

Part I Minutes							
Date/Time	12:06:18 5.00pm	Location		Okehampton College			
Attendees	Initials			Attendees	Initials		
Christina Mabin	CM	Dr Ian Luke (5.00pm – 6.32pm)		IL	Ian Courtney	IC	Jocelyn Sumner JS
Kevin Wilson	KW						

Apologies	Initials	Reason (Category of Member)

ACTIONS
DECISIONS
QUESTIONS AND CHALLENGES

In Attendance	Initials	
Daryll Chapman	DC	CEO
Sally Wood	SW	Governance Manager

Minutes to
Attendees
Apologies

1 - Apologies
<ul style="list-style-type: none"> All Members were present

2 – Declaration of Interest
<ul style="list-style-type: none"> IC expressed the importance of declaring interests and ensuring that any changes to these are declared. Members present declared their interests as follows: <p>Ian Courtney</p> <ul style="list-style-type: none"> Chair of Dartmoor MAT Director of NGA

- Trustee of St James Primary School
- Trustee of Rotary Okehampton Club

Dr Ian Luke

- Declared his position at Marjon University and acknowledged he must not be seen to promote offers to the detriment of others.
- Corporate members of Marjon University are members of other Trusts. **IL to forward a list of these to SW.**

Jocelyn Sumner

- Declared her position at Exeter University as Partnership Director
- Exeter University representatives are members of various educational Trusts.
- Strategic Partner in many teaching alliances
- Trustee of 2 Church based charities

Kevin Wilson

- Governor of Mount Kelly, is currently Vice Chair, but is Chair designate.
- Trustee SKRUM

Christina Mabin

- Diocese Advisor and has worked in Okehampton Primary in a professional role
- Working with St James Primary School in a professional role
- Trustee at a pre-school.
- IC highlighted the importance of being aware of connected parties as the schools covered such a wide geographical area. Members noted a system was in progress to ensure any connected parties were identified and the Trust were really conscious of this.
- Members were advised that some of the Headteachers were carrying out an Accounting Officer role at a local level and were signing off on some orders to prevent contentious or repercussive payments. **SW to highlight importance of connected parties to LGBs.**
- Members noted the importance of having a procedure to cover connected parties and to enable transparency. People shouldn't be excluded, but transparency was key.
- Members would be the group to take action if there was an issue with a Trustee and an 'interest'.

Action:

IL to forward list of Marjon University membership of other Trusts to SW.
SW to highlight importance of connected parties to LGBs.

3 – Matters Brought Forward at the Direction of the Chair

- There were no matters brought forward at the Direction of the Chair.

4 – Report from CEO

- DC presented a report to the Members.
- Members noted the MAT was linked with Communities Academies Trust which is based in the Midlands and takes on failing Schools. The DfE assigned them to the MAT as they have similar schools and geography. They have visited the MAT and spent time with the Executive Team and the MAT will return the visit in the autumn.
- DC advised that he was on the South West Regional Headteacher Reference Group for OFSTED and he has found this and other groups useful during the transition from LA School to MAT as they are now part of conversations that they weren't when they were stand alone schools.
- The MAT is currently 15 schools with Highampton joining in September. Highampton had been a Federation school, but the academy orders were not issued in time. However lots of work had gone on from January to now and the school will start September with nearly all new staff. One other school is also in conversation regarding joining the MAT with progress expected on that soon. The RSC has put in writing they are happy for these conversations to take place, but also want the MAT to be established.
- DC advised that in respect of the 8 main areas of the national agenda, the MAT has their answers and responses to those.
- Members noted that the MAT was working collaboratively with other MATs especially Ted Wragg Trust. Jon Lunn was working with the MAT one day a week
- Members were updated regarding the COO position and that it now did not exist as part of the structure. The Trust now had two operational hubs with Alison Horn and Alan King as the Business Managers heading up those. Cross hub work was also ongoing.
- Members noted that work on GDPR had been slow, but the main Business Manager from Chagford had moved role to the Data Protection Officer for the MAT and lots of progress had been made.

Members asked the likelihood of Tavistock primary schools joining the Trust

DC responded that to his knowledge, there had been no communication with them

Members asked about Holsworthy Primary joining the Trust

DC advised that relationships with Holsworthy Primary were positive and the Governors of both schools were being proactive. Holsworthy Primary had also joined the DTSA.

Members asked if the CFO was a new post

DC responded it was an original post and was filled by Susanne Kiff who came from Holsworthy Community College. Susanne had been impressive so far despite a lot of pressure.

