

The Link Academy Trust

**Board of Trustees**  
**Minutes: 13 July 2020, 4pm**  
**T/29/20**

Conducted using the online platform MS Teams due to the Covid-19 pandemic

**Trustees:**

Isabel Cherrett – Chair	Jane Collings (JCO)	Dominic Course (DC)
Nicola Dunford (CEO)	Mike Fisher ((MF)	Roy Gillard (RG)
Jason Hayward-Jones (JHJ)	Cheryl Mathieson (CM)	Fiona Walters (FW)

**In attendance:** Matt Matthew, Trust Business Manager (TBM)  
 Rachel Hill, Clerk to the Trust

**Welcome and apologies:** The Chair welcomed all to the meeting. There were no apologies.

**Declarations of Business Interests:**

The CEO is a Trustee of the Bearnas Educational Foundation and South Dartmoor Multi Academy Trust.  
 Dominic Course is a Trustee of South Dartmoor Multi Academy Trust.

**1. Minutes of previous meetings**

The Part I Minutes of the meeting T25 held on 18 May 2020 and the Extraordinary meeting T26 held on 28 May 2020 were agreed as accurate records. These minutes will be signed at a later date when Government restrictions allow.

**2. Matters arising****2.1 Item 2.2 Income Generation Vacancy**

This is covered under item 4, the CEO's Report.

**2.2 Item 8. F&GP Report. Trust Data Dashboard**

This is covered under item 8.2, 2019-20 Financial Performance.

**2.3 Item 8. To develop a plan detailing how the Trust will programme reserves.**

This is covered under 8.3, 2020-21 Budget and Financial Forecasts to 2023-24 including Key Assumptions.

**2.4 Item 10 Local Boards**

The CEO reported. The clerk for Woodleigh Local Board (LB) has resigned but Morchard Bishop has an experienced clerk who will work with Woodleigh. Rachel Hill will clerk the Moorland Local Board (comprising Ilsington, Moretonhampstead and Widecombe-in-the-Moor) until it is more established. Trustees noted that all members of the former Ilsington Governing Body had resigned in February 2020, following conversion. The Administrator at Ilsington is following up on governors to represent this school. The CEO and ATSIL will collaborate over the summer months and plan how to facilitate Local Boards working more effectively. Arrangements will be made for the Clerk of Newton & Teign to undertake training online.

The Chair noted that the membership of Local Boards has to be up to date and accurate on the websites and via *Get Information about Schools (GIAS)* to comply with the Academies' Governance Handbook 2019 (paragraph 317). The CEO agreed to instruct the Executive Academy Head of Drakes and Otterton to action this as a matter of urgency.

**Action CEO**

JHJ reported that resources secured from the Ambition Institute had been placed into a folder on the OneDrive and suggested that Trustees could begin to look at more fundamental aspects of the vision next year. The CEO agreed that it would be useful to cede this into next year's improvement plan.

2.5 Item 11. Ofsted Inspections and audit grid detailing their recommendations

The CEO reported that the Academy Head at Landscope C of E Primary School had not been able to action this yet. It was agreed that it would be forwarded to the Chair over the summer months and for the Standards & Curriculum committee to add it to their annual cycle.

**Action Clerk**

2.6 Item 15.3 Scheme of Delegation and rewriting of Local Board section

The CEO and ATSIL will work on the Local Board section of the Scheme of Delegation over the summer break. Once the proposal is written, the CEO will email it to the Chairs of Local Boards for their comments with a view to it being in operation by the end of September 2020.

3. **CEO's Covid-19 Report**

The CEO's report on the Trust's response to the pandemic was circulated prior to the meeting and filed within the T27 meeting documents on SharePoint.

