

Full Trustee Board – Part I Minutes							
Date/Time	13:12:18 4.00pm	Location		Okehampton College			
Attendees	Initials			Attendees	Initials		
Amanda French	AF	Tania Skeaping	TS	Philip Sanders (arrived 5.15pm)	PS	Ian Courtney	IC
John Lawlor (left 6.34pm)	JL	Daryll Chapman	DC	Rebecca Ledger (arrived 4.12pm)	RL	Marilyn Livingstone	ML

Apologies	Initials	Reason
Jeanette Savage	JS	Work
Lee Rose	LR	Unknown
Jane Dumeresque	JD	Work

ACTIONS
DECISIONS
QUESTIONS AND CHALLENGES

In Attendance	Initials	
Hazel Fox	HF	Vice CEO
Susanne Kiff	SK	Chief Financial Officer
Sally Wood	SW	Governance Manager

Minutes to
Attendees
Apologies

15 - Apologies
<ul style="list-style-type: none"> Apologies were accepted from JS and JD. Apologies had not been received from LR. JL to complete the meeting review.

16 – 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.

17 – Agree and Sign off Previous Minutes

- Part I minutes from the Full Trustees meeting held on 18:10:18 were agreed and signed by IC.

18 - Matters Arising

- There were no matters arising

RL arrived 4.12pm

19 – Matters Brought Forward at the Direction of the Chair

- Trustees noted that the appointment of Jane Dumeresque had been approved and the induction meeting had taken place this week. Jane will sit on the Resources Committee and attend her first meeting in January.
- The meeting moved to Part II.

Action:

DC to produce a structure diagram showing position, numbers on roll and salary ranges for the MAT

20 – Safeguarding

- Trustees had received a report from a meeting between Jane Lake and JL.
- Trustees noted that good progress had been made with audits undertaken in all schools with the exception of Okehampton Primary. Training courses provided by Jane had been well received.
- Trustees noted an allegation made and a complaint that were currently being dealt with. Jane was also providing direct help for DSLs.
- Trustees noted a software package was being trialled looking at misuse of MAT software and communication systems. It also identified specific words that could enable early help.

PS arrived 5.15pm.

Trustees challenged when the two schools would be revisited where work was needed on their single central records SK advised this would be before Christmas, both schools had had letters and been given a timescale. Training for admin staff had also been arranged.

21 – Trustee Board**21.1 – Trust Board Objectives 2018/2019**

- Trustees had received the proposed board objectives which tied in with the objectives in the published accounts.

Trustees challenged the timings around the objectives and how they would be mirrored across the schools

IC responded that the Trust improvement plan would break all those objectives down.

- Trustees agreed on the board objectives for 2018/2019

21.2 – Review of Committee Membership / Quorum

- Trustees noted there had been issues with Committees not being quorate. The previous suggestion of identifying a replacement if a Trustee couldn't attend a meeting hadn't been successful.
- TS offered to join the Resources Committee along with the new Trustee, JD.
- It was agreed that Trustees could dial into meetings or use Skype if necessary.
- Trustees to consider joining one extra Committee and advise SW

21.3 – Lead Trustee

- Trustees noted the need to identify a cooperative lead Trustee.

Trustees asked who was the cooperative lead within the Trust

DC responded that quite a few of the Heads had come from cooperative schools.

- RL volunteered to take the lead on this and all Trustees were in agreement. HF to set up meeting with HF, RL and Sarah Jones

21.4 - Trustee Vacancy

- This was covered under item 19.

21.5 - Schools joining the Trust / 21.6 – Sponsor Status

- Trustees noted that St James were due to join and the RSC was aware of this.
- The Trust needed to become a sponsor for this to happen and the application for this was submitted by 30:11:18 with the outcome awaited.
- St James' SAT to MAT application was also being worked on and this would go to the Headteacher Board at the same time as the sponsor application. September was the probable date for joining to coincide with the end of the financial year.

