

THE MAST MULTI ACADEMY TRUST

Company No: 10357136

THE TRUST BOARD

Minutes of the meeting of the Trust Board of The MAST Multi Academy Trust (the **Academy Trust**) held at Shelley First School on Wednesday, 18 July 2018 at 6.30pm (the **Meeting**).

PRESENT

Mr M Jones (Chair), Ms H Jones, Mrs D Knowles, Miss R Roughton, Dr A Williams

In Attendance

Mr J Field (Financial Director)

Mr J Simmons (Head Teacher Birdsedge First School)

Mr G Dawkins (Minute Clerk)

Item	Minute	Action
<u>105. APOLOGIES FOR ABSENCE, CONSENT AND DECLARATIONS OF INTEREST</u>	<p>Apologies for absence were received from Mrs C L Grainger (consent), Mrs L Godman (consent), Mr A Wilkinson (consent) and Mr G Wilson (consent).</p> <p>There were no declarations of interest.</p> <p>It was noted that the number of Local Authority Appointed Persons does not exceed 19.9% of the Trust Board membership.</p> <p>The Chair noted that part of the statutory accounts for academies is the attendance record of Trustees at Trust Board meetings though it is also recognised a lot of work is done by Trustees outside of formal meetings.</p>	

Item	Minute	Action
	ACTION: The Chair is to write to all Trustees to remind them that data on attendance is published	Chair
<u>106. NOTIFICATION OF ITEMS TO BE BROUGHT UP UNDER ANY OTHER BUSINESS</u>	The following items were notified to be brought up under Any Other Business: (i) Conference Update (ii) School Update	
<u>107. REPRESENTATION</u>	The following matters of representation were reported: (i) <u>Appointment</u> The Chair reported that Mrs Liz Godman has been appointed as a Trustee. (ii) <u>Vacancies</u> It was noted that there are vacancies for 3 Trustees to be appointed by Members. An advert has been placed on the Academy Ambassadors website and the closing date has not yet passed. The Trustee vacancies are to be raised with the LGBs and also with possible new schools. ACTION: Mrs Booth is to notify the MAT LGBs of the Trustee vacancies.	Mrs Booth
<u>108. MINUTES OF THE MEETING HELD ON 27 March 2018</u>	RESOLVED: That the minutes of the meeting held on 27 March 2018 be approved by the Trust Board and signed by the Chair as a correct record.	Chair

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<p><u>109. MATTERS ARISING</u></p>	<p>(i) <u>Website Compliance and Get Information about Schools (Min 93(ii) refers)</u></p> <p>It was reported that the LGBs' Governor information is up to date on their websites.</p> <p>It was also noted that Trustee information is also up to date.</p> <p>(ii) <u>Declaration of Pecuniary Interest Forms (Minute 93(iii) refers)</u></p> <p>It was reported that Mr Anthony Wilkinson's outstanding Declaration of Pecuniary Interest form was received on 16 April 2018.</p> <p>(iii) <u>Policy Schedule (Minute 78(ii) & 84 refer)</u></p> <p>It was reported that the Policy Schedule for the Trust Board was emailed to all Trustees and was reviewed at the Audit Committee meeting on 9 July 2018.</p> <p>Policies are to be blocked into terms on the schedule which is a live working progress Document which will be reviewed at every Audit Committee meeting.</p> <p>It was also noted that staff policies will be shared with the Unions when reviewed as "good practice".</p> <p>(iv) <u>Audit Committee (Minute 96 refers)</u></p> <p>It was noted that since the last Trust Board meeting the Audit Committee has met on 16 April 2018 and 9 July 2018.</p> <p>(v) <u>Scheme of Delegation (Minute 99 refers)</u></p> <p>It was reported that the revised and much simplified version of the Scheme of Delegation had been sent to all stakeholders and is now to be emailed to all Trustees for final approval by the Trust.</p>	