- Unless they could be accommodated, pupils in Reception, Years 1 and 6 finished school on 3 July. On 6 July each school welcomed into school two cohorts from Years 2, 3, 4 or 5 that had not had access to time in school to date with the remaining two cohorts attending the following week. This initiative proved successful for the schools and pupils.
- In 2020-21, teaching staff will undertake development to exploit MS Teams in delivering on-line learning, blended learning and to support parents in maintaining effective home learning.
- There has been a good response from the parents' survey and actions to enhance home schooling have already been put in place.
- All Trust Academies will use the latest Government Guidance published on 2 July for full and safe opening on 07 September 2020. It is anticipated there will be some changes to the Guidance before September. The Guidance also contains a comprehensive list of what needs to be reported at Trustee level. A letter to parents has been drawn up from the Guidance and will be presented to E/AHs on 14 July 2020 for review. It will then be sent to all parents and followed up with a letter from each Academy Head. The CEO has also drawn up a September 2020 re-opening plan which has been forwarded to all Trustees.
- JCO asked, for schools that were having a change of Academy Head in September, was it the newly appointed Head or the incumbent Head who was the responsible person for adhering to the Guidelines? The CEO replied that it was intended for Landscope and Broadhempston Schools to work in partnership on this. The incoming and leaving Academy Heads at Bearnese were working together already to ensure compliance. JCO asked those present to be mindful of community perception during the change in Heads.
- The CEO agreed with JCO that there could be cause to hold a meeting regarding the newly formed pre-schools that will be opening in September 2020.
- DC commented that the week's opening for other year groups had gone down well within his local community of Moretonhampstead. There were approximately 90 children at Moretonhampstead Primary School the previous week and parents' confidence in the Trust had grown. The CEO agreed that the Moorland schools were working well.

#### 4. **CEO's Report**

The CEO's report was circulated to all Trustees prior to the meeting and is filed within the T27 meeting documents on SharePoint.

The CEO reported that planning for the September opening is ongoing. Academy Heads would be meeting on the 14 July 2020 and could, if necessary, meet during the summer holiday to discuss plans.

Ofsted will commence visits (not inspections) to schools in October to assess how the pandemic has impacted on pupil learning. In January 2021 Inspections will recommence.

The CEO advised that she would like to talk with E/AHs about the Link Academy Trust's strategy for improvement in IT. This strategy will be the next focus for all schools.

JCO advised that she had been invited to join 'lessons learnt from Covid' an online programme run by School Bus. This is a new initiative by the government which the Trust can tap into to support staff.

JCO noted that figures given showed that the Trust was currently 29 per cent below capacity for Early Years and asked if there a plan to task a Senior Leader to monitor this? The CEO replied that this was due to there being insufficient children in some areas. Hennock and Yeoford have been focusing on marketing to child minders to try and increase numbers. Drakes, Moretonhampstead, Otterton and Widecombe Primary Schools had recently joined the Trust and it was anticipated that once these schools had received further support their numbers would rise. Trustees suggested a new role to drive the pre-schools forward could be introduced when funding allowed. The TBM added that marketing was also important and that he had visited Moretonhampstead Primary School to discuss the form this could take. DC advised that it was clear that developing each school's USP could reap rewards in terms of increasing numbers. CM reminded Trustees that some schools had a January intake and the Trust could market what has been achieved by the schools over the pandemic period? FW added that in terms of age and demographic Covid could have a positive effect on pupil numbers because parents would not want to travel and questioned whether a local governor could be given responsibility for marketing the pre-schools? The Chair advised that at the most recent F&GP meeting the TBM had disclosed that he would like a video to be made by the children as part of the marketing approach. The TBM added that the Trust had had 16000 posting engagements through Facebook in the last month and should look at how to improve these numbers next year. JCO added that outdoor learning should be emphasised.

- 4.1 Income Generation. The CEO advised that the Administrator at Ilington Primary School has been deployed to spend one day a week applying for grants. She has started this role with enthusiasm and has already received positive responses to two requests. She is also supporting JHJ with the farm project and is a positive addition to the team. The CEO will write the job description and set targets for the role over the summer holidays.
- 4.2 School Improvement. Spanish will be introduced to the curriculum in 2020. The Chair asked if Environment could also be added? The CEO replied that this had been done and was tied in with science and outdoor learning. The Chair asked if other schools could apply for funding based on environmental projects as had been successfully achieved at Tedburn St Mary? The CEO advised that this was possible and it could be that the Income Generation Officer would undertake this as a project. Publicity for the swift bird boxes at Bearnes was discussed.

#### 5. **Business Plan**

The Board's Strategic Business Plan 2019-20 Review and Achievements was covered in pages 2-4 of the CEO's report and was now placed alongside the School Improvement Plan to ensure complementarity.

##### 5.1 Business Plan Achievements for 2019-20 and Review 2020-21

- **Vision, Culture & Ethos**. The Chair referred to JHJ's point about no great changes being made to the Vision, Culture & Ethos section during the pandemic and that continuity was key to

give parents assurance. Trustees agreed to review this section in Spring 2021. The CEO advised that blended learning would provide a new educational theme in 2020.

