

Full Trustee Board (Resources Focus) – Part I Minutes							
Date/Time	31 <sup>st</sup> October 2019 4.00pm	Location		Okehampton College			
<b>Attendees</b>	<b>Initials</b>			<b>Attendees</b>	<b>Initials</b>		
Jane Dumeresque	JD	Tania Skeaping	TS	Ian Courtney	IC	Rebecca Ledger	RL
John Lawlor	JL	Daryll Chapman	DC	Graham Briscoe	GB	Amanda French	AF

Apologies	Initials	Reason
Philip Sanders	PS	Funeral
Marilyn Livingstone	ML	Resigned
Jeanette Savage	JS	Work Commitment

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

In Attendance	Initials	
Susanne Kiff	SK	CFOO
Melissa Trudgill	MT	Governance Manager

Minutes to
Attendees
Apologies

Meeting started at 4.25pm

1 - Apologies
<p>IC welcomed Trustees and informed them that Hazel Fox has unfortunately broken her hip and will have to have an operation. The Trustees sent their best wishes to Hazel for a speedy recovery.</p> <p>MT confirmed apologies had been received from PS, ML, JS and HF.</p> <p>IC had received a letter from ML to inform Trustees of her resignation as of today. IC would write a letter to ML on behalf of the Board to thank her for all her hard work and commitment on behalf of DMAT. As a Foundation Governor, the Diocese would be responsible in recommending a replacement.</p>

2 – Declaration of Interest
<p>All Trustees present were reminded to declare any conflict of interest that may arise during the meeting. All Trustees completed Related Parties Forms for the new academic year - 2019/20.</p>

3 – Agree and Sign off Previous Minutes
<p><b>Minutes from:</b></p>

**3.1 Full Trustees meeting held on 26<sup>th</sup> September 2019** were agreed and signed as correct by IC.  
**3.2 Resources Committee held on 10<sup>th</sup> July 2019** were agreed and signed as correct by IC (subject to the amendments raised at the last Full Trustees meeting i.e. JD had not been present at the meeting).  
 Part 2 were agreed and signed as correct by IC and will be filed securely.

#### 4 - Matters Arising

- Walk around Tavistock College with Geoffrey Cox – not happened yet - keep on action table.
- IC will write to Chair of Governors at Tavistock College re skills audit by Christmas.

Please see table below for other developments.

#### 5 – Matters Brought Forward at the Direction of the Chair

**Staff & Parents Complaints** – The Executive Team and Trustees should only be involved to check that the procedures and process are working effectively and have been followed and not deal with the details of the complaint itself. Additional layers have been included in the Complaints Policy so complaints are not automatically catapulted up to Trustee level. Currently there are 6/7 complaints with the Executive Team and it is taking a lot of resources. The meeting thanked JL for his involvement. DC has taken the policy with recent changes to the Headteachers’ Meeting for their approval.

At the formal stage of the complaint, the AC will appoint an investigator and the complainant will be sent a report of the findings. The School will be responsible for recording and filing all the evidence and keeping a timeline of developments and communication. The complainant can appeal against this, where it will then be reviewed by the first committee of local governors, a further appeal would lead to the second committee which would include an independent governor. If the complainant still feels that the School has not dealt with the issue, then the Central Team will check that the correct timings and process has been followed. This level will not be a further investigation of the complaint itself. The Complaints Policy follows the new Scheme of Delegation.

**A Trustee challenged where was the link between this complaints policy and the safeguarding policy e.g. there should be a link which directs the complainant to the safeguarding policy?** It was confirmed there was link. A safeguarding concern would follow another process. **Another Trustee suggested template letters for the first stages of the complaints process at the end of the policy as an appendix.**

**ACTION: DC would add these template letters to the Complaints Policy.**

**Tavistock Athletics Club Proposal** – IC is due to have a meeting about this on 1.11.19.

**ACTION: IC will update the Trustees at the next Full Trustee meeting.**

**Miniature Pony Centre** – the latest position is that the agents have advised the sellers to change their sales strategy and sell it as a residential. The Centre will close today as a tourist attraction. The Buyer has asked IC to have another look at the numbers. The proposals are currently on pause. **A Trustee challenged how the proposals fit into DMAT?** IC responded that the proposal was unlikely to take place.