Trustees challenged the due diligence process for St James

It was clarified it had been a lighter touch process. The following day was an EA visit looking at the performance of the MAT and capacity for growth. St James had always been part of that plan. Their finances were overseen by SK, the Executive Head is HF and the Head of School attends MAT meetings, so there was no issue with extra capacity for that school.

- Trustees noted that support money couldn't be requested if they were taking in new schools. The sponsor status was a strategic choice. Completion for the buildings is due to be 11:03:19.

21.7 Trustee Visits / Visit Form / 21.10 Trustee Training

- Trustees considered the draft visit form provided. IC has visited all 13 primary schools in the last fortnight.
- Trustees noted the importance of being seen.
- Trustees agreed completing a form would depend on their visit and what they did during that visit
- Trustees agreed there should be a focus to visits and a discussion with the Head prior to agree that.
- SW to put a standing agenda item on future meetings to discuss who is visiting which schools
- Trustees agreed that visits should be coordinated and would be discussed at Full Trustee meetings rather than Committees. SW to set up visits folder on sharepoint
- Trustees considered recording training and development and it was agreed for all training to be booked through SW. SW to send blank training log to all for completion and return to SW

21.8- Trustee Communication

- Trustees were reminded of the importance of checking emails frequently as communication was key.

21.9 Annual Report for Members

- Trustees noted the AGM would be held in February with the Members. All Trustees to review the annual report and provide feedback to IC by the end of term

21.11 GDPR

- Trustees considered the report received from the DPO.
- Trustees noted the challenge in training admins in ICT and noted it as an area of risk with the training need being great.
- Trustees discussed that everything may appear OK, but it was about understanding the level and depth that things were actually taking place.
- Trustees agreed it was about getting schools to take ownership and identify who was taking that ownership.
- Trustees discussed that it was the whole school that needed awareness and that was challenging. Whilst each school should have a DPO lead, there was a concern as to what was taking place in each school.

Trustees challenged if this had been addressed with the Heads

DC responded it had been and the DPO had presented to them at the last meeting. They had been given a deadline which fell after Christmas.

- Trustees noted that the structure was there but the practice wasn't. IC advised he was due to attend a meeting with the Heads of School where he will discuss this further.
- AF advised she would meet with the DPO before each Full Trustees to report back and that meeting would take place in different schools.

21.12 Review of Ethos and Values / Statement of Intent

- Trustees acknowledged the statement felt 'clunky'. RL to review this as cooperative lead Trustee
- Trustees acknowledged Ethos Committees were not yet working as they should and ML was currently working on a paper to provide clarification. In essence, the guide will be for schools to go with what works for them, so this would provide flexibility.

21.13 Academies Financial Handbook 'musts'

- Trustees noted this had been picked up by the Auditors and was good practice, so should be done
- TS and JL agreed to complete this

Action:

- ALL to consider joining one extra Committee and advise SW
- HF to set up meeting with HF, RL and Sarah Jones in respect of cooperative work
- SW to put a standing agenda item on future meetings to discuss who is visiting which schools
- SW to set up visits folder on sharepoint
- SW to send blank training log to all for completion and return to SW
- ALL to review the annual report and provide feedback to IC by the end of term
- RL to review the Statement of Intent as cooperative lead Trustee
- TS / JL to complete the Academies Financial Handbook 'musts'

22 - Reports

22.1 CEO Report / Vice CEO Report

- Trustees noted that for Maths, 8 of 12 primaries are in Q5 for progress scores. Writing in Q5 was the case for 7 primary schools and for reading, 3 schools were in Q5.

Trustees challenged if it was strange that reading seemed out of sync

HF responded it was different for different schools. The move to the focus on progress data and maths mastery had had an impact. Where these were in place, the impact of teaching and planning was better.