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	<p>ACTION: The CEO will seek approval to the Scheme of Delegation from all Trustees before the start of the new academic year.</p> <p>(vi) <u>Policies for Approval / Discussion (Minute 100 (i), (ii) & (iii) refer)</u></p> <p>It was reported that the following policies have all been amended, issued to Trustees Approved and signed by the Chair:</p> <ul style="list-style-type: none"> • Capability Policy • Grievance Policy • Pay Policy 	<p>CEO / Trustees</p>
<p><u>110. REPORTS FROM COMMITTEE</u></p>	<p>(i) <u>Audit Committee – 9 July 2018</u></p> <p>The Audit Committee met on 9 July 2018 and the following items were discussed:</p> <ul style="list-style-type: none"> • Detailed Health & Safety Report and Health & Safety KPIs • Reviewed the Risk Register – agreed a number of risks that can be closed and some to remain such as “coasting” schools which is felt not to have gone away despite no action from the DfE this year. <p>It was noted that the Risk Register is about recognising risks and taking action to mitigate but may not come off the register. “No cash” can remain as a low “green” risk as the impact would be high but the probability is low. “Green” risks should be reviewed as periodically so that complacency doesn’t set in.</p> <ul style="list-style-type: none"> • GDPR feedback • Internal Audit Report from Mazars – from which it was noted that for a young MAT we are a lot further ahead, so well done! • Opportunity Register – This was put forward for positives to progress moving forward. It was noted that opportunities come out of the strategies / business plan. 	

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	<p>In terms of risks it was considered useful if all Trustees would come up with three issues that worried them most about the MAT in order to decide where best to focus our resources.</p> <p>ACTION: Trustees to come with three issues that worried them most about the MAT and notify the CEO / Chair.</p> <p>The Chair thanked Ms Roughton for her report.</p>	<p>Trustees / CEO / Chair</p>
<p><u>111. STRATEGIC PLAN UPDATE</u></p>	<p>The CEO presented the Mast Priorities Trustee Update: July 2018 which set out the Mast Strategic Priorities for the next three years.</p> <p>It sets out the three main areas that the Mast will focus on:</p> <ul style="list-style-type: none"> • The Central: Effective Operations – ensuring central roles are clearly defined, effective use of expertise across the schools and clear funding strategy aligned with school needs. • Communications and Collaboration to ensure the core vision is at the heart of the Trust’s strategy and two-way communication with all stakeholders. • Strategy for Growth – ensuring security for our schools built upon proactively developed capacity and the Mast’s Leadership & Governance. <p>The group of schools will concentrate on:</p> <ul style="list-style-type: none"> • Finance & Operations – Effectively achieving our growth strategy ensuring sustainability with strong Governance. The following issues were highlighted: <ul style="list-style-type: none"> ○ CEO role clarity as can’t be sustained as at present. ○ Review Appeals Panel Arrangements as Middle schools are both full but admissions still being granted at appeal. Decisions need unpicking. A change in PAN can be a reason for admitting but 	

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	<p>Scissett Middle increased their PAN and Kirkburton didn't and both are over capacity. ACTION: Dr Williams will look at Part 1 paperwork.</p> <p>Also, there is the long-term issue of significant house building and the NHS birth rates are used which under predict. ACTION: Ms Roughton will look at Comparative Birth Growth Rates for this area.</p> <ul style="list-style-type: none"> ○ Review of Contracts – Cleaning has been done and Catering is next as we can't continue to lose money. ○ Develop marketing strategy – postcards have been sent out to schools and Information Packs are ready. A presentation has been given to Spring Grove and it is down to a Governors decision. ○ Develop MAT scorecards – this is a key issue for feedback to Trustees and provide an overview of each school in the MAT. ○ Explore shared roles across the MAT – Birdsedge have a Caretaking vacancy from September 2018. ○ Website compliance – a new document has been issued by the SFA regarding what MATs should have on their websites. ACTION: To be checked and updated by Miss Jepson. ○ Implementation of IT Strategy – Looking at Office 365 instead of Google. ○ Link Trustees – This is a key issue for monitoring impacts upon strategy, finance standards, inclusion, safeguarding and HR. <ul style="list-style-type: none"> ● Communication and Collaboration – Working collaboratively and communicate effectively to achieve our vision. The following issues were highlighted: <ul style="list-style-type: none"> ○ Develop our Communications Strategy – This is a key issue as it is important for all to know the value of the Trust both internally and externally. ○ Develop the role of the LGB Chairs Group so that 2-way communication is improved. 	<p>Dr Williams</p> <p>Ms Roughton</p> <p>Miss Jepson</p>

