

Full Trustee Board – Part I Minutes							
Date/Time	12.02:19 4.00pm	Location		Okehampton College			
Attendees	Initials			Attendees	Initials		
Amanda French	AF	Tania Skeaping	TS	Ian Courtney	IC	Marilyn Livingstone	ML
John Lawlor	JL	Daryll Chapman	DC	Rebecca Ledger	RL	Jane Dumeresque	JD
Jeanette Savage	JS						

Apologies	Initials	Reason

ACTIONS
DECISIONS
QUESTIONS AND CHALLENGES

In Attendance	Initials	
Hazel Fox	HF	Vice CEO
Susanne Kiff	SK	Chief Financial Officer
Kevin Wilson	KW	Member
Fiona McNeile	FM	Governance Manager

Minutes to
Attendees
Apologies

1 - Apologies
<ul style="list-style-type: none"> No apologies were received. IC Welcomed New Trustees and KW to the meeting. Trustees formally introduced themselves.

2 – Declaration of Interest
<ul style="list-style-type: none"> All Trustees present were reminded to declare any conflict of interest that may arise during the meeting.

3 – Agree and Sign off Previous Minutes

- Part I minutes from the Full Trustees meeting held on 13.12.18 were agreed and signed by IC.
- Part II minutes from the Full Trustees meeting held on 13.12.18 were agreed and signed by IC.

IC questioned the progress of the recruitment of an Executive Headteacher for the Three Hares Cluster. HF responded that the role had been advertised. Two candidates were shown around schools last week. Both offer different strengths. Another candidate from Cornwall has also been suggested by Neil Swait. Interviews will take place in early March.

4.10pm ML entered the room

4 - Matters Arising

- DC confirmed that the school structure diagrams were completed for the Sponsor application. DC will share the diagrams with Trustees in the sharepoint account.
- IC noted that there had not been any non Quorate committees since the last Full Trustees meeting and this no longer needs to be considered by Trustees.
- HF explained that a meeting between herself, RL and SJ had been set up but had to be rescheduled.
- IC confirmed that the annual report had been completed and presented at the AGM on 11/02/2019.
- JL confirmed that the Academies Financial Handbook Musts review had been completed. JL added that it was a useful exercise and recommended that LGB's read the handbook.
- IC noted that SK had completed the management accounts.
- IC requested that FM update the Clerk at HCC regarding correct minute procedures and exclusion of names in minutes. SK updated Trustees that there was a new clerk in place in Holsworthy and FM had volunteered to conduct training after Half Term.
- IC noted that the Annual Report was not raised at the Conference. IC will suggest a format at the next Conference.
- DC explained that whilst the School Condition Allocation proposal had been fed back to Head teachers they had not communicated their thoughts on the plan. As the Conditional Surveys had not been completed it was difficult to know the costs involved and carry out a risk assessment. DC to gain feedback from Head teachers at the next Executive Head Teacher Meeting.

Action:

FM to include minute procedures within training for new Clerk at HCC.
FM to agenda annual report format for next Governance Conference.
DC to gain feedback from Head teachers on the SCA proposal at the next Executive Head Teacher Meeting.

5 – Matters Brought Forward at the Direction of the Chair

DC reviewed a complaint which had been received by Tavistock College regarding the decision to close the school due to snow. DC explained the extreme difficulties snow caused schools and the decision to close a school was made in the interest of the safety of children.

6 – Safeguarding

JL provided a verbal update for Trustees. There has been good progress with Mental Health planning within the MAT and a strategy meeting is planned for mid-March. Reporting is now being carried out in a consistent and common format across the MAT.

7 – Trustee Board**7.1 – Review of Committee membership/quorum/timings**

IC reported there had been an improvement on meetings being quorate. However, there have been two recent meetings indicating that Sub Committee agendas are stretched. During the Resources Committee meeting, Trustees were required to read a finance pack which was a 90-page document with a lot of information to digest and understand. The meeting was good but long. At the School Improvement Committee there was an excellent discussion regarding SEN across the Trust together with a review of data which meant that the rest of the agenda was rushed. IC requested ideas to improve Committee meetings; longer meetings, more meetings, delegate more to LGB's, set up an extra Committee (Procedures to review structures and polices), narrow the scope the meetings.