- DC discussed that earned autonomy that had been the intention in the beginning, however this is now described as a 'car crash waiting to happen' and when an exercise was carried out with the Heads to place functions within either earned autonomy, standardisation or alignment, most functions were placed in standardisation. Opinions have changed and schools want as much standardisation as possible.

Members asked if that process included Governors

DC responded they had had two meetings with Chair of Governors and Clerks and undertaken the same exercise. Heads had also gone through that exercise with their senior teams as well. There had been no resistance from Local Governing Bodies and they had been keen to have the same Committees and for synchronisation of meetings so the dates for next year have been agreed and issued already.

- Members noted that Trusts were now not allowed to form on an earned autonomy basis.
- Members noted that disadvantaged groups were a priority for the South West and Devon and in every one of the MAT schools, there were issues with closing the gap, so there is a piece of work to be done. OFSTED will focus on this during inspections.
- Members noted another focus was inclusion and exclusion (off-rolling). DC felt strongly this doesn't occur with the MAT. IC added that inclusion / exclusion data is likely to be a soft measure going forward.
- DC updated Members that work would start for the sixth form school provision at Okehampton in July, although £100k was needed to complete the work.

Members asked whether a free school would be in the building

DC responded they had the go ahead for a sixth form. The MAT had put a bid in for Route 39 on the basis of alternative provisions, but the school would now open as a normal school.

- DC advised Members that recruitment and retention was a concern. It was difficult to recruit at the moment, Holsworthy Community College are struggling to recruit Maths Teachers and adverts were producing little applications. Work was ongoing to see how staff could be incentivised.

Members asked if there had been much staff turnover since the MAT formed

DC responded there had been more than expected at Okehampton College, but this wasn't as a result of the MAT. In the Leadership team, DC himself had moved on, Andrew Sweeney was moving to Holsworthy Community College, one individual was moving to Ted Wragg Trust, one was retiring and one were relinquishing their leadership responsibilities. This left only two member of the original senior leadership team. There were 19 new staff at Okehampton College in September.

Members asked if recruitment took place at lower salary points

DC responded that terms and conditions remain the same as before the MAT formed and a two tier recruitment structure was not what the MAT wanted, it was about recruiting good quality teachers. DC added that some staff have left to schools paying more money.

Members asked if the MAT was paying more to recruit

IC responded that was an inevitable result as the MAT wasn't prepared to be involved in salary battles, it was about getting the best staff in front of the pupils. DC added that the MAT wouldn't be able to complete anyway with some of the salaries being offered.

Members asked how the MAT would tackle this problems

DC responded it would be from school improvement, as the MAT had money to invest in this, although it was recognised that money wouldn't be there long term.

- Members noted that some really good people had been recruited. Tavistock had lost staff to schools in Plymouth but it was hoped that wouldn't be repeated.

Members asked if DC had spoken to Ted Wragg

DC responded yes, there were good working relationships with them. They had money available at this time, but no one knew the long term situation of the funding.

- Members spoke about the opportunities that may present through the apprenticeship levy and the need to get value out of that. Members added this should be approached with caution and the outcome was unknown due to

the way it straddles teaching and apprenticeships. It was acknowledged this needed to be pursued as money was being taken out and wasn't coming back into the MAT.

- Members noted there was a support staff conference to be held over four sessions on 27/28 June. The MAT were keen that support staff got this opportunity first so they felt just as valued as teaching staff. Support staff would be able to get together with colleagues from across the MAT and for information to be provided about CPD activities.
- Members noted there was work ongoing nationally as to where the next generation of CEOs would come from which would be people working in MATs as they understand cross school working.
- Members noted the MAT had purposely had a CEO / Vice CEO position so there is a cross over. The Vice CEO has executive power, which is a specific role in law.
- In respect of mergers and partnerships, Members noted that 80% of Trusts had 5 schools or less. Members were advised that the new school in Okehampton was a standalone academy and was not part of the MAT, but once it was operational, it would join the MAT.
- DC discussed Holsworthy Community College and gave some background about the Head leaving in August and the remaining structure left in place. Data was a concern at Holsworthy, but Tracey Amos from Great Torrington was undertaking an Executive Head role there two days a week and it had already been mentioned that Andrew Sweeney would move to be Head of School there in September. However the College remained a risk at this present time.
- Members noted there was also some concern about the Primary Schools within the Holsworthy Area Cluster, however there had been a lot of improvement within those in the last year.

Members asked about the numbers at Holsworthy Community College

DC responded it was around 520 currently and 100 were planned for in September 2018, however numbers were looking like 125 which was encouraging. There were risks to pupil numbers from local schools though.