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	<ul style="list-style-type: none"> ○ Annual updates from CEO/FD to LGBs – It is important to ensure all know how everything is operating. ○ Annual finance reports to Head Teachers - to ensure clarity and transparency. ○ LGB Handbook rolled out – This has been done and brought to the Trust Board for approval. ○ Induction pack for staff rolled out – This includes a checklist of all policies and procedures that staff have signed up to particularly MAT ones. <ul style="list-style-type: none"> ● Outcomes & School Improvement – Ensuring high standards of education with high standards of L & M, whilst developing our people. The following issues were highlighted: <ul style="list-style-type: none"> ○ It was noted that this key area should be the first priority. ○ Educational outcomes prioritised at all meetings - Performance Management, Pupil Progress Meetings, Executive Leadership Teams, Trust Board. ○ Y6 Outcomes ARE+ will increase, with improved progress, particularly in Maths – This is a key issue with Kirkburton MS achieving 60% at Expected + and Scissett MS 67%. These scores are down and we need to understand why. This links back to scorecards at Trust Board meetings and the need to do things differently. Middle Leaders monitoring & evaluation pack is being rolled out along with CPD. There needs to be open challenging assessment. It was noted that Middle Schools assess on entry in line with the Ofsted Handbook and need a baseline to show progress at Year 8. ○ YR and Y2 data will show at least good progress – This is a key issue. 	

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	<p>presentations, Peer Reviews and outcomes and the Curriculum Audit.</p> <p>The Chair offered to Chair a Standards & Effectiveness Committee.</p> <p>The Staffing Committee needs to cover staffing policies to ensure they are robust and should be chaired by a Trustee.</p> <p>ACTION: The Chair is to write to Mr Wilkinson to ask if he will Chair the Staffing Committee and if not The Chair will provisionally take this role.</p> <p>ACTION: Mr Field who has started working on the Terms of Reference will share these with the Trust Board.</p> <p>ACTION: The Chair is to meet with Mr Field and the CEO to review the Board and Committee structures to establish any gaps and relay to possible new trustees.</p> <p>The Chair thanked the CEO for this clear and effective document that will help to give clarity to the Trustees.</p> <p>ACTION: The CEO is to send outcomes and data.</p>	<p>Chair</p> <p>Mr Field</p> <p>CEO</p>
<p>112. <u>HEALTH & SAFETY</u></p>	<p>Mr Field sent a Health & Safety Report to the Audit Committee and Chair and noted the following:</p> <ul style="list-style-type: none"> • The Scorecard is up and running and becoming more accurate. Updated half termly 2/3 weeks in. • Accident reporting is better as are the resulting actions. • Scissett Middle School have reported significantly more accidents, but the reason has been identified as the congested playground area. • Monitoring legal claims – 1 at each of Birdsedge FS, Kirkburton MS and Scissett MS. • Risk Protection arrangements for claims. 	

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	<p>(ii) Whistle Blowing Policy:</p> <p>The Whistle Blowing Policy was considered acceptable.</p> <p>Q. Do we have to review the Whistle Blowing policy every year? A. No, but we are in the Ofsted window. The DfE website indicates the frequency of review for this policy is 3 years.</p> <p>RESOLVED: That the Whistle Blowing Policy be approved and the frequency of review will be every three years, in line with DfE recommendations.</p> <p>(iii) Data Protection & Use of Information Policy:</p> <p>This policy covers the principles of Data Protection which then covers the many and varied schedules and procedures of Data Protection as well as other resources and activity.</p> <p>Mr Field is putting together an Action Planning schedule for each school which covers the same areas but checks that all schools have this in place.</p> <p>Q. Is this a Trust wide policy? A. Yes, but each school has own schedule.</p> <p>It was felt that the policy should be more Trust centred.</p> <p>ACTION: Mr Field is to amend the Data Protection & Use of Information Policy to be more Trust centred.</p> <p>It was noted that Mr Field is the Data Protection Officer (DPO) for all the schools in the MAT and overall for the Trust.</p> <p>Each school has its own Data Processor and Controller. The Data Controller is the LGB. The DPO audits what is happening annually in schools and passes on any subject access requests.</p>	<p>Mr Field</p>