- **Central Business and Property.** The Chair advised that this is currently represented within the Business Plan by the Bearnas and Ilsington Schools' building projects. Both were progressing according to plan. MF advised that the CIF bid outcome was in line with what was to be expected from statistics received.
- **Governance.** JCO reported. An audit of Trustee training has recently taken place and results demonstrate that Trustees should be encouraged to undertake further training, much of which is provided on-line. The Totnes LB, particularly, had embraced training for their role and she added that Local Boards would be well placed to suggest potential candidates for appointment to the Board.
- **Financial Strategy & Control.** Roy Gillard reported that this would be covered within budget discussions later in the agenda. Monthly meetings with the Trust Business Manager and CEO will be held from now on and the strategy developed with the CEO in August. The Chair noted that due to the resignation of Mr Bethel from the Board of Trustees and Audit Committee, there is a vacancy on the committee. She suggested contacting accountancy firms to enquire if they had staff who may be interested in being co-opted to the audit committee. RG agreed with this proposal. The Chair agreed to follow the matter up.

#### Action Chair

- **Growth & Capacity.** The CEO reported. At present only the management partnership with Morchard Bishop was in the pipeline and she could not see the Trust expanding in the near future over and above this and the opening of the pre-schools at Broadhempston and Stoke Gabriel. Increasing the numbers and capacity at the Link schools would be a key target going forward. Enabling schools to be viable and not have to reduce class numbers would be a focus for the Trust. JHJ asked if he could assist with Stoke Gabriel pre-school becoming operational? The CEO agreed to liaise with JHJ on this.

#### Action CEO/Chair

- **Quality Assurance & Data – JHJ asked if the Academy Trust's Data & Standards lead had worked through the list detailed within the CEO's Strategic Business Plan 2019-20 under the heading 'clear achievements' for QA and Data; and whether the list in red text under the heading 'suggested for 2020-2021' formed the next stage of his role?** The CEO advised that this was the case. The Trust has started working with SCOMIS to create a bespoke trust-wide comparative system which will be operational before the end of the summer term. Power BI allows in depth Trust Reporting pulled across from SIMs. JHJ asked whether the system Power BI solved the problem of having to cross reference data? The CEO responded that it did, but only partially. Power BI doesn't yet hold safeguarding information but there is a safeguarding programme called CPOMS that can be cut into it. Property doesn't come across into the programme either but children, data, progress and attendance did. DC added that the Moorland Schools already used CPOMS and they could talk to Senior Leaders about whether it was efficient. The CEO replied that the Link was also considering using Scomis for safeguarding reporting. DC agreed that storing the information online was the way forward.
- **Workforce.** CM reported. Development of the Senior Leadership Team will now be considered, and any overlaps between roles defined.
- **Diocesan Liaison.** FW reported. Due to the pandemic it hasn't been possible to visit churches. The Diocese is undergoing a change of staff with the retirement of John Searson and an interim lead will be appointed. It was agreed that FW and the CEO would arrange a meeting with the interim lead.

#### Action CEO/FW

FW continued that she would like to set up an online choir for schools and offer pupils musical aspects which are not covered in the present curriculum.

- **Communication IT.** This is now within the remit of DC. The main drive is to ensure that the Trust is completely ready for a potential second outbreak of Covid and prepared for face to face lessons and online learning. The minimum level of expectation must be for all pupils to have access to laptops and the internet.

A five minute comfort break was taken at this point.

Mike Fisher left the meeting.

## 6. **Risk Register**

The Chair asked that committees review and update their sections of the risk register at meetings in accordance with the agenda plan prepared by the Clerk.

It was noted that the Risk Register has been reviewed and updated as follows:

- Education Standards and Achievement – S&C Committee January 2020
- Staffing and Employment – Remuneration Committee – July 2020
- Quality and Reputation – Trustees – February 2020
- Regulation and Statutory Compliance – Audit Committee – May 2020
- Safeguarding – S&C – May 2020

Sections remaining to be reviewed:

- Finance & Financial Sustainability – F&GP
- Governance - JCO
- Infrastructure – Estate – TBM to review with MF
- Infrastructure – IT – TBM to review with DC
- Infrastructure – Business Unit – TBM to review with CEO
- Infrastructure – H&S – section to take account of Covid-19 added May 2020

The CEO will update on e-learning

**Action TBM/MF/DC and CEO**

## 7. **Audit Committee**

7.1 The minutes of A/2/20 held on 13 May 2020 were noted. [DC asked if the Audit Committee could take on an increased role with the Risk Register?](#) The Chair responded that the Audit Committee's Terms of Reference covered Risk Management and it should monitor that committees regularly review relevant sections of the Risk Register to ensure they remain up-to-date.