**Trustee Visit Form** – HF had created a Trustee Visit Form template and it had been uploaded onto SharePoint. IC had met with Richard Parsons, Chair of Okehampton Primary AC. AF and Richard Parsons have designed new visit forms for good practice. The visit forms should facilitate AC members in identifying questions to be brought back to the Trustee Board. One of the recommendations, which had arisen today following meetings with the consultant from EFSA, is that Trustees should not sit on both the Trustee Board and ACs.

**ACTION: IC will raise this at the Conference on 20<sup>th</sup> November.**

The meetings had been very useful and feedback will be in the form of a report to follow including recommendations.

**ACTION**

- **DC would add these template letters to the Complaints Policy.**

	<ul style="list-style-type: none"> <li>• IC will update the Trustees at the next Full Trustee meeting regarding the Tavistock Athletics Club Proposal.</li> <li>• IC will raise issue of Trustees not sitting on ACs at the Conference on 20.11.</li> </ul>
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## 6– Trustee Board

**6.1 - Trust Board Objectives** -DC had worked on these documents for the Trustee Board (Trustees were presented with an executive summary and the fully detailed document). These will go on the website once approved. DC had shared it at the Headteachers’ meeting today. Finance is included for context but not linked into the new framework. **A Trustee asked how would we know if DMAT has achieved the objectives?** DC highlighted the success criteria by which the objectives would be measured. Key performance indicators will link to this framework and the Trustees need to ask the Schools to have their SEFs and School Development Plans on the same framework. Each School will use the same headings.

The Trustees raised the following comments/questions on the document:

**CHANGES/ACTIONS:**

- On Page 2 key objectives are in a different order to the list and the order of the bullet points needs to be changed.
- Under Financial heading the wording is too lenient and the wording should be ‘school budgets will be balanced’.
- Within the Curriculum heading there should be reference to SIAMS and church schools.

**COMMENTS/QUESTIONS:**

- Going forward it is very important to link it to the KPIs a bit stronger i.e. through a dashboard.
- It was felt that it was an achievement having these objectives but the next stage should be to hold to account some of the data.

**DECISION:** It was decided that the documents should be approved subject to the 3 actions above.

The Trustees thanked DC for all his work on producing these documents.

**6.2 Scheme of Delegation** – The objective was to complete the consultation process including the Governance Conference on 20<sup>th</sup> November and then it would come into force in January. IC reiterated there had been 4 lengthy meetings to bring it to this stage and it was a live document, which would continue to evolve. All agreed that it was important that it should be a transparent conference with as many attending as possible, hopefully asking lots of questions. MT had introduced a group discussion time into the Conference, so that following presentations from the Trustees, attendees could discuss and write down queries/concerns/issues which would be addressed to the panel anonymously. This would encourage them to question uninhibited. MT said it was important that all came away from the Conference having had the chance to ask their questions and to aim for a cohesive working relationship in the New Year. IC had written a letter to all ACs explaining the process which had led up to the SoD and inviting them to attend the Conference. MT had sent out notification of the date and had encouraged those who could not attend to send through their questions by email. An Agenda will follow as soon as possible. DC had taken the SoD to all the Headteachers’ meetings and asked for feedback on it. The majority thought it was a positive move. One Headteacher had not been so positive and raised issues. It was agreed that it was important for all members of the ACs to see it.

