

**THE MAST MULTI ACADEMY TRUST**

Company No: 10357163

**THE TRUST BOARD**

Minutes of the meeting of the Trust Board of The MAST Multi Academy Trust (the **Academy Trust**) held at Kirkburton Middle School on Tuesday, 21 November 2017 at 6.30pm (the **Meeting**).

PRESENT

Mr M Jones (Chair), Mrs C L Grainger, Mrs A Grimshaw, Mrs H Jones, Mrs D Knowles, Mr G Smith, Dr A Williams, Mr G Wilson

In Attendance

Mr J Field (Financial Director)

Mr G Johnson (Head Teacher Kirkburton Middle School)

Mr J Simmons (Head Teacher Birdsedge First School)

Mr G Dawkins (Minute Clerk)

| Item   | Minute  | Action |
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| <b><u>71. ELECTION OF CHAIR</u></b>                  | <p>Nominations for Chair were taken from the meeting.</p> <p>Mr Smith nominated Mr Martyn Jones and this was seconded by Mrs Grainger.</p> <p>There were no other nominations and Mr Martyn Jones was duly elected as Chair the Trust Board.</p> <p><b>RESOLVED:</b> That Mr Martyn Jones be elected as Chair of the Trust Board.</p> |        |
| <b><u>72. APOLOGIES FOR ABSENCE, CONSENT AND</u></b> | <p>Apologies for absence were received from Miss R Roughton (consent) and Mr A Wilkinson (consent).</p>   |        |

| Item  | Minute  | Action   |
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| <p><b><u>DECLARATIONS OF INTEREST</u></b></p> | <p>There were no declarations of interest.</p> <p>The Chair reported that Mrs Carr had tendered her resignation which had been accepted and it was agreed that a card and gift would be sent from the Trust Board to Mrs Carr expressing thanks for her service.</p> <p>The Chair the Trustees to email him if they a new of any possible replacements for Mrs Carr.</p> <p>(i) <u>The Trust Board was asked to Confirm the Protocols on Apologies and Consent to Trustee Absence.</u></p> <p><b>RESOLVED:</b> That the Trust Board will decide on whether to grant consent on an individual basis depending on the circumstances.</p> <p>(ii) <u>The Trust Board was asked to Approve the Trustees Code of Conduct</u></p> <p>The Chair requested that a Trustee Code of Conduct be issued by the Clerking Service to all Trustees.</p> <p>It was also noted that documents and papers produced by the Clerking Service for the Trust Board should reflect “Trustees” not “Governors” and a 5-day a week service is required.</p> <p>The Chair requested details of the Clerking Service contract from Mr Field so that these issues can be followed up.</p> <p>(iii) <u>The Trust Board was asked to Review Governance Information</u></p> <p>(a) Mr Field, Mr Ambler and the CEO are to meet to ensure up to date details of the Academy Trust’s governance arrangements are published on the website in a readily accessible format in accordance with S2.5.1 of the Academies Financial Handbook 2017.</p> | <p><b>Chair / CEO</b></p> <p><b>Trustees</b></p> <p><b>Clerking Service</b></p> <p><b>Clerking Service</b></p> <p><b>Mr Field / Chair</b></p> <p><b>Mr Field / Mr Ambler / CEO</b></p> |