7.2 [Agree Programme and Timetable of External Audit.](#) [DC asked how the external audit was going to be conducted?](#) The TBM advised that an audit clearance meeting had taken place and the audit was scheduled for 5 October. Audit files have begun to be completed. [DC asked if the accountants could progress the audit remotely?](#) The TBM confirmed that they could progress offsite but will also make onsite visits.

The TBM noted that Pam Tuckett, Partner with Bishop Fleming, was also a Trustee of the Westcountry Schools Trust (WST). As the latter held funds owed to the three Moorland Schools, BF would appoint an alternative partner to oversee the Link's external audit and sign the accounts.

### 7.3 Internal Audit Service appointment for 2020-2021.

The F&GP Committee had considered Griffin's Audit Report on *Fixed Assets, Financial Budgeting and Monitoring and Response to Covid-19* and the new *Annual Report* (a requirement of the updated Academies Financial Handbook for 2020-21) at its meeting on 3 July. The Chair reported that the Audit Committee should consider audit reports in the first instance and she suggested the Committee consider moving its summer term meeting to June in order to review reports before the year end. The Chair noted that the Financial Procedures Manual would be updated over the summer and congratulated the TBM that of nine issues covered there were no recommendations made. Both reports would be presented to the next Audit committee meeting on the 11 November.

**It was agreed by Trustees that they supported the re-appointment of Griffin Chartered Accountants for the 2020-2021 internal audit service.**

#### 7.4 Internal Audit programme for 2020-2021.

The Chair noted that a programme of internal audit had not been prepared as yet for 2020-21 and asked if there was a prescribed list? Could cyber security, financial oversight, site security of schools and continuing operations during Covid-19 form part of Griffin's 2020-21 internal audit?

The TBM agreed to contact Griffin Chartered Accountants to ask their view about next year's internal audit programme.

**Action TBM**

**Trustees agreed to delegate approval of the internal audit programme 2020-21 to RG, DC and the TBM.**

### 8. Finance & General Purposes Committee

- 8.1 The Chair of F&GP reported on the minutes of F&GP/4/20 held on 3 July 2020 and issues arising. RG advised that most discussion during the meeting had centred on the budget. RG asked the TBM if any further financial impact had come to light due to Covid-19 which had caused the figures to change since the meeting. The TBM replied that there had been no changes to the actual figures and expenditure to this time last year has dropped.

#### 8.2 2019-2020 Financial Performance.

Month 10 to 30 June 2020. The TBM reported that these figures had been filed in SharePoint for all Trustees to view.

The TBM updated those present with a snapshot view for month 10 to 30 June 2020. Moretonhampstead and Tedburn St Mary Primary schools are causing concern at present. Bearnes is currently showing a deficit.

DC asked how the expected payments from WST were progressing. The TBM replied that figures had not yet been clarified but he expected an accruals and prepayment spreadsheet by next week. The TBM continued that WST had been given a list of payments the Link has received so far so that they may be cross referenced. Bishop Fleming will audit these figures. WST has ring fenced funds for the Link. DC asked if there were still insurance payments owing for staff absence? The TBM responded that the Link was now building a better picture of the three schools' financial position and would spend a full day analysing the figures.

#### 8.3 2020-21 Budget and Financial Forecasts to 2023-24 including Key Assumptions.

RG reported that the major budget report for 2020-21 had been reviewed at the F&GP meeting held on 03 July 2020. The TBM provided an abbreviated update for Trustees. RG had analysed with F&GP the figures and while 2020-21 was satisfactory, the Committee and officers would work to improve the forecasts for 2021-22 and 2022-23 which were affected adversely because of falling pupil numbers. Over five years, pupil numbers were projected to fall by 84 children. The Trust must ensure pupils numbers increase and marketing will assist with this.

The Reserves Policy had been reviewed and remains at 6 weeks' operational expenditure.

The Chair of the F&GP committee proposed that Trustees accept the budget given that it will be monitored monthly. DC replied that he agreed to approve the budget. The forecast pupil numbers painted the worst case scenario and while these must be flagged up, practice was that numbers held up.