**6.3 Schools joining the Trust: St James Primary School Update** - St James are not going to make the most recent target date of 1/11 for transfer as they are still waiting for planning consent on the artificial pitch. DCC will not sign the lease until they have seen the planning consent approval. **A Trustee questioned why this was, when it was DMAT’s risk?** It would be St James’ risk however, not DMAT and it is not possible to progress through the transfer until all has been addressed and approved by EFSA. A Trustee reminded the Board that any further delay would cause the School problems as it would have an effect on the decision of the Nursery provider being involved. Part of the growing numbers for St James is based on the school offering a nursery provision. **A Trustees asked whether DMAT are happy to take this risk on?**

IC declared an interest at this point in the meeting (being a Trustee of the Okehampton Skills and Sports Trust and Chair of St James’ Governing Board). All acknowledged that the planning permission is only a change from a grass pitch to an artificial pitch but it has taken 4 months – it is considered low risk. If it is not granted, grass pitch will be reinstated. It was raised

again that the company who won the nursery provision is critical to the promise DMAT/ST James has made to the public. The Provider still wants to do it, but he is having issues recruiting. DMAT’s intention for the transfer to occur is solid.

**6.4 Trustee visits** – None.

**6.5 Feedback on any complaints made** - JL outlined the subject of the recent complaint (Uniform Policy – Tavistock College). The outcome (following the Stage 3 complaints panel) had been to partly uphold the complaint in that the School had gone through the correct process and the investigation had been very thorough, but the original sourcing of the skirt with logo had been flawed and the skirts offered had not demonstrated value for money. It had been recommended by the panel that the School research alternative suppliers for the parents.

**A Trustee questioned whether uniform was part of the SoD?** This was an agreed area of the School’s responsibility and was delegated to them.

**6.6 Update Schools’ admissions arrangements and consider the Trust’s admission arrangements** – DC has gone onto DCC website and found the admission policies and downloaded them to the schools – DMAT is the admission authority. Every School is happy to check their individual admission criteria which may vary, but were pleased for DMAT to provide them with the model structure and coordinate this review centrally. It is not possible for DMAT to have one policy across all schools. The schools have been sent their individual draft statements and been asked to check them carefully and then return to central team where they will be collated and sent back to DCC. DC wanted to be alerted to changes and catalogue them, before they went back to County. **The Trustees approved the policies and noted that some had minor changes such as ethos and core values, over-subscription criteria and catchment criteria. A Trustee continued to question why DMAT needed 16 policies but it was explained that each school had a different geography and DCC have changed catchments to link into roads, but this has caused problems relating to buses and school transport.** All maps etc have been circulated to Headteachers. The changes to catchments are important to DMAT because it changes bus provision for children. Headteachers have appreciated this work being undertaken centrally by the MAT and the main difference has been that they have all been returned in one go to County. The Trustees have agreed the process and agreed the policies, whilst ensuring that the individual Schools have participated to reflect the school’s individuality. DC explained that in the past there has been disparity between what is held at County and the policy replicated at school website level.

**ACTIONS:**

- 1. Make the following changes to Trust Board Objectives document:**
  - **On Page 2 key objectives are in a different order to the list and the order of the bullet points needed to be changed.**
  - **Under Financial heading the wording is too lenient and the wording should be ‘school budgets will be balanced’.**
  - **Within the Curriculum heading there should be reference to SIAMS and church schools.**

## 7 – Resources Focus

**7.1 Review Management Accounts** - SK uploaded the summary for year-end for 18/19 and explained the summary and what the columns referred to. Audit is taking place and there is a difference relating to opening balances which came into 18/19. Unadjusted amount £275,000 should have been in last year. This figure had to be unpicked and reconciled. Income from cross charging is netted against expenditure. It goes into an expenditure code e.g. we are moving it into different columns rather than it being income. Income is still to be verified by Audit. Overall, we ended up in a better position than the predicted budget. Tavistock are being shown as clearing their deficit. Northlew and Ashbury are the only school ending with a deficit. Although the top level is a better position than we had thought, some of the individual schools we need to be questioning what is going on. We have increased our reserves. Next stage will cover the future plan. Current budget for this year shows reserves going down by £600. SK explained that the delay in bringing the figures was because she had not wanted to present inaccurate figures at an earlier date. SK will go through it carefully with JD and IC. **A Trustee said it was important to have all the spreadsheets to analyse and summary sheets in time for the meeting. Trustees raised their concerns about the heavy workload and pressures on SK.**