| Item   | Minute  | Action  |
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|  | <p>(b) Mr Field, Mr Ambler and the CEO are to meet to ensure that the Trust's record of all individuals holding positions of Member, Trustee, Local Governor, Chair of Trustees, Chairs of Local Governing Bodies, Accounting Officer and Chief Financial Officer including direct contact details remain up to date on "Get Information About Schools" previously "Edubase" in accordance with S4.7.4 of the Academies Financial Handbook 2017.</p> <p>(c) All Trustees were asked to complete Declaration of Pecuniary Interest forms and return them Mr Field.</p> | <p><b>Mr Field / Mr Ambler / CEO</b></p> <p><b>Trustees</b></p> |
| <p><b><u>73. ELECTION OF VICE-CHAIR</u></b></p>  | <p>Nominations for Vice-Chair were taken from the meeting.</p> <p>Mr Smith nominated Dr Andy Williams and this was seconded by Mrs Grainger.</p> <p>There were no other nominations and Dr Andy Williams was duly elected as Vice-Chair of the Trust Board.</p> <p>RESOLVED: That Dr Andy Williams be elected as Vice-Chair of the Trust Board.</p>   |   |
| <p><b><u>74. NOTIFICATION OF ITEMS TO BE BROUGHT UP UNDER ANY OTHER BUSINESS</u></b></p> | <p>The following items were notified to be brought up under Any Other Business:</p> <ul style="list-style-type: none"> <li>(i) Communication Policy</li> <li>(ii) Chair's Annual Review</li> <li>(iii) Closed Session for Trustees only</li> </ul>  |   |
| <p><b><u>75. REPRESENTATION</u></b></p>  | <p>The following matter of representation was reported:</p> <p>Mrs Helen Carr has tendered her resignation which has been accepted, Minute 72 refers.</p>   |   |
| <p><b><u>76. DELEGATION OF AUTHORITY</u></b></p>   | <p>It was agreed that the previous Delegation of Authority be approved.</p> <p><b>RESOLVED:</b> That providing all information was circulated electronically in the first instance and reported at the next meeting of the Trust Board, that any 3 Trustees may be delegated authority for such decisions.</p>  |   |

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| <b><u>77. MINUTES OF THE MEETING HELD ON 17 JULY 2017</u></b> | <b>RESOLVED:</b> That the minutes of the meeting held on 17 July 2017 be approved by the Trust Board and signed by the Chair as a correct record.   | <b>Chair</b>            |
| <b><u>78. MATTERS ARISING</u></b>                             | <p>(i) <u>Overview of IT Strategy by Mr Ambler (Minute 61(ii) refers)</u></p> <p>Mrs Knowles reported that Mr Ambler will present the IT Strategy to Trustees at the Trust Board meeting on 27 March 2018.</p> <p><b>RESOLVED:</b> That the IT Strategy be an agenda item at the Spring Term Trust Board Meeting on 27 March 2018.</p> <p>(ii) <u>Electronic Communications Policy (Minute 61(iv) refers)</u></p> <p>Mrs Knowles reported that Mr Wilkinson was in agreement that the Electronic Communication Policy be kept as is on an interim basis until it has been reviewed.</p> <p><b>Q. When it is to be reviewed?</b><br/> <b>A.-</b> It is currently under review and generally staff policies are reviewed annually.</p> <p>It was noted that we do have a structured framework of policies, generally LA model policies but some amended. There is a timetable for review and some are Trust wide and some are specific the LGBs.</p> <p>Policies are kept electronically and once approved are put on the website but this needs to be kept up to date.</p> <p>It was noted that staff need to know how things run to avoid any liability claims.</p> <p><b>Q.- Do we have an electronic Handbook?</b><br/> <b>A.-</b> Not at the moment.</p> | <b>Clerking Service</b> |

| Item | Minute  | Action                                     |
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|      | <p>Mrs Grimshaw offered to help review the schedule of policies, statutory, non-statutory, those around academies and those around finance, along with the Head Teachers</p> <p><b>RESOLVED:</b> That Mrs Grimshaw is to help review the schedule of policies along with the Head Teachers to establish what needs to be done and what resource is required. This is to be reported back at the next Trust Board meeting.</p> <p>(iii) <u>Health &amp; Safety Training (Minute 61(v) refers)</u></p> <p>Mr Field gave an overview of Health &amp; Safety, actions and resources.</p> <p>The Policy Statement of Intent is that everybody is responsible and it stops with the CEO and Trust Board.</p> <p>It was noted that everybody has a responsibility and it needs to be demonstrated that we all take it seriously and have shared and signed off the structure, action plan and responsibilities.</p> <p><b>Q.- Are we insured?</b><br/> <b>A.- Yes.</b></p> <p>The Health &amp; Safety training covers physical H&amp;S not safeguarding and captures relevant H&amp;S legislation and key points of H&amp;S management.</p> <p>The Governor Service has been asked to put certain H&amp;S items on LGB / Committee Agendas such as self-assessment and site walks.</p> <p>Accident reporting and investigation process is set up and monitoring is starting.</p> <p>For Risk Assessments there is a standard template and a number of mandatory areas are linked to training packages for all staff.</p> | <p><b>Mrs Grimshaw / Head Teachers</b></p> |