The TBM's concern was that the Government will seek to recover spending on Covid-19 and that the education sector could not guarantee that central funding will keep pace with costs. The TBM advised that reserves will continue to be reviewed on a yearly basis.

The TBM strongly advised Trustees to read the guidance received from the Academies Financial Handbook concerning related party transactions.

DC pointed out that opponents of academies often target large cash reserves and they can be criticised politically because GAG funding is linked to the pupils in school at the time. The argument is that it should be spent in year, on the pupils it is intended for. Large carry forwards are not permitted in Local Authority schools and can be 'clawed back'. DC added that he was not suggesting that this was correct, or even financially prudent and that it would be useful to benchmark reserves against other similarly sized Trusts and have a robust defence of the reserve policy in place.

**The Board of Trustees approved in principal the Budget for 2020-21 with a surplus of £316k and Financial Forecasts to 2023-24. It was agreed that the F&GP would review any further changes to the figures at its meeting on 28 September prior to submission to the Education and Skills Funding Agency (ESFA) on 29 September 2020. All Trustees would receive the relevant papers with a summary of changes, if any, to the figures. The Board consented to this approach.**

#### 8.4 Property

##### 8.4.1 Condition Improvement Fund (CIF)

The project for Tedburn St Mary's Mechanical and Electrical project was the only one of nine bids submitted and one of only seven awarded to the whole of Devon. The successful bid is for £159,999 and the Trust will contribute 10pc of the project. The scoring feedback on unsuccessful bids will be available over the summer holidays and the TBM will lodge an appeal for Hennock Primary School's bid.

**Action TBM**

##### 8.4.2 Summer Projects

- Bearnes. The additional classroom (in place of the planned mezzanine floor due to insufficient funds) is underway, funded partly by Section 106 funding and from the school's reserves. No asbestos has been found on site and the budget allocation for its removal has been re-allocated to the cost for deeper foundations in one part of the site. The TBM advised that the project was on target to be complete by the end of the October half term.
- Widecombe. Minor works will take place at Widecombe to improve the general reception area.
- Work at Landscope School House will be undertaken to ensure the upper level office and meeting space is more confidential.
- Improvements will be made to Hennock's kitchen so that catering can be provided in house.

**The meeting moved to Part II minutes**

**The meeting returned to Part I minutes**

##### 8.4.3 Future Projects

- Construction of a Foundation Stage Unit at Ilsington through external funding. Documents relating to the project at Ilsington Primary School have been lodged in SharePoint for all Trustees to view. This project was also discussed at the F&GP meeting on the 03 July. Subject to planning consents and tendering and Diocesan approval as Ilsington is a CofE school, construction should commence in January 2021. The Trust will align the tender process so that it coincides with the Board of Trustees meeting. The project should complete within the next financial year and the Village Hall will be used as an interim classroom.

#### 9. Standards & Curriculum

The minutes of S&C/3/20 meeting held on 17 June 2020 were noted.

The Chair of the Standards & Curriculum committee summarised the meeting and advised that discussion had mainly centred around learning, computers, SEND, safeguarding and staff wellbeing in the current pandemic. FW thanked JCO for her professionalism.

## 10. Local Boards

Issues arising from Local Board meetings were discussed:

- 10.1 Woodleigh Local Board: minutes from meetings of 20 May & 08 July were noted. The CEO advised that the Woodleigh clerk has resigned.

The Chair of the Standards & Curriculum committee advised that any issues arising from minutes were addressed at S&C meetings.

- 10.2 Newton & Teign Local Board: 01 July. It was noted that these minutes had not been received.  
 10.3 Totnes Local Board: The minutes from 02 July were noted.  
 10.4 Raleigh Federation: The Chair noted that Trustees had not received minutes from Raleigh since they had joined the Link Academy Trust and that this represented a major risk and a clear plan of action was required. The CEO agreed to raise this at the E/AH meeting of the 14 July 2020.

### **Action CEO**

The CEO continued that she had been made aware that the Raleigh Local Board had met but that they required training as to how to act. The CEO will discuss this with the ATSIL over the summer break and agreed to keep Trustees updated.

### **Action CEO**

The lack of published minutes meant there was no evidence to demonstrate the Trust's governance arrangements at local level which were necessary for Ofsted inspections. Trustees hoped that the finalisation of the Scheme of Delegation would provide an action list to enable all local boards to operate to a standard. The Chair continued that Local Board minutes should be posted on their websites once they had been approved. JCO offered to attend Local Board meetings and stressed that further training was required for governors and clerks.