- AF suggested the agenda order was prioritised between the Chair and Clerk.
- JL suggested having a single table of financial figures for every school as a summary. SK replied that the auditors review what is being reported and feel it is the right amount of information.
- AF commented that if we continue to put in the work to educate the LGB's then we can be confident that some delegation to them can take place next year.
- TS suggested the numbers of meeting could be re-evaluated. TS suggested dropping audit and ethos Committee meetings to once per term.
- HF suggested that School Improvement focus on wider curriculum during the first half term and data during the second half term.
- Dial in access to meetings and skype were considered useful options.
- IC suggested School Improvement could be an overview and then deep drill into one of Secondary and then a few primaries.
- FM and IC to discuss and evaluate the ideas suggested.

7.2 – Lead Trustee

RL to provide an update after the meeting has been rescheduled.

7.3 – Trustee Vacancy

IC explained that Lee Rose has remained as a Governor on the HCC cluster. For the next Trustee position, Project Management skills would be ideal. To date, we have received one application and two strong expressions of interest. The closing date for applications is 25th February.

7.4 - Schools Joining the Trust**St James**

IC informed Trustees that St James has entered their application to join Dartmoor MAT. This will be reviewed at the RSC Head Teachers Board meeting on 25th February. The external advisor visit had gone well and the Trust had received a favourable RSC office report. DC reported that the MAT's Sponsorship application had been moved up the agenda for the meeting on 25th February and was before the St James agenda item. In order to agree to St James joining the Trust they will have to agree to the sponsorship application. IC noted the educational advisor had stated that 'St James would benefit from joining DMAT as soon as possible'.

Great Torrington

DC summarised the key points in the Due Diligence report for GTS, beginning with Finance.

A Trustee questioned the deficit drop from 15% to 20%.

- SK replied that GTS have been living on their reserves.
- SK has included the Central Recharge in the budget so that GTS can see the effect. This has been a sticking point for GTS Trustees.

A Trustee questioned what had been trimmed from the expenditure line

- SK responded that she has taken into consideration the benefits of being in the MAT. For example, in-house human resources, finance software and central finance team.

A Trustee questioned why the staffing cost was high and rising

- SK stated that the Headteacher is on a temporary 18-month contract which would revert back to his original contract.
- IC commented that staffing could be reduced so that GTS were not paying for the same things twice.
- SK commented that she has not modelled the budgets to take that into account as she has not had those discussions with GTS.
- RL commented that duplicate staffing did not make sense. The model needs to look at being more efficient.
- TS stated that the geography and demographics for staff would have to be considered.

A Trustee asked if the figures presented were the worst case scenario

- SK responded yes and the indications are that there will be more children on roll.
- TS commented that the population in Great Torrington is predicted to grow.
- DC stated there would be bigger potential if the plans for an all through school went ahead but this was not certain.

- IC stated that if GTS stay on their own then they will have to make staffing cuts as current costs are not sustainable. If they joined DMAT, we are better placed to make the cuts for them as we have a Centralised model. However, DMAT will be seen as 'the bad guys' making tough decisions. IC noted it would be interesting to see a model with the £200K coming into the Central Recharge budget to be used to help GTS Budget.

A Trustee asked whether GTS understood the figures themselves and the position DMAT will be in if they join.

- SK replied if GTS doesn't join DMAT and use their reserves there is still going to be an in-year deficit. Joining DMAT will just be bringing things forward.
- RL stated that GTS would need to meet DMAT's standards and staffing costs at 75%. Standards would need to be set now otherwise it would be too unwieldy to sort out after they joined.
- IC noted GTS's staff cost ratio is heading from 85% to 90%.

DC continued to summarise the report and outlined the effects of pupils joining from Bideford which increased the number on roll but brought issues to GTS that were not dealt with fast enough.