**A Trustee stated that he was uncomfortable about building a big reserve and that it needed to be balanced on spending on the current children within the MAT.** Schools have been put under pressure and centrally the brakes have been put on to ensure the finances looked healthier, but staffing costs are high in a lot of our schools so need to be cautious going forward and ask whether they can they sustain the spending long term. These are conversations, the Executive Team is having with Headteachers. **Trustees reflected that forecasts need to be accurate and asked what was our policy on reserves.** Okehampton College had a £400,000 profit showing but SK has asked the Headteacher to talk to his SENCO and come to SK with what he needs but it needs to be sustainable. It was agreed that the Trustees were getting better at challenges to the ACs and committees – there needs to be the right balance between being careful but also spending it in the schools on the right areas and ensure that increased staffing can be funded in this year's budget and in future figures. Reserves are there if the school has a one-off, short-term need but cannot just add to staffing. It was agreed that it was essential to have the right level of reserves and investing it in the right places.

SK has to have the right team underneath her. She needs highly-skilled personnel to support her, so she can do more of the strategic role. The current team have had to be guided though the audit process as it is new to them. Existing people were kept on but when there is natural movement, highly skilled replacements, will need to be found. There will have to be serious conversations after audit as some concerns have come out of it. Risk had previously been identified by Trustees that if Susanne was to be absent how would this impact on the central function. There needs to be the right support and back up for Susanne and this would be part of a disaster recovery plan. The majority of the team were working very effectively and were still learning the new systems and DC remarked that the ship had been tightened up over the last year. The audit process had been smoother this year but there was still room for improvement. **A Trustee questioned that it was not right that SK has to check every order and this was too much for one person to carry out.** SK responded that once audit had been completed, these issues will be revisited later at central team. There had been no issue up until last Wednesday but then a problem had arisen and the CEO and CFOO will need to make decisions about the team with some issues arising which centred around one person. **The Trustees agreed that they need reassurance that the structure is effective and there is good back up.** The Portfolio leads on the whole were successful and should prove good support for Susanne but in some areas, there the support was not as anticipated. Compromises had been made re appointments as posts had not been advertised externally; recruiting outside in the future may improve quality.

**7.2 Budget timetabling 2019/2020** – F9 extra return SMRA self-assessment return submitted yesterday. Portfolio leads – has worked well in some areas e.g. Premises Lead has led on his area and it has been completed. SK has confidence in the portfolio structure but just need to have the right people in place. Some of the frustrations re budget will be addressed by Scheme of Delegation. **Trustees asked to revoke the earlier decision of SK having to approve every order.** NM has created an excellent report on procurement and the Trustee Board thanked her for this. SK said it was time to roll this out to schools on a phased basis. NM has met with the internal auditor – they are happy with what we want to change. There would be no change in the levels but the budget holder can authorise it online up to a certain amount. Work on a layered authorisation system so the whole process is not reliant SK.

**7.3 Resources Lead to update on budget situation** – **A Trustee asked when we will see our first monitor for this current year. ACTION: SK will email to MT as soon as Audit is complete and it will be uploaded onto SharePoint. Trustees would be alerted by email from MT.**

**7.4 Review investments** - 3.8 million is invested in money market with various maturity dates and £47,000 has been earned in interest to date. SK reviews the bank balance and invests any surplus, although there is not a very high return. However, money market had been decided on because of the low risk involved. Strategically Trustees may need to change this decision but this is lower priority at the moment. **A Trustee asked whether the interest goes into central reserve?** DC explained it would go into central pot so DC has some money to fund specific aspects of school improvements. **A Trustee challenged whether we are permitted to take risk under the financial guidelines?** There is an investment policy in place and our plan is to invest with high streets banks but we do have alternatives to consider.