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|      | <p>Online storage of data is being centralised and there is Emergency Planning &amp; Business Continuity documents for all schools.</p> <p>Resources:</p> <ul style="list-style-type: none"> <li>• Safesmart Safelog – online training courses for staff are all logged</li> <li>• Planned Preventative Maintenance package from the LA</li> <li>• Fire Officers</li> <li>• EVOLVE – for school trips</li> <li>• Occupational Health (LA)</li> <li>• Staff Welfare Services</li> <li>• CLEAPPS – FOR Science activities</li> </ul> <p>Direction and training has been given to staff and the next steps are controls and monitoring to see what accidents etc are happening as well as ongoing training.</p> <p><b>Q.- Does sport come under H&amp;S or Safeguarding?</b><br/> <b>A.-</b> Yes, H&amp;S but both can apply.</p> <p><b>Q.- What is the difference in responsibility re Trustees / Governors?</b><br/> <b>A.-</b> Major trips signed off by LA or by LGBs not Trustees. The Trustees have to rely on reports from schools' LGBs, ie analysis and monitoring.</p> <p>It is recommended that H&amp;S is a Standing Item on all Trust Board agendas with top line accident data for review covering H&amp;S trends from all schools including accident statistics, any claims against the Trust and completion of training.</p> <p>It was reported that currently there are no claims in progress. There have been 3 RIDDOR accidents at Scissett around broken limbs.</p> <p>It is necessary to know what accidents are happening and what is being done about the accidents. A preventative plan is the best way forward.</p> | <p><b>Clerking Service</b></p> |

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|      | <p>Mr Field is to check the wording in the H&amp;S Policy regarding Trustees responsibilities and send the online training link to the Chair for circulation to all Trustees.</p> <p>(iv) <u>Year 6 Final Data Outcomes (Minute 64(ii) refers)</u></p> <p>(a) <u>Kirkburton Middle School</u></p> <p>It was reported that the data report presented for Kirkburton Middle School was very thorough and extremely professional. Year 6 teacher assessments generally reflected higher percentages of pupils achieving expected standards or above than in 2016 and attainment levels above the national norm.</p> <p>The KS2 test results showed attainment at expected standards showing improvement in most areas to standards largely in line or above the national.</p> <p>Progress figures were improved in Maths and Reading but all progress scores were negative. Modest progress made by the most able identified at KS1 may result in a challenge and disadvantaged pupils made the least progress of any group which could mean the school is challenged on the use of Pupil Premium as the gap is widening.</p> <p>It must be remembered that as a middle school, pupils have only spent one year of KS2 in this school but three in first school. So despite the split KS2 stage, there is a danger that the Middle School could be identified as a “coasting school” with reference to English and Maths.</p> <p>The Year 7 data for both English and Maths is very encouraging with positive progress indicators for all groups and attainment is high above the national norm except for SEND with all progress and attainment scores higher than previous scores.</p> | <p><b>Mr Field / Chair</b></p> |

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|      | <p>(b) <u>Scissett Middle School</u></p> <p>It was reported that at Scissett Middle School there is a clear understanding of progress and a lot of detail was presented. It was agreed that there is a need to be able to track the different groups.</p> <p>(c) <u>Shelley First School</u></p> <p>It was reported that the school presented a written report detailing good evidence of progress and attainment for EYFS and Years 1-5. The school has had a positive year with rises in performance in most areas with scores that are virtually always above the national norm.</p> <p>Progress between EYFS and Year 2 appears good and Year 5 attainment is high with no big gender differences.</p> <p>(d) <u>Birdsedge First School</u></p> <p>The cohort at Birdsedge First School is small and the focus is on improving progress and track pupils through.</p> <p>It was noted that next time it would help if the data was available in advance and that an agreed format is used for the middle schools and the first schools and also a common approach.</p> <p>The Head Teachers expressed their thanks to the Trustees who have brought their expertise and the Chair echoed this.</p> <p>As a Trust it is a priority to do right by the pupils at both first and middle schools and that funding is spent wisely to get right attainments.</p> |        |