A Trustee stated that GTS could be inspected on a normal round of Ofsted inspections and asked how confident are they that they will bounce back

- DC replied there will be a degree of improvement but the VP is not confident on predictions. The school has had a three-year downwards trend. They will always come back as an average school, but this year is not looking good.

HF asked if you removed the Bideford cohort what would the results have been

- DC replied 25% of the cohort were Bideford and so they had a huge impact on the results

A Trustee asked if staff mobility had been discussed.

- DC replied no
- SK noted that there isn't a significant turnover of staff.

A Trustee asked if GTS had had any idea that the results were going to be impacted.

- DC replied that actually being able to make a worthwhile prediction at the time would have been tricky together with having a difficult cohort. It appears that it did come as a shock. They expected a down turn in results but not as much.

A Trustee asked what did they implement and what can be shown as the impact

- DC replied there have been pastoral and academic changes but he does not know the impact of the changes.

A Trustee asked if the decision could be put back to December

- RL commented that if GTS joined on 1st May then the legacy from the Summer results would be under DMAT
- IC replied he didn't think we would be accountable until the 2019 results.
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IC queried, if GTS bounce back, that would be great and we would be able to learn from them. However, if it doesn't what is DMAT's capacity to turn it around?

- DC stated that Holsworthy is a job enough at the moment and the school improvement structure needs to be more embedded. GTS will be a drain on resources if they join with issues.

A Trustee questioned if the view of GTS has changed as they were originally going to be a giver to Trust.

- DC replied yes the view had changed based on last year's results and finances.
- SK noted it would be easier from her point of view if they joined as DMAT doesn't have capacity to continue dealing with two audits etc. DC added he had told GTS that if they don't join then SK cannot continue as CFO

IC Proposed two questions, bearing in mind what is right for DMAT and what is right for GTS and the pupils,

- 1) In principle, do we want GTS to join Dartmoor MAT?
- 2) If yes – when?

Trustees agreed unanimously in principle they wanted GTS to join Dartmoor MAT.

Trustees agreed unanimously this would need to be later than 1st May 2019.

IC will form a working party to note the concerns and the answers needed in order to proceed. DC will withdraw SK from the role of GTS CFO.

IC will discuss the decision with the GTS Trustee Chair.

7.5 Trustee Visits/Trustee Visit Reviews

There were no Trustee visits to review. IC stated it is important for Trustees to make time to visit schools and he would be happy to coordinate or organise visits. HF said shadow visits would dovetail in well with seeing things such as Neil Swait's work and she would be happy to arrange any visits too.

7.6 AGM

IC summarised the AGM held on 11/02/2019 for Trustees.

- Trustees acknowledged that all business had been approved by Members.

IC stated there was lots of challenge from Members. JL commented that it was good for Trustees to be challenged.

7.7 Resources Chair to Give Budget Overview

IC explained that on the whole the budget was healthy at present with the exception of Tavistock's as they are unable to claw back the 2017-2018 deficit. Pupil Admission numbers are looking better. Chagford's numbers are up which is good to see as they were low last year. South Tawton and Okehampton Primary are slightly lower but this is thought to mainly be due to the additional choice of St James. LGB's will be setting budgets shortly.

7.8 GDPR

AF explained that in terms of GDPR, the MAT is nowhere near where it should be. The biggest challenge is getting all schools to engage and then check if policies are working. The DPO cannot do any more than she has. She cannot engage with schools if they don't see GDPR as a priority and value the importance. SK said awareness in Primary is better but the DPO is struggling with Secondary due to the number of people involved.

A Trustee questioned what had been discussed with Head teachers and what deadlines had been put in place.

- IC will attend the next Head teachers meeting to communicate to them that this is a priority concern and Trustees will be monitoring closely.
- AF will meet with the LGB GDPR leads to address the issue.

7.9 Admission Numbers for Okehampton College and Tavistock College

DC outlined the admission numbers for Okehampton College and Tavistock College.

DC reported to Trustees that Okehampton College's Chair of Governors has agreed to 275 admissions in September but the Headteacher is not comfortable with the number as the school is designed for smaller numbers of children. However, Wardhayes will be operational by September which will generate space in the current Sixth Form area.