**7.5 Review projected admission numbers and implications** – The data coming out of DCC is often inaccurate. There is a lack of youngsters coming in at the early years end. At Tavistock and Okehampton Colleges there is an increase of students within their area against net capacity. There is an extra tool being introduced so applications coming in can be seen earlier

on the system. Large increase in EHCPs in July and we cannot process them in the holidays so this creates an immediate lag in the system. A key person will need to be identified during holiday periods who can be contactable in the holidays and act on EHCP and related funding information as it occurs. There are currently only 3 SEN places in Devon's special schools. They are looking at putting a bid together to create more SEN spaces in special schools by extending the provision. Public money is going to the independent sector - so much goes out of Devon to go to independent providers.

**7.6 Identify building improvement needs** – As a result of the recent condition surveys, there are more schools with C1 and D1 category needs identified. Alan King is working on an estate strategy so we can start on these issues. Tavistock is clearly much more serious. In order to address all the critical building improvements, it will cost £2.7 million. DC has tried many angles so far to obtain funding for the Tavistock improvements, highlighting the serious health and safety issues involved, but the RSC have said that DMAT will need to fund it from reserves. **The Trustees agreed that the reserves cannot be reduced any further and the MAT needs to keep a buffer of a minimum of 1-2 months of reserves.** DC continues to try and work together with Simon Niles at County. At the time of transfer from the County, the state of the buildings had been raised as an issue, but DMAT were not aware that the buildings were in such poor condition but a lesson has certainly been learnt. **A Trustee asked if this has ever been challenged with DCC as they must have a responsibility for this?**

Children's safety is paramount. Jo Wood has gone in and undertaken a Health and Safety assessment. **A Trustee suggested closing the building and then DCC would be forced to act as the places were required; they have a legal responsibility to provide a school place and we can evidence it is not safe. A Trustee asked at what stage we do we up the pressure?**

Now we need to get involved with the political representation and Geoffrey Cox and the Devon councillors for Education.

**ACTION: It was agreed that the 2 surveys - NPS one 2 years ago and the recent survey need to be compared and then we need to have further serious discussion with DCC and EFSA due to the concerns of the safety of the pupils. Once the Health and Safety report has been completed, we will have a duty to act on its findings, especially if it is found to be structurally unsafe. If there is no plan forthcoming then we will have to consider as a Trustee Board whether we have to close some of the buildings on safety grounds.**

**7.7 Financial benchmarking** – NM had produced a useful report on procurement. Although there is monetary value in undertaking the exercise, time is expended doing so. The aim is to make the authorisation process run smoothly and discover areas money can be saved across the Trust. The financial benchmarking report is not ready yet. The Trustees thanked NM for producing the report, acknowledging it was the first attempt at procurement and that savings had been made already. So far, we have not been very good at informing stakeholders of our financial successes and we need to improve this communication so schools can see the savings being made and what they are getting in return for their central recharge. DC confirmed that he spreads the word at the meetings with Headteachers but then this is not always related to all of the schools. **A Trustee raised that there should be a MAT-wide marketing policy held centrally and all agreed that this was an aspirational thought and should be worked towards.** Building DMAT brand is important and could include the CPD offer. Promotion opportunities across different schools in the Trust should be enticing. DC explained that consideration is being given to a MAT-wide recruitment platform, which would list all the potential career developments on offer for new staff and schools can use this in their recruitment drive. If there were funds available, marketing and publicity could be outsourced to an external organisation. This could target marketing the schools to encourage numbers e.g. pupil numbers are affected such as Holsworthy catchment competes with Bude and Tavistock has both a grammar and independent school alternatives close by, but this is beyond their control. Okehampton College has taken numbers from QE, Holsworthy and Tavistock, but obviously we do not want to attract number from the latter two as they are in the MAT. It was noted that Holsworthy have good brochures as a marketing tool; publicity and marketing have not been ignored and it was positive that the Holsworthy Headteacher has worked hard on making himself and the school more visible in the local community. It was agreed that this personal presence, particularly at primary level, is very important.