Members asked what the challenges were for the MAT

DC responded they were Holsworthy Community College as discussed. The Central cluster of Schools (North Tawton, South Tawton and Chagford Primary schools) were a concern. They had been unable to recruit an Executive Head and so were looking at a different model. Work has been ongoing to create a Governing Body and people were now in place, although some were totally new to being a Governor. This model would mean less support to DC from HF as two days of her time would be given over to providing Executive Leadership within this cluster. IC added it was about 'growing our own' from within the MAT and the field from which to recruit hadn't been strong enough. Whilst it was a difficult decision not to appoint, it was the right one.

- Members noted there were some issues within that cluster that needed addressing
- Members were updated that there would be two lockdowns from a financial point of view within the MAT this year, one from the initial handover period when PS Financials was put in place followed by PS Budgeting which had not gone to plan with system problems. A different system had to be put in place which didn't communicate with PS Financials so a lot of manual input had taken place. The second lockdown was fast approaching due to the end of the financial year.
- Members were advised that the first internal audit had taken place and the recommendations had been responded to very positively. External Audit were due in the MAT in a few weeks time.
- Members noted the service length of the Heads across the MAT being quite short with the longest serving principal in their third year.
- Members noted that lots of school to school support was being provided with some schools receiving more than others.
- DC was working on KPIs and he / HF met with the Heads every three weeks.

- Members were advised that in terms of school level assessment, data was being collated across the three secondary schools to provide a three year trend. Risk assessment then took place against these trends. This was then compared with the KPIs so Trustees could identify where intervention was needed. Some of the areas this was compared was high attainers, high needs etc.
- Similar work was ongoing with the primary schools, using three years' worth of data and RAG rating it.
- Members noted that reviews would be undertaken following the summer exams, so low and high priority schools could be identified. Low priority schools would receive fortnightly coaching, termly progress visits, review with OFSTED inspector (primary only) and LGB Governor Visits. Secondary schools would additionally still have the cooperative challenge.
- Members noted that a high priority school would receive all of the above and a full review against the OFSTED framework and then half termly performance reviews with an overarching review termly.
- Members were advised that Special Leaders in Education (SLE) deployment within the MAT had been made available through a successful £126k bid from a MAT development fund.
- Members noted that school improvement plans were being standardised at primary level, but not at secondary at this stage. Inclusion of national and regional priorities was being done as appropriate.

Members commented the MAT looked very different to how it was imagined 18 months ago

DC responded the MAT could be critical of themselves, but when they spoke to other MATs, progress was recognised considering the MAT was only five months old. A lot had happened in a short space of time and structures were still being put in place. IC added he was pleased with where the MAT was. It had been recognised that earned autonomy needed to be reviewed and that had been raised by the schools rather than being led by the Trustees. The level of cooperation within the schools was impressive and there was healthy competition. Okehampton Primary were providing a lot of support to St James but this was in the interest of the town of Okehampton.

- Members noted it was important that efforts were put into the MAT schools first, although there had been requests from outside the MAT for help.
- Members discussed Torrington potentially joining the MAT and noted there was a formal meeting later this week. Members noted they were a 'good' school with a positive progress 8 figure. They were another smaller school, larger than Holsworthy, but had experience of small school and had undertaken their own journey seven years ago. There was a need to build and link capacity with Holsworthy and Torrington were able to do this.

Members asked where pupils typically went to sixth form

DC responded Bude, Petroc, Exeter, Launceston. There would be efforts to target pupils to keep them within the MAT

Members asked where QE were at this time

DC said he understood they were being inspected tomorrow but there had been no further conversations since their decision not to join the MAT, although they were still part of the teaching school.

- Members discussed that the inspection framework was tough and would get tougher. IC had been at meetings where OFSTED had recognised they were not inspecting MATs in the right way.
- Members noted that the MAT would feature in the 2020 MAT league tables and there was a lot of work to be done prior to then.

Members asked if this was weighted in any way

DC responded it was all of Y11 added and averaged.

Members asked what the current progress 8 figure for the MAT was

DC responded that piece of work hadn't been done, although the figures were not difficult to calculate. The MAT recognised it hadn't taken on 'good' schools compared to the latest framework. The purpose and direction of the MAT was about school improvement. It was all about the youngsters within the schools and school improvement.

- Members noted a Director of Safeguarding, Jane Lake, had been appointed. Her appointment had saved schools time when dealing with complaints, the new KCSIIE had been annotated and distributed to schools. Jane was also providing level 3 training for staff and Governors. Members were advised that the SEN Lead had not been appointed and the Central Team was in place, but was not a large team.