DC explained there are 250 applications placing Okehampton College as their first preference (PAN is met). DC continued that his research indicates that with pending applications the total admissions number will be 274 and is therefore covered in the 275 figure.

DC explained that the situation with Tavistock College is very complicated. The College PAN is 240 and they are being asked to take 270. There is growth fund for an extra 100 children. Tavistock's net capacity is 1900 which was agreed with DCC. However, since the agreement temporary outdoor huts have been demolished thus reducing net capacity. Tavistock College did not notify the authorities of the removal of the huts. To date 232 applications have requested Tavistock College as their first preference. If Tavistock agree to 270 there is a significant gamble for the Head teacher as they will need to staff for 270. If 270 pupils do not materialise the staffing costs will be too expensive. Current research indicates admission numbers in the region of high 260's. The problem for the Trust is if the figure of 270 is refused, DCC will go to the ESFA regarding the net capacity, who will then force the 270 and it will be too late to recruit staff. If the Trust accepts 270 then it will lead the Trust into deficit.

IC noted that the Headteacher has made valid points in her report.

A Trustee asked if the £160,000 quoted for staffing for 270 admissions tallied with Okehampton College's extra staffing costs – as you would expect them to be similar

- DC responded that Okehampton College are in the process of modelling their staff needs but are not coming from the same starting point. DC has stressed to Tavistock that this is not an opportunity to put in a wish list for staffing and that most of the contracts will need to be temporary until there is a sense of what is required. Safe guards will need to be built into the staffing model.

A Trustee queried why DCC would not assist with earlier Growth Fund payments if necessary

- DC explained that this was not an option due to the nature of payments and there is additional pressure as a decision is needed in 5 days.

HF asked if there could be movement of staff recruited between the MAT schools

6pm JD left the room.

- SK stated Tavistock needed to be told to engage with the MAT. Whenever solutions or help is offered the staff push back. Cost saving could be achieved, for example with the procurement of electricity, but staff in Tavistock push back against suggestions or help.

A Trustee asked how that could be when they are predicting no recovery in the budget over the next 5 years.

- SK replied that the Business Manager needed to be challenged more.

After considering the information, Trustees voted on the proposed admission numbers.

Trustees agreed the pupil admission number for 2019 as 275 for Okehampton College.

Trustees agreed the pupil admission number for 2019 as 270 for Tavistock College but Tavistock must recruit with flexibility. The Science Teacher position documented was agreed but other staffing must be considered on a temporary/part time/job sharing basis and with peer to peer work.

IC stated that the budget situation was not acceptable. Tavistock have put themselves in the current situation and will need to find a solution. DC and IC to arrange a meeting with the Chair of Tavistock LGB.

7.10 School Condition Allowance Proposal

- DC confirmed the SCA proposal had been taken to Head teachers but no feedback had been received. DC will follow this up at the next Head Teachers Meeting.
- SK had briefed the Premises Managers who had understood the proposal and felt it was fair.

Action:

FM and IC to review Committee Meetings frequency and agenda structure.
 RL to report back as lead Trustee following the rescheduled meeting.
 IC will form a GTS working party to note the concerns and the answers needed in order to proceed with them joining the MAT.
 DC will inform GTS that SK will withdraw as CFO.
 IC will contact the GTS Trustee Chair.
 IC will attend the next Head teachers meeting to inform them that GDPR is a priority and a concern and Trustees will be monitoring closely.
 AF will meet with the LGB GDPR leads to address GDPR in schools.
 DC and IC to arrange a meeting with the Chair of Tavistock LGB to discuss budget management.

8 - Reports

8.1 CEO Report / Vice CEO Report

DC summarised his report to Trustees.

A Trustee asked if the complaints received were a risk to the MAT

- DC replied one FOI is a risk.

A Trustee asked why DC was dealing with the complaints

- DC explained he was following solicitor’s advice and would be involved in any complaints that posed significant risks to the MAT.

6:50pm ML left the room.