- Whilst Trustees noted the need to consider that many cohorts are very small which could skew the data, it is clear that significant work needs to be done to improve progress. Trustees also noted a mismatch in some schools between what is indicated by ISDR and by ASP. HF is mentoring several Primary Heads to help them understand what is driving the data in their schools
- Trustees agreed that maths was disappointing, especially considering the SLE in Maths came from Okehampton Primary. HF advised another SLE from outside the Trust had been commissioned who was effective in KS2. The current SLE was delivering quality in KS1.
- Trustees noted that with the focus on progress and data, this was not being converted into expected progress or greater depth. If greater depth was driven, then greater progress scores could be obtained.
- HF advised that schools were looking at 10 steps for greater depth and for example, writing was focused on at North Tawton. The upcoming non pupil day was planned to guide teacher planning for greater depth and to give Teachers time to do their medium term planning.
- Trustees acknowledged this was an area for the Trustee / LGB conference to focus on to give clarity to LGBs for them to be able to drill deeper into each areas. The right kind of challenge needed to be given and recorded. Challenge may be taking place, but progress was not being fully followed up.
- Trustees discussed a five step process: 1) Identify the issue, 2) Ask the questions why, 3) Ask what is being done, 4) Ask by when it will be done, 5) Identify how will we know
- HF advised that she is coaching Heads in this area as well.
- Trustees discussed that Holsworthy Cluster appeared to have no papers presented at their meeting to consider.

Trustees asked DC for more information on the support staff structure

DC responded it had been a process of continual reflection and proposals were being discussed with Heads. Michelmores were also providing advice on potential structures.

Trustees asked if areas were at risk in the interim

DC responded that SK was picking up a lot. Any proposed structure would be very clear as to who was responsible for what.

Trustees challenged whether the MAT was compliant at this time

SK responded yes, probably. Expertise was being used from within the schools

- Trustees noted that condition surveys were planned with quotes being obtained at the moment. SK and Alan King will spend a day in January looking at premises, risk management and will bring a proposal to Trustees.
- Trustees were advised that whilst some schools hadn't all had the regular statutory checks, any affected had had those checks commissioned now.

Trustees asked how big the gap could potentially be

SK responded they were in the process of doing this, but the gap was in place since before the schools came into the Trust. As soon as gaps were identified, they were being dealt with. Things were being uncovered as time went on.

Trustees asked if roles would cover all schools

SK responded that Health & Safety would be Trust wide, similar to central finance. Key people still needed to be identified in each school.

Trustees asked for a timescale

DC responded that Heads were in discussions and Michelmores were providing advice.

- Trustees agreed that statutory checks not being done was a concern, but recognised a benefit of being in the Trust was that when things were identified as an issue, action could be taken.

JL left 6.34pm.

- Trustees briefly discussed the due diligence that had been taking place with Torrington and noted they had a carry forward of £800k, with £300k of that ringfenced for some building work, but it was unlikely to have to be paid due to the organisation going into administration. Torrington is financially sound and they currently have a rising roll. The educational performance last year was not good but an explanation had been given for this due to pupils joining from another school increasing the cohort by 25%. DC now had data from the previous year to review.

Trustees asked what the predictions were for this current year

DC responded that Torrington said the results in the previous year were very specific to that year group and were not anticipating it happening again. OFSTED were also looking at situations where a number of children leave schools, so it was unlikely to occur again.

- Trustees were advised that the ethos given through due diligence was a good one, the school has a good reputation and there was a need for a new primary school in Torrington. They were not looking at other Trusts.

The intention would be to keep them as a cluster on their own. Governors were alert to current situations with the premises and finances.

22.2 Trust Development Plan

- Trustees had received the Trust Development Plan to consider.

Trustees challenged the finance section regarding training and asked for details on dates and timescales for that

SK responded that training took place back in September and further training took place recently. SK had now met with all Heads and discussed their accounts in detail. SK had also met with some LGBs.