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|      | <p>It was noted that the atmosphere / climate within the schools is very positive which is also important in order to maintain a community feel to the Trust and not just be about results or a “mates” MAT.</p> <p>(v) <u>20/20 Vision – Deficit / Growth Plan (Minute 64(vii) refers)</u></p> <p>It was reported that compared to other schools we are in a good position with numbers coming through. The logic going forward is keep schools full and budget wisely with slow steady growth with the right schools in the right place.</p> <p>It is agreed that the current central services are stretched and we need to know what we need in the centre to maintain the status quo. The CEO and Finance Director have asked for a meeting in January 2018 to present what is needed along with budget implications so that this can be reviewed and decisions made.</p> <p>The Executive Team are in favour of growth and the Regional Commissioner agrees the growth plan is conservative.</p> <p>It was noted that the MDIF bid is in progress and is to be submitted by midnight on Sunday 3 December 2017 with an outcome by March 2018.</p> <p>There is a strong desire to retain who we are, do not want to merge with another Trust, drive our own destiny, secure economies of scale and bring in schools with capacity, are Good or Outstanding and with different demographics. Growth is not just about funding but about experience and sharing skills. Growth enables skills to be shared across the Trust more effectively.</p> <p>There is a capacity issue across the Trust and more needs to be invested in the centre but need an agreed plan. The SIP is a key part and the Peer Reviews will contribute to this with the aim of measured growth.</p> |        |

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| <b><u>79. REPORTS FROM COMMITTEE</u></b>                             | It was noted that the Audit Committee is to meet on Monday 27 November 2017 at 6.30pm at Shelley First School.  |                          |
| <b><u>80. TO APPOINT TRUSTEES WITH SPECIFIC RESPONSIBILITIES</u></b> | <p>It was noted that each school has its own Governors with Specific Responsibilities and we need to avoid duplication. The Trustees need to think about how things are run going forward in order to provide additionality and define what we need at the higher level.</p> <p>There is a need for a self-review to define where Trustees can add value and have mechanisms in place to know things are happening.</p> <p>It was agreed that the MAT Head Teachers should decide what is needed at the higher level to meet statutory requirements, identify any gaps and how to move forward.</p> <p>It was also agreed that the following Trustees would take on Specific Responsibilities as follows:</p> <ul style="list-style-type: none"> <li>• Standards &amp; School Improvement – Dr Andy Williams and Mrs Helen Jones</li> <li>• SEND – tba</li> <li>• Safeguarding – Miss Rosamond Roughton</li> <li>• Health &amp; Safety – Mr Glen Wilson</li> <li>• HR – Mrs Angela Grimshaw and Mr Anthony Wilkinson</li> <li>• LAC and Pupil Premium Link – tba</li> </ul> | <b>MAT Head Teachers</b> |
| <b><u>81. SCHEME OF DELEGATION UPDATES</u></b>                       | <p>The following changes were reported:</p> <ul style="list-style-type: none"> <li>• Finance 1.1-1.32 which set out the delegated finance levels relating to authorising body and size of school. 1.7B covers both Middle schools and gives the following expenditure levels – Head Teacher – up to £5k <ul style="list-style-type: none"> <li>- Local Governing Body £5-30k</li> <li>- Trust - £30k +</li> </ul> </li> <li>• Assets 2.1-2.7 – Guided by Academy Handbook and fixed by Government Documentation. Any disposal of assets has to be put to the EFA.</li> </ul>  |                          |