**7.8 EFSA Letter** - We are aware – this year we will use the standard response and next year we have asked audit about the different format.

**7.9 Brexit Implications** – re letter from Lord Agnew about Brexit. SK and DC have completed the requested return regarding Brexit. An issue which had been overlooked was a potential fuel crisis which would affect rural Devon e.g. not getting children to school has become more of a priority thought than food and resources.

**ACTION:**

- **SK will email P1 management accounts to MT as soon as Audit is complete and it will be uploaded onto SharePoint. Trustees would be alerted by email from MT.**
- **It was agreed that the 2 surveys - NPS one 2 years ago and the recent survey need to be compared and then we need to have further serious discussion with DCC and EFSA due to the concerns of the safety of the pupils – DC & IC.**

**8.1 Verbal CEO Report**

The report included:

- DC told the meeting about the growing percentage of exam re-marks and the costs incurred by the Trust. The Schools that can pay for numerous remarks end up with better results as the majority of the remarked papers go up at least one grade. We can only fund about 1 in3 of those papers, where an incorrect grade is suspected, but in the cases where the grade goes up, there is no charge to the school. 35% of Okehampton College results were remarked and 25.6% went up a grade.
- All 16 Trust schools have responded to the DCC funding consultation. DC will put the reports on SharePoint.
- Teaching school update – we are now part of the South West hub.
- DC had shared with Headteachers today that it would be positive to have a DMAT-wide charity, which would be the focus for a year. Tavistock had suggested SKRUM which is a charity working towards reducing HIV/AIDS infection in youth in Swaziland through the sport of rugby. SKRUM will respond back to detail what monies raised had been spent on. **Headteachers had thought this would be a good charity and the Trustees agreed this decision.** We will be the only state school to go to the Rosslyn Park 7s to represent women’s rugby this year.
- **A Trustee asked how operations had been affected by HF and Sarah Godbeer’s absence.** DC responded that they had already changed the schools they were working with in September and DC had picked up Okehampton Primary and HF had been doing some work with the Dartmoor Federation Primaries. In Sarah’s absence, DC had spent more time working with the school. DC thanked Sally Huxton for stepping in for the past four weeks and her staff. DC is due to have a return to work interview with Sarah shortly.
- DC explained about Rubix – incremental coaching. It is a programme to progress teachers using incremental steps so DC has asked schools to target their steps for development and base their coaching around this.
- Audit will happen in all schools by Christmas (in the same week so there is less impact). It will look at safeguarding, GDPR and Health and Safety. (GDPR through NM).
- Bailey Partnership has undertaken a curriculum analysis survey and they are now moving onto a net capacity survey.

**8.2 Internal Audit Report** - JL and SK had met in half term and JL had produced a summary document. SK reported all was going in the right direction and no serious concerns had been raised. The Trustees thanked SK.

**8.3 DPO GDPR report and audit update** – Trustees thanked NM for her report. There were still some school websites which were not compiling with GDPR in some areas but things had improved.

**9 – Policies/Documents**

**9.1 Pay Policy & Executive Team Pay Policy** – **Trustees approved the Pay Policy.** It is a standard policy which is updated regularly. There are some choices and these have been made and included in the policy and it is now current for this year. The Executive Pay Policy has become a new separate policy. RL had sent to DC an exemplar to base it on and DC has worked on this draft policy. It was suggested that this policy should be checked carefully by other Trustees focusing on the performance related pay and the ranges. **ACTION: IC and JL will review the new Executive Pay policy before it is approved.**

**9.2 Risk Management Policy** – this would be reviewed next month.

**9.3 – Records Management Policy** – this would be considered next month.

**9.4 Complaints Policy** – Based on the discussion earlier in the meeting and subject to the amendment of including template letters at the end, the Trustees approved this policy.

<b>ACTION</b>	<b>IC and JL will review the new Executive Pay policy before it is approved.</b>
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## 10– Academy committee minutes

All Trustees were pleased that all ACs had submitted their minutes in time for the Trustee meeting this month and noted that the quality of the minutes and meetings had improved.

