions will be addressed at next meeting on 9.7.20.

**Additional Item – Tavistock Premises update PART 2**

This section of the meeting was discussed in Part 2.

**10 – Date of Next Meeting**

Full Trustee Board Meeting (Resources Focus) - 9.7.20 at 4pm

**ACTION TABLE – from meeting 25.06.20**

No.	WHO	WHAT	WHEN
1	Gill Tremain	To design and implement the Staff Absence Report for Summer Term	Autumn Term
2	HF/DC	Update on attendance at Tavistock College, review the plan to raise attendance and feedback on attendance tracking and concerns.	Pending
3	HF/DC/ Sarah Jones	Request to Executive Team and Sarah Jones for the Summer 1 breakdown for SEN and PP within those attendance figures.	Pending
4	JS	To write a report following her SEN visits to Okehampton and Holsworthy Colleges	Done
5	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 June	Done – 16 <sup>th</sup> July meeting organised
6	DC/Jackie Adams	To provide a document tracking complaints so Trustees could easily see their progress through the system, once she had attended her online training course.	N/A only escalated complaints now need to tracked by Trustees
7	MT	To produce a yearly summary of meeting reviews by Trustees to understand common issues raised.	End of 2019-2020

8	DC	To produce a front summary page on next CEO report with alerts highlighted to alert Trustees to matters of concern	Done
9	SK/JL/JD	To meet and review the DfE new benchmarking information.	Autumn Term
10	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.	Ongoing
11	MT/TS	To provide and work on a model TOR for the full AC boards.	Autumn Term after review
12	SK/GB	To review the Business Continuity Plan in light of recent COVID 19 crisis with JS and GB.	End of Summer Term
13	HF	To send email sent to JS previously, to all Trustees – to confirm the numbers of children with EHCP plans who are attending school.	Done
14	SK/JD	To bring Gag Pooling report to the Full Trustees (resource focus) in the Autumn Term.	Autumn Term
15	SK/MT	To get some dates from John at Bishop Fleming when he is able to Chair this meeting and MT will invite the AC Chairs and Trustees via Team.	Autumn Term
16	SK/TS/JD	To complete the AC Question Summary page for distribution back to ACs.	Done
17	HF/DC	CEO and Vice CEO to provide list of top 10 KPIs and risks for Trustees' attention.	ASAP
18	HF/JD	To produce a fundraising letter to go to local companies for laptops for children.	ASAP
19	JL/SK	To provide: 1) signed letter from Okehampton Skills and Sports Trust to agree to revert the all-weather pitch to grass if required, at no liability or cost to DMAT and 2) up to date finances.	ASAP
20	JL/HF/SK	to inform TS when above items are ready and planning has application has been approved/denied so EGM date can be scheduled.	ASAP
21	Jane Lake	To send doodle poll to arrange dates for Trustees' safeguarding training.	ASAP
22	Sarah Jones	To approach local companies for sponsorship of the new ICT Build.	ASAP
23	TS/SK	To draft a letter informing the ACs about the postponement of some of the projects which had been proposed.	ASAP