- 10.5 The Moorland Schools: A verbal update from the Chair of Moretonhampstead Primary School was received. The formation of the Moorland Local Board is ongoing. Moretonhampstead LB is succession planning so that DC can step down as Chair. A new parent governor needs to be elected. DC has been in contact with an ex-Governor at Ilsington and the Chair at Widecombe to discuss a possible way forward. The CEO suggested that there was some alignment between Hennock and the Moorland schools as during lockdown pupils from Hennock had visited Moretonhampstead Primary School. It was agreed that six schools to a Local Board was the limit.

## 11. Safeguarding

**The meeting moved to Part II minutes**

**The meeting returned to Part I minutes**

DC advised of a group that had been established in the Moretonhampstead community for families that had lost elderly relatives. This group supported welfare and mental health issues. The CEO advised that schools had been working with grievance through a group called Puddles.

## 12. Health & Safety

The CEO advised that this had been covered within her CEO's report.

## 13. Governance

### 13.1 Bishop Fleming Governance Review

The CEO advised that she was to meet with Bishop Fleming to discuss the inadequacies within this review but as Trustees already had a deep understanding of each other's expertise and strengths there did not seem to be much to gain from doing this.

### 13.2 Succession Planning

The Chair reported that Chair and Vice-Chair nomination forms had been circulated by the Clerk. It was agreed that succession planning should be discussed further prior to the Chair stepping down.

RG proposed that IJC remain as Chair until December 2020. JCO agreed with this proposal.

**It was agreed that IJC would remain as Chair of the Board of Trustees until December 2020**

**It was agreed that Trustees would meet at 3pm, face to face, on Monday 12 October prior to the meeting of the Board to discuss succession planning.**

### 13.3 Summary of Governance training undertaken by Trustees and Governors

A summary had been provided by the HR Officer and filed in SharePoint T27 meeting documents for all Trustees to read. JCO again stressed the need for further training by Trustees and Governors advising that online training was now taking place.

### 13.4 Trustee Skills Audit

The Clerk advised that the NGA Skills Audit form had been circulated to all Trustees with the request that it was completed and returned to her by 13 July 2020.

### 13.5 Academies' Financial Handbook 2020

A Summary of changes can be seen at <https://www.gov.uk/guidance/academies-financial-handbook> and the Chair's update summary has been filed on SharePoint within the T27 meeting documents.

The Chair advised that the Trust was compliant but there remained work to do on risk register monitoring and updating and the Raleigh schools posting minutes and showing governors on their website. A summary of membership of local boards had been received from the Clerk.

## 14. Appointments

### 14.1 Trustees:

The Chair sought Trustees' approval for the re-appointment of Mr Roy Gillard, Foundation Trustee, for a second term of four years from 13 July 2020 to 12 July 2024.

**Approved**

The Chair advised that Mike Fisher had been asked if he was willing to chair the Audit committee. He had replied that he will talk with the CEO about the matter as his workload was increasing.

**Action CEO/Mike Fisher**

### 14.2 Governors:

No recommendations had been received.

A summary of Local Board governors (a work in progress) is filed in T27 meeting documents on SharePoint. The Chair asked that local boards were encouraged to seek membership where there were gaps.

## 15. Policies

The following Policies have been reviewed and updated and were presented for approval:

### 15.1 Recommended by the Standards & Curriculum Committee

15.1.1 Curriculum Policy

**The Curriculum Policy was approved by the Board of Trustees**

15.1.2 Complaints Policy

**The Complaints Policy was approved by the Board of Trustees**

15.1.3 Positive Handling Policy

**The Positive Handling Policy was approved by the Board of Trustees**

15.1.4 Management of Outdoor Education Visits Policy

This policy was deferred to the October meeting as it required updating.

15.1.5 Managing Unreasonable Adult Behaviour

**The Managing Unreasonable Adult Behaviour Policy was approved by the Board of Trustees**

15.2 Remuneration Committee

15.2.1 Staff Stress Management Policy 2020

**The Staff Stress Management Policy 2020 was approved by the Board of Trustees**

16. Meeting Dates 2019-20

28/2020                      Monday 20 July 2020 – Annual General Meeting, 6pm start

17. Meeting Dates 2020-21

12 October 2020

07 December 2020

08 February 2021

24 May 2021

12 July 2021

19 July 2021 – AGM

RH/MM/IJC/ND draft sent 29/07/20