

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 Birdsedge First School on Tuesday, 27 March 2018 at 6.30pm (the **Meeting**).

PRESENT

Mr M Jones (Chair), Mrs C L Grainger, Mrs D Knowles, Miss R Roughton, Dr A Williams, Mr G Wilson

In Attendance

Mr J Field (Financial Director)

Mr J Simmons (Head Teacher Birdsedge First School)

Mr G Dawkins (Minute Clerk)

Item	Minute	Action
<u>88. APOLOGIES FOR ABSENCE, CONSENT AND DECLARATIONS OF INTEREST</u>	<p>Apologies for absence were received from Mr A Wilkinson (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>	
<u>89. IT STRATEGY PRESENTATION (Min 78(i) refers)</u>	<p>Due to ill health Mr Ambler was unable to give the IT Strategy Presentation.</p> <p>Action: The IT Strategy Presentation is to be emailed to all Trustees and any questions are to be emailed to the Chair copied to all Trustees for discussion at the next Trust Board meeting.</p>	Mr Ambler / Trustees

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<u>90. NOTIFICATION OF ITEMS TO BE BROUGHT UP UNDER ANY OTHER BUSINESS</u>	<p>The following items were notified to be brought up under Any Other Business:</p> <ul style="list-style-type: none"> • GDPR • Safeguarding Review 													
<u>91. REPRESENTATION</u>	<p>The following matters of representation were reported:</p> <p>(i) <u>Removed</u></p> <table border="0" data-bbox="510 571 1500 683"> <thead> <tr> <th><u>Name</u></th> <th><u>Category</u></th> <th><u>With Effect From</u></th> </tr> </thead> <tbody> <tr> <td>Mrs Angela Grimshaw</td> <td>Trustee</td> <td>14.01.2018</td> </tr> </tbody> </table> <p>(ii) <u>Resignation</u></p> <table border="0" data-bbox="510 794 1500 906"> <thead> <tr> <th><u>Name</u></th> <th><u>Category</u></th> <th><u>With Effect From</u></th> </tr> </thead> <tbody> <tr> <td>Mr Graham Smith</td> <td>Trustee</td> <td>15.02.2018</td> </tr> </tbody> </table> <p>(iii) <u>Vacancies</u></p> <p>It was noted that there are vacancies for 3 Trustees to be appointed by Members. Finance and Legal are key areas of expertise that would be beneficial to the Trust Board. Trustees should notify the Chair and CEO of any possible candidates and use is being made of the Academy Ambassador Programme.</p>	<u>Name</u>	<u>Category</u>	<u>With Effect From</u>	Mrs Angela Grimshaw	Trustee	14.01.2018	<u>Name</u>	<u>Category</u>	<u>With Effect From</u>	Mr Graham Smith	Trustee	15.02.2018	Trustees
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<u>92. MINUTES OF THE MEETING HELD ON 17 JULY 2017</u>	RESOLVED: That the minutes of the meeting held on 21 November 2017 be approved by the Trust Board and signed by the Chair as a correct record.	Chair												

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<p><u>93. MATTERS ARISING</u></p>	<p>(i) <u>Approval of the Trustee Code of Conduct (Min 72(ii) refers)</u></p> <p>The NGA Model Procedures Code of Conduct had been circulated to all Trustees</p> <p>RESOLVED: That the NGA Model Procedures Code of Conduct be adopted and approved.</p> <p>(ii) <u>Website Compliance and Get Information about Schools (Minute 72(iii) refers)</u></p> <p>The MAST website is now up to date but the schools are requested to make sure their Governor information is up to date. This needs chasing up as the aim is to have this completed by the end of April 2018.</p> <p>Action: Mrs Booth to send a reminder to all LGBs to make sure their Governor information is up to date by 30 April 2018.</p> <p>(iii) <u>Declaration of Pecuniary Interest Forms (Minute 72(iii)(c) refers)</u></p> <p>It was reported that only Mr Anthony Wilkinson's Declaration of Pecuniary Interest form is outstanding, and Mr Field will follow this up.</p> <p>(iv) <u>Review of Policies (Minute 78(ii) & 84 refer)</u></p> <p>It was reported that the Policy Schedule for the Trust Board has been updated and the Policy Schedule for the schools are awaited.</p> <p>Action: The Policy Schedule for the Trust Board is to be emailed to all Trustees.</p> <p>The review of the Trust Board policies has been delegated to the Audit Committee.</p> <p>It was noted that the Capability Policy has been reviewed by Legals but the Staff Disciplinary Policy has still to be done.</p>	<p>Mrs Booth / LGBs</p> <p>Mr Field / Mr Wilkinson</p> <p>Mrs Booth</p>