Trustees asked if issues were still occurring at some small primary schools

SK responded yes in respect of the level of what they need to do, but there was still difficulty in challenging Heads or Teachers if they were not following policy. There had been occasions when orders had been delivered to home addresses, but the message was clear if that happens, the Trust would not pay. SK was currently looking into an Amazon business account.

- Trustees discussed whether the plan should be monitored at Full Trustees or at Committees and agreed it would be at Full Trustees.

Trustees asked how the plans would be followed through to school level

DC responded that if you looked at Governance, progress is that training is being done. This was the same for the Finance section. The plan itself hadn't been updated, but action was occurring.

- Trustees agreed it was crucial for pre reading of papers prior to Trustee meeting and a move to questions being asked prior to meetings.
- Trustees acknowledged that in time, some items that were currently sitting with Trustees could sit with LGBs.

22.3 CFO Verbal Report

- Management accounts to be tabled at all meetings**
- SK advised that LGBs had feedback they liked the account formats as did Heads. SK had met with all Heads and some LGBs to go through these.
- Further work was needed on the financial scheme of delegation as people were not clear on what needed to go to the LGB and what needed further approval.
- Trustees noted that interviews had taken place earlier and two finance people had been appointed to the central team.
- SK advised that the areas highlighted in the key issues discussion document were all being actioned.

Trustees asked if Heads could look online and see the current live situation with their budgets

SK advised they could, but with the central team growing, they would get allocated a person who knew their budget inside and out. They would also receive monthly management accounts and monthly reports which should be sufficient.

- Trustees noted the system hadn't been fully rolled out due to some limitations, but the next step was for experienced budget holders to have access to the system.

Action:	SK to provide management accounts for all Full Trustee meetings
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23 – Trustee Committee / Matters Arising

23.1 Minutes

- Trustees noted that the deficit for Tavistock had not been registered as a risk. PS advised that information for the LGB was reviewed by SK prior to being considered by Governors.

23.2 Allocation of Schools Condition Allowance

- Trustees had reviewed the proposal circulated from IC. Some Trustees commented the allocation should be on square footage, whilst others thought numbers on roll was more appropriate.
- Trustees agreed that the initial lump sum shouldn't be spent on the assumption that further money would come from the Trust and should be used for identified need in the schools.
- Trustees agreed if there were big projects identified within schools, the 15% 'lump sums' should go towards those.
- Trustees agreed for the condition surveys to be completed first and then square footage would be looked at. Trustees noted that pupil numbers of 1917 was included in the master funding agreement for Tavistock.
- Trustees also acknowledged that spend may be needed if it was to aid the school attracting pupils
- Trustees recognised that premises also presented opportunities for income.

Trustees asked who would lead on this

SK responded there would be an identified lead for Health & Safety / Premises.

Trustees queried where premises was part of the Trust Development Plan

DC responded it wasn't at the moment, but would be part of another area.

- Trustees agreed that the proposal should be given to Heads for their input and thoughts and would be considered at the next Full Trustees meeting
- Trustees agreed on a £10k lump sum for schools where the roll was less than 400 to be included as part of the proposal

23.3 Approval of Highampton Budget

- Trustees had approved this budget prior to the meeting due to timescales for submission

23.4 Annual Accounts 2018/2019 / 23.5 Key Issues Discussion Document / Letter of Representation

- Trustees noted that the detail of these had been considered at the Audit Committee.
- Trustees acknowledged there were no substantial findings within the audit, but there had been one or two amendments since the Committee met.

Trustees queried that Torrington potentially joining the Trust was referred to in the accounts

DC responded that TUPE consultation was ongoing at this time, with parent consultation taking place after Christmas.

Trustees asked if the ESFA had been written to

SK responded yes, but there had been no response.