| Item   | Minute   | Action                                    |
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|  | <p><b>RESOLVED:</b> That the amendments to Finance 1.1 – 1.32 and Assets 2.1 – 2.7 be emailed out to all Trustees by Mr Field and responses are to be sent to the Chair for approval.</p>  | <p><b>Mr Field / Trustees / Chair</b></p> |
| <p><b>82. <u>ANNUAL REPORT AND ANNUAL RETURN</u></b></p> | <p>Mr Field reported that the Auditors have finished the audit and their report is awaited. The Annual Report and Return will be sent out before the 5 December 2017 for signing and submission to the Secretary for State and the Principal Regulator by 31 December 2017.</p>  | <p><b>Mr Field</b></p>                    |
| <p><b>83. <u>CEO REPORT</u></b></p>                      | <p>The CEO Report had been circulated to all Trustees and Mrs Knowles highlighted the following points:</p> <p>(i) <u>Peer Reviews</u> – The ELT has undertaken three Peer Reviews with Dr Williams and Mrs Jones, the remaining review will be completed by the end of November 2017. The purpose is to support the self-evaluation of each of our schools. To date, the Heads have found the process to be a useful tool in supporting self-review, school improvement and readiness for inspection.</p> <p>Data reviews have also been undertaken with all the Head Teachers and this is to be fed back to the Trust.</p> <p>(ii) <u>Year 6 Outcomes</u> – Year 6 SATS data has been shared with the Education Trustees, generally gains have been made but progress from Key Stage 1 to 2 remains a focus. The Middle Schools have worked really hard to get improvements and the ability of pupils is coming through.</p> <p><b>Q.- Is the Year 6 data for the two Middle Schools?</b><br/> <b>A.-</b> Yes, it is combined data and comes with a health warning.</p> <p>Moderation work is continuing across the Pyramid and the Maths Project was launched on 4 July 2017 which is a bespoke curriculum for Years 5/6.</p> |   |

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|   | <p>(iii) <u>MAT Development and Improvement Fund (MDIF)</u> – The CEO is progressing a bid to access the MDIF which is in-line with the Trust’s very modest growth strategy and the ELT has also agreed that a Sponsorship application should be completed.</p> <p>(iv) <u>Local Governing Bodies</u> – The Chairs and Vice-Chairs met last week and have drafted an Induction Pack which will be sent out once the final amendments have been made.</p> <p>The LGB Conference is to be held on 7 December 2017 at Scissett Middle School from 6-8pm.</p> <p>Trustees have an open invitation to come into schools and also to attend the Shelley First dress rehearsal of Cinderella on 11 December 2017 at 9.15pm and Kirkburton Middle School Carol Service at All Hallows on 13 December 2017 at 7pm</p> <p>The Chair thanked the CEO for her Report.</p> | Trustees |
| <p><b><u>84. POLICIES FOR APPROVAL / DISCUSSION</u></b></p> | <p>The Staff Capability Policy and Staff Disciplinary Policy had been circulated to Trustees for discussion / approval.</p> <p>Mrs Grimshaw raised a number of issues regarding these policies as regards capacity, capability, suspension, misconduct, notice etc.</p> <p>The policies need to be seen to as fair and reasonable. They need to be correct in terms of procedure and how managed. It was felt that the current policies are out of date but agreed by the Unions.</p> <p>It was accepted that the Unions would need to be consulted over these policies and involve them in any changes. Points of clarification are not going to be issues though anything that might change conditions of service may be more of an issue.</p>  |          |

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|  | <p>The Chair was grateful for Mrs Grimshaw's input and Mrs Grimshaw agreed to re draft these policies and then circulate to the Trustees for comment. Mrs Grimshaw will also look at other policies that link to these two.</p> <p>The CEO is also to contact other local MAT CEOs to see what they have done.</p> <p><b>RESOLVED:</b> That in the interim the LA policies as presented will be approved but subject to review and clarification.</p>  | <p><b>Mrs Grimshaw / ELT</b></p> <p><b>CEO</b></p> |
| <p><b><u>85. FINANCIAL MANAGEMENT AND MONITORING</u></b></p> | <p>Mr Field reported the following regarding the last financial year to 31 August 2017:</p> <ul style="list-style-type: none"> <li>• It has been a successful year financially</li> <li>• Approximately £500,000 in reserves which is slightly above budget and above the 5% level agreed with the Trust – nearer 9%.</li> <li>• Significant investment in capital schemes</li> <li>• Bidding for further capital schemes</li> <li>• Uncertainty of NFF, National pay awards and Public Sector pay.</li> </ul> <p>So prudent is good as long as it doesn't hamper education and going forward we have:</p> <ul style="list-style-type: none"> <li>• A stable staffing base</li> <li>• A high profile of UPS teachers which will reduce over time generating natural savings.</li> <li>• On going savings on non-staff expenditure through economy of scale, not making cuts in services but becoming more efficient and effective.</li> </ul> <p>It is prudent to stay as we are in the short term as in year surplus was £90,000 with a lot of Carry Forward from the LA, so it would be easy to lose this and therefore it is important to maintain financial discipline. The Head Teachers are supportive of this approach and we are looking to make further savings in Catering and Cleaning.</p> |  |