8.2 Trust Development Plan

Trustees agreed each Committee will drill down through the plan as relevant to their areas of responsibility and report back at the next Full Trustees Meeting.

8.3 CFO Verbal Report

SK delivered the verbal report to Trustees. The report included:

- Additional staffing in the Central Finance Team
- No purchase order on invoice no pay policy
- Recent Finance Meeting review
- Every software purchase for risk management and compliance which will be implemented in March and staff will start populating from Easter.
- Condition surveys to take place on all schools with measurements which will give the ability to challenge the net cap in September.

8.4 Management Accounts Review

IC and SK review the management accounts on a monthly basis. IC feels comfortable with all accounts except Tavistock. SK explained to Trustees that the internal auditors visit took place last week. The initial feedback was positive.

KW left room at 7:06pm

Action:	FM to Agenda Trust Development Plan on each Committee agenda before the next Full Trustees Meeting.
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9 – Trustee Committee / Matters Arising

Trustees discussed the minutes from recent Committee meetings. Discussion points were:

- During School Improvement meetings there is a need to focus on all schools and not just one school.
- Data predictions cannot be trusted and there needs to be a better way of looking at this area.
- A decision regarding Ebacc will have to be made in the future.
- Holsworthy has fewer pupil admission numbers than expected.
- Ethos needs to clarify that it is an outreach group rather than a committee.
- Resources will continue to monitor Tavistock.
- JL requested the Trustee self-assessment for the Audit Committee.

Action:	FM to re-issue the Trustee Self assessments before next Audit Committee Meeting
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10 – Policies / Documents

10.1 – Complaints Policy

SK confirmed there is a complaints form on the Dartmoor MAT website. Written complaints can be handed to reception staff to log onto the website.

Trustees agreed to adopt the revised Complaints Policy.

11 – Cluster LGBS

HF informed Trustees that Emma Neath is the new Chair for the Three Hares Cluster LGB.

Trustees acknowledged that LGB's need to move from asking questions to following through actions.

12 – Risks Identified / Forthcoming Changes

Trustees identified the following risks:

- GDPR
- Pupil Admission Numbers – Tavistock College and Okehampton College
- Holsworthy – A Recovery update is required.
- Crisis management – implications for the MAT with a 'no deal' Brexit

Action:

FM to Agenda Holsworthy Recovery Update for next School Improvement Committee Meeting
FM to Agenda Crisis Management for next Audit Committee Meeting.

13 – Meeting Review

- TS delivered the meeting review.

14 – Date of Next Meeting

- Okehampton College Skills Centre – 4th April 2019 – 4pm
- The meeting concluded at 7:25pm.

Action Table from 12.02.2019		
WHO	WHAT	WHEN
FM/IC	Review Committee Meetings frequency and agenda structure.	04.04.19
FM	Include minute procedures within training for new Clerk at HCC.	05.03.19
FM	Agenda annual report format for next Governance Conference.	May 2019
DC	Gain feedback from Head teachers on the SCA proposal at the next Executive Head Teacher Meeting.	22.03.19
IC	Form a GTS working party to note the concerns and the answers needed in order to proceed with them joining the MAT.	04.04.19
DC	Inform GTS that SK will withdraw as CFO.	ASAP
IC	Contact the GTS Trustee Chair to discuss Trustee concerns.	13.02.19
DC/IC	Arrange a meeting with the Chair of Tavistock LGB to discuss budget management	ASAP
IC	Attend the next Head teachers meeting to inform them that GDPR is a priority and a concern and Trustees will be monitoring closely.	30.03.19
FM	Agenda Trust Development Plan on each Committee agenda before the next Full Trustees Meeting.	ASAP
AF	Meet with the LGB GDPR leads to address GDPR in schools.	23.04.19
RL	Review the Statement of Intent as cooperative lead Trustee	04.04.19
FM	Agenda Holsworthy Recovery Update for next School Improvement Committee Meeting	19.03.19
FM	Agenda Crisis Management for next Audit Committee Meeting.	28.02.19
FM	Re-issue the Trustee Self assessments before next Audit Committee Meeting	28.02.19