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	<p>Action: Mrs Grainger and the CEO are to meet to review the Newsletter and look at the key themes for the Communication Plan</p> <p>(viii) <u>Chairs Annual Review (Minute 86(ii) refers)</u></p> <p>The Chairs Annual Review was issued to all Trustees and it was noted that the outcomes of the review reflect the 3 Year Plan.</p> <p>The Chair thanked everyone for their contributions and the CEO thanked the Chair for undertaking the review.</p> <p>The key area for improvement is Communication which needs a plan to cover all areas of communication to explain the value of the Trust, the role of LGBs, to communicate to staff, parents, children, the community and Pyramid schools.</p> <p>Q. Is the message to staff consistent? A. A consistent message to staff is vital and will be covered at the meeting on 18 April 2018.</p> <p>Part of the communication message is about shaping this new Trust which is a 2-way process. The ethos of this Trust is different to other trusts as it was set up to “protect values and collaborate with the community” but this has to be done to meet the legal requirements.</p>	<p>Mrs Grainger and CEO</p>
<p><u>94. MINUTES OF CONFERENCE CALL HELD ON 16 MARCH 2018</u></p>	<p>The Chair reported that the Conference Call held on 16 March 2018 discussed the Central Cost and the issue that there is not enough in the centre supporting the Trust. There is a need to generate more support in the centre for the right reasons. The CEO needs more central support and the Trust has to look after the Trust and the Schools’ needs.</p>	
<p><u>95. MATTERS ARISING FROM</u></p>	<p>There were no matters arising from the conference call that are not covered under the CEO’s Report.</p>	

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<u>CONFERENCE CALL</u>		
<u>96. REPORTS FROM COMMITTEE</u>	<p>The minutes of the Audit Committee meeting held on Monday 27 November 2017 had been circulated to all Trustees and the key discussion focused on capacity in the centre and the need for a review.</p> <p>The next meeting of the Audit Committee will be held early next term.</p> <p>Action: Audit Committee date to be advised.</p>	Mr Field / CEO
<u>97. CEO REPORT</u>	<p>The CEO Report had been circulated to all Trustees and Mrs Knowles highlighted the following points:</p> <p>(i) <u>Education Summary</u></p> <ul style="list-style-type: none"> • Peer Reviews – Outcomes of the recent Peer Reviews are supporting the ELT in sharing good practice and in implementing school support. The Head Teachers have been asked to share reports with their LGBs. Thanks were expressed to Dr Andy Williams and Ms Helen Jones. • External support has been brokered for Birdsedge FS and the CEO has stepped back though still involved in regular reviews of progress. This is a good example of how the Trust has supported and helped to bring a school on in the MAT. • Shared Data Capture sheets are being developed by the ELT to support a more efficient and consistent process. These will be reviewed by Dr Williams and Ms Jones as will the ASP (Analysing School Performance) Reports when they come out. • The draft School Improvement Model for the Trust has been shared with Trustees via email. Currently, central resource is not built into the model and this is reflected in the service charge. As the Trust grows so this will need to be reviewed. “Good” 	

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	<p>or better schools will only need the core offer. If not “good” further support will be required which would be brokered as required.</p> <ul style="list-style-type: none"> Two Head Teachers in the Pyramid are supporting the Trust in considering a more unified approach in Year 6 as we need to get better at Year 6 transition. <p>Q. Have both Middle schools bought into this? A. Yes, and have moved to a full week transition.</p> <ul style="list-style-type: none"> It was noted that the Learning Accord Academy Trust has withdrawn from the Maths Project. <p>(ii) <u>Strategy & Governance</u></p> <ul style="list-style-type: none"> Updated Terms of Reference have been drafted for the Trust committees. The recent Trust Review highlighted the need to clarify the role of LGBs. Meetings with Chairs of LGBs, communications and input at the LGB Conference are planned to ensure that this position is improved. <p>Q. Are Trustees needed to participate? A. No, but Trustees are welcome to attend.</p> <ul style="list-style-type: none"> The Teaching School Application for School