Members asked how much confidence there was around the Governance of each school

DC responded that each LGB had undergone some form of change, IC had left Dartmoor Federation, there were new co-chairs in place in the Holsworthy Cluster and Dartmoor Federation, and the central cluster had a new Chair of Governors. Recruitment had taken place in Governance in most areas. However from existing Clerks and Chairs, a lot of experience had come into the MAT and good practice was being shared. Governing Bodies recognised they needed to be more challenging.

- Members discussed that it was clear that Governance was a huge issue in the RSC agenda.
- Members discussed training. **SW to send link to NGA training to Members.** Members were advised that in September, actual school results would be used to do data sessions for Governors with that training covering both primary and secondary phase as Governors needed to know about both. There would be a requirement on Governors to attend. Governors would also be brought together to look at key things to upskill them.

Members asked if there was a protocol for the work each LGB undertook

IC responded it was in the Scheme of Delegation.

Members asked how training of the Trustees was monitored

DC responded that impact of training had not been undertaken in the MAT yet. IC added there was substantive training available. Bishop Fleming had provided training and some Trustees had attended primary data training.

Members asked how the effectiveness of Governance would be reviewed

DC responded that Chairs and Clerks had been together twice, LGB minutes are reviewed by Trustees, looking at the impact of challenge and that it is taking place.

Members asked how the Trustee Board would be reviewed

DC responded that Community Academies Trust had attended one meeting and had been impressed. Trustees were undertaking self-analysis of each meeting, including a review of the performance of the Chair. IC added there would be an external review of Governance after a year.

- Members noted that Trustees were meeting regularly with Committees of School Improvement, Audit, Resources and Full Trustees meeting each half term. Ethos has now moved to termly, but the intention was to saturate at the offset and these meetings are working well.

Action:	SW to send link to online training with the minutes.
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5 – Code of Conduct for Members

- All Members present signed the Code of Conduct.

6 – Communication

- Members noted the need to keep control of communications, being mindful of confidentiality and GDPR
- Members discussed being provided with a dartmoormat.org.uk email address which would also enable them to access the Trustees sharepoint site.

Action:

SW to set up emails for all Members.

7 – Trustees Annual Report to the Members

- Members discussed what they would require to be part of the annual report and agreed the following as a minimum:
 - 1) KPIs over last 12 months
 - 2) How the board has contributed to the performance of the MAT
 - 3) Trust KPIs
 - 4) Challenges
 - 5) Priorities for the Board
 - 6) Long term strategic vision, over next 5 years
 - 7) Capacity to meet challenges
 - 8) How effective how has the Trust been in promoting Christian character of the church schools and how this could be evidenced
 - 9) Significant financial risks
 - 10) Overall viability of each school and how this would be mitigated
 - 11) Significant risks to standards
 - 12) Does the board operate effective compliance system, GDPR, safeguarding.
 - 13) Evidence of cooperative ethos
 - 14) Financial summary from the start of the MAT to the end of year and any particular risks
 - 15) The Boards own process of evaluation, including the areas the Board saw as priorities and where they see those going.
 - 16) Vision of where the MAT is going over time and subsequently the following year for Trustees to report on the outcome.

IL left 6.32pm.

8 – Meetings

- Members discussed they didn't want any surprises and so frequency of meetings needed to prevent that.
- SW advised that the AGM must be held within 18 months of incorporation.
- Members noted that the first wave of results would be crucial even though the MAT had only had six months to change some of the data.
- Members proposed to meet once a term initially. IC advised that risks were discussed at each Trustee meeting and if a risk arose, then the right was reserved to call the Members together.

Members asked how it was proposed they engaged with Trustee meetings

It was agreed that dates of Trustee meetings would be provided to Members by SW and there was an open invitation to any meeting for the Members. It was also agreed that potentially the Members could attend a Trustee meeting and then hold a Members meeting after that.

- Members discussed the need to have clear lines between Members and Trustees.
- It was agreed that the AGM would be held around Easter 2019.

9 – Risks

Members identified the following risks:

- Holsworthy Community College
- Tavistock in terms of premises, unsuccessful fire alarm bid with the replacement estimated at £100k, although this is being appealed
- Inexperience of leadership within the MAT
- New leadership pat Okehampton College
- Central cluster model
- +0.3 Progress 8 challenge

- CM advised that she wouldn't continue to be a Member for EDEN after this term but SW would be in touch with the Diocese to progress this further

10 – Date of Next meeting

- Tuesday 30 October – 5pm – Okehampton College

Action Table from 12:06:2018		
WHO	WHAT	WHEN
SW	Highlight importance of connected parties to LGBs	DONE
SW	Send link to online training with the minutes.	DONE
IL	Send list of Marjon University membership of other Trusts	30:06:18
SW	Set up dartmoormat.org.uk emails for all Members	DONE