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	<p>Q. Are the Privacy Notices done by school? A. Yes, they are done separately for each school, but Mr Field has provided a template.</p> <p>Both the CEO and the Chair thanked Mr Field.</p>	
<p><u>115. FINANCIAL MANAGEMENT AND MONITORING</u></p>	<p>Mr Field's Financial Report had been circulated to the Trustees and he highlighted the following:</p> <ul style="list-style-type: none"> • The 2017/18 accounts are in a healthy position with £493k reserves at the beginning of the year that excluded £164k from the Teaching School which is now to be managed separately with a separate account and budget • The financial performance has remained strong with all schools generally in surplus finishing the year with an expected surplus of £219k and a high level of reserves at £712k. • There will be an updated budget for 31 August 2018. • Planned capital works – IT procurement – 50 staff laptops and some for pupils in the Middle schools. • All schools have presented detailed budgets for 2018/19 and a 3-year budget forecast. • A 3-Year Budget Forecast is now required by Government despite no details of funding being provided. It was proposed that the Year 1 budget be approved and Years 2 & 3 be reviewed as more information becomes available. • The most significant unknown is the Teacher's Pay Award which is expected to be not less than 2% but could be more. 2% has been assumed in the budget and that the Funding Formula will continue as at present for income with a small increase, the lump sum is decreasing, High Needs funding is expected to decrease and so overall income is very flat. • The Teaching Staff costs are expected to increase by +£200k for the Trust which can be dealt with once known. 	

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	<ul style="list-style-type: none"> • There are savings in Support Staff costs and there is the potential for funding for EHCPs. <p>Q. There seems to be quite a lot of variation in predictions across the MAT schools, is there any reason for this and have the same assumptions been used?</p> <p>A. Generally the same assumptions / principles have been applied but values and staffing levels are school specific. Also the pupil numbers in the Middle Schools will not generate an increase in funding until next year because of the lag in funding.</p> <p>A full review will be undertaken next term due to the volatility of the current situation which will also look at the end of year position of the original budget compared to the final outcomes to see if the forecasts are accurate.</p> <p>On the current forecasting the Trust will still have £309k in reserves in 20/21.</p> <p>Q. How much challenge has been put to the Head Teachers regarding staffing, resources etc?</p> <p>A. It has been made clear in review meetings that deficits cannot be long term, staffing reviews are essential as well as sharing of resources and collaborative working.</p> <p>Q. What are the upsides?</p> <p>A. As previously reported the Trust is in a fairly stable position compared to others and there are discussions about permanent staff appointments and capital expenditure.</p> <p>RESOLVED: That the 2018/19 budget be approved and subsequent years are taken as working progress.</p> <p>The Chair thanked Mr Field for his report.</p>	

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116. <u>GDPR</u>	This item has been covered under Minute 114 (iii).	
117. <u>ANY OTHER BUSINESS</u>	DELETED – MINUTE 119 REFERS.	
118. <u>DATES OF FUTURE MEETINGS AND POSSIBLE AGENDA ITEMS.</u>	<p>A Year Calendar has been put together and put to the Head Teachers for a response before the dates are issued.</p> <p>RESOLVED: That future meetings of the Trust Board are to be notified once the schedule of meeting dates has been agreed.</p> <p>ACTION: The CEO is to email all meeting dates to all Trustees.</p>	CEO
119. <u>AGENDA, MINUTES AND RELATED PAPERS – SCHOOL COPY</u>	RESOLVED: That minute number 117 be excluded from the copy to be made available at the School.	

The Chair closed the meeting at 9.45pm.