The following comments were made:

- **A Trustee noted that there were questions within the AC minutes which should be answered and fed back to the AC.** ACTION: **It was decided that MT would draw up a summary page of all questions within the AC minutes and distribute to Trustees so they are not missed and answered appropriately. They will be circulated as one of the Board meeting papers prior to the meeting. Responses would be included in the minutes. MT will inform AC clerks that this would be introduced.**
- There had been a request from Sarah Jones, Principal of Tavistock College that please would Trustees respond to community/school events which they had been invited to. **This was noted and agreed.**
- The Trustees had received the application form and references for Hannah Bancroft, prospective new governor for Okehampton Primary. **The Trustees were pleased to approve this appointment.**
- A Trustee asked if we were members of the NGA as he would like to receive the governor’s magazine. It was confirmed that DMAT were members and GB would be registered on the NGA mailing list.

<b>ACTION:</b>	<b>It was decided that MT would draw up a summary page of all questions within the AC minutes and distribute to Trustees as one of the Board meeting papers prior to the meeting. Responses would be included in the minutes. MT will inform AC clerks that this would be in traduced.</b>
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## 11 – Meeting Review

RL completed the meeting review.

## 12 – Date of Next Meeting

- **The date of the next Ethos Committee Meeting – 13.11.19**
- **The date of the next Full Trustees Meeting (Resource Focus) 28.11.19**

The meeting closed at 8.55pm.

### Action Table from 31/10/2019

WHO	WHAT	WHEN
IC/PS	To arrange a walk around with Geoffrey Cox at Tavistock College.	ASAP
HF	To recirculate the Governor/Trustee visit form that she created to ensure all Governors/Trustees are using the same document.	DONE

IC	To write to the Chair of Tavistock Governors chair to request sight of full Academy Committee skills audit by Christmas.	ASAP
DC/SK	EFSA letter to be considered at next Full Trustees (Resource Focus) meeting 31.10.19	DONE
SK	To review and plan when the central recharge will be discussed with Trustees for year 2020/21	ASAP
DC/HF	To create Board Objectives document for circulation at next Trustees meeting	DONE
SK	Budget timetabling for 2019/2020 – document to be placed on portal	DONE
IC	To report in full to Trustees regarding Tavistock Athletics Club (once meeting has occurred).	ASAP
NM/JL	Update of Complaints Policy to restrict pathway of Complaints to Full Trustee Level	DONE
DC/RL/NM	To incorporate in Pay Policy section for Executive Team (final draft)	28.11.19
IC	To put business plan for Miniature Pony Centre on SharePoint	DONE
DC	To add GDPR to the final review of the Scheme of Delegation to state Academy Committees have a responsibility to monitor GDPR in the schools and check they are compliant	September 2019
NM	To provide Records Management Policy for Trustees	ASAP
JS/IC	To prepare a draft report and forward it to IC in time for the AGM	Jan 2020
SK	To design and implement the Staff Absence Report for Autumn term 2	ASAP
MT	To set dates for 2 meetings per year for Members (AGM and summer meeting)	ASAP
MT/IC	To set date and plan structure of DMAT Governance Conference	DONE
DC	To add template letters to the Complaints Policy.	ASAP
IC	To raise the issue of Trustees not sitting on ACs at the Governance Conference.	20.11.19
DC	To make the following changes to the Trust Board Objectives document as above (in minutes).	28.11.19
DC/IC	To check the surveys carried out at on Tavistock College at the time of transfer need and compare these surveys by NPS (2 years ago) with the current one.	ASAP
SK/MT	SK will email to MT Management Accounts Period 12 and they will be uploaded onto SharePoint. Trustees would be alerted by email from MT.	ASAP
IC/JL	To review the new Executive Pay policy before it is approved.	ASAP
MT	To draw up a summary page of all questions within the AC minutes and distribute to Trustees.	28.11.19 (for next mtg)