- Trustees proposed and all were in agreement with the annual accounts, the key issues discussion document and the letter of representation

Action:

DC to take the schools condition allowance proposal to Heads for their input and thoughts

24 – Policies / Documents

24.1 – Pay Policy

- Trustees proposed and approved the Trust Pay Policy

24.2 Discretions Policy

- Trustees proposed and approved the Trust Discretions Policy

24.3 Whistleblowing Policy

- Trustees proposed and approved the Trust Whistleblowing Policy

24.4 Trustee / Governor Code of Conduct

- Trustees noted the update providing consent for information to be held on the website and the use of school email. Trustees proposed and approved the Trustee / Governor Code of Conduct

24.5 Finance Policy

- Trustees proposed and approved the Trust Finance Policy

24.6 E Safety Policies

- Trustees reviewed these policies and all were in agreement of them being approved

24.7 Policy Delegation

- Trustees agreed that the Safeguarding Policy would go to Full Trustees in the policy delegation. Trustees agreed the policy delegation document

25 – Cluster LGBS

25.1 – 25.9 LGB Minutes/ Pay Committee Minutes

- Trustees briefly discussed the running track at Tavistock College and noted the quote for repair was indicated at £120k not the £500k previously thought. IC updated he was involved with meetings regarding the track.
- Trustees raised a query over Holsworthy Cluster Part II minutes having some names identified. **SW to feedback to Holsworthy Cluster on the notes.**
- Trustees discussed there was a lack of challenge within the Holsworthy Cluster notes and a lack of documentation which was concerning. Trustees noted there were new Governors, a new Head and a new Clerk. Trustees agreed the LGB should be supported and could visit another cross phase LGB for support.

25.10 Annual Reports

- Trustees noted the differing styles of the reports and it was agreed that the format of this should be discussed at the Conference with the aim of producing a standard template. Okehampton Primary was considered the best fit at this time with the additional of number of meetings and attendance to be added in.

25.11 Proposed Governors for Tavistock / Okehampton Primary

- Both proposed Governors were considered in light of skills audits presented and were approved

Action:

**SW to feedback to Holsworthy Cluster on their Pay Committee minutes
Annual Report format to be considered at the Trustee / LGB Conference**

26 – Risks Identified / Forthcoming Changes

Trustees identified the following risks:

- GDPR
- Compliance issues re premises
- People not on the ground, operationally
- IDSR and ASP re progress
- LGBs risks. Risk in the communication between Trustees and LGBs
- Communication between Trustees

Risks identified from the LGB minutes:

Dartmoor Federation

- Websites
- Financial risk

Central Cluster

- Budgets – changing situations since budgets were initially approved / unable to respond to Trust letter re deficit in the absence of budgets to review
- Collaborative approach with the MAT needed
- Premises Lead from the Trust required - there is a key issue with warranties on the new build at Chagford.
- MAT led Finance training is needed

Action:

SK to add risks to the risk register

27 – Meeting Review

- IC fed back the meeting review from JL.

28 – Date of Next Meeting

- Okehampton College Skills Centre – 12 February 2019 – 4pm

Action Table from 13:12:2018		
WHO	WHAT	WHEN
DC	To produce a structure diagram showing position, numbers on roll and salary ranges for the MAT	30:01:19
ALL	To consider joining one extra Committee and advise SW	15:01:19
HF	Set up meeting with HF, RL and Sarah Jones in respect of cooperative work	30:01:19
SW	Put a standing agenda item on future meetings to discuss who is visiting which schools	DONE
SW	Set up visits folder on sharepoint	DONE
SW	Send blank training log to all for completion and return to SW	DONE
ALL	Review the annual report and provide feedback to IC by the end of term	31:12:18
RL	Review the Statement of Intent as cooperative lead Trustee	30:01:19
TS / JL	Complete the Academies Financial Handbook 'musts'	30:01:19
SK	To provide management accounts for all Full Trustee meetings	Ongoing
DC	Take the schools condition allowance proposal to Heads for their input and thoughts	ASAP
SW	Feedback to Holsworthy Cluster on their Pay Committee minutes	31:12:18
SW	Agenda annual Report format for the Trustee / LGB Conference	15:01:19
SK	Add risks to the risk register	31:12:18