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|      | <p>All agreed that this the right approach and when the NFF, etc are known we can review and move forward with investment if it is right to do so.</p> <p>The critical issue is pupil numbers particularly in the First Schools and we need to keep the numbers right.</p> <p><b>Q.- Do all the four schools have 3-year budget plans?</b></p> <p><b>A.-</b> Yes, which is why the potential future issues are known and deficits forecast based on static income and increasing expenditure.</p> <p>The 3-year plans justify prudence.</p> <p>Regarding pupil numbers the Head Teachers are meeting with the LA's Pupil Placement Team to look at future numbers particularly in respect of the various house building developments in the Pyramid.</p> <p>A number of capital projects are being progressed at various stages:</p> <ul style="list-style-type: none"> <li>• Scissett Middle School have applied for Condition Improvement Funding (CIF) for Sporting Facilities to support safeguarding the environment and to encourage community use</li> <li>• Kirkburton Middle School are looking at a new Sports Hall and additional teaching and community space with a link to mental health and community resource. A CIF will be applied for once the outcome of Scissett's bid is known.</li> <li>• Shelley First School intend to look at strategies in the New Year to increase capacity.</li> </ul> <p>External Auditors have been in for the last two weeks undertaking the Statutory Audit and the final recommendations are awaited which will go into the Audit Report and Audited Accounts. Once approved these will be submitted to the EFA by 31 December 2017.</p> | <p><b>Mr Field / CEO/<br/>Trustees / Members</b></p> |

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|  | <p>Mr Simmons and Ms Grainger left the meeting at this point.</p> <p>In summary the MAT is in a good position financially but need to justify the surplus and keep under review.</p> <p>The Chair expressed the Trustees thanks to Mr Field and it was reported that the Auditors considered that the appointment of a full time Financial Director was very prudent.</p> <p>Mr Field wished his thanks to all the Business Managers to be recorded particularly for their diligence with the Audit.</p>           |                                       |
| <p><b><u>86. ANY OTHER BUSINESS</u></b></p>                                  | <p>(i) <u>Communication Policy</u></p> <p>It was noted that if Trust Board meetings are held once a term there needs to be more regular communication by other means which should be considered as part of the capacity assessment.</p> <p>(ii) <u>Chair's Annual Review</u></p> <p>The Chair is to issue his Annual Review in due course.</p> <p>(iii) <u>Closed Session for Trustees only</u></p> <p>At the end of the Trust Board meeting Trustees had a closed session for general comments and questions.</p> | <p><b>ELT</b></p> <p><b>Chair</b></p> |
| <p><b><u>87. DATES OF FUTURE MEETINGS AND POSSIBLE AGENDA ITEMS.</u></b></p> | <p><b>RESOLVED:</b> That future meetings of the Trust Board are to be held at 6.30pm on:</p> <ul style="list-style-type: none"> <li>• Tuesday, 27 March 2018 at Birdsedge First School</li> <li>• Wednesday, 11 July 2018 at Scissett Middle School</li> </ul>   |                                       |

| Item   | Minute   | Action |
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| <b><u>88. AGENDA,<br/>MINUTES AND<br/>RELATED PAPERS<br/>– SCHOOL COPY</u></b> | <b>RESOLVED:</b> That no part of the minutes be excluded from the copy to be made available at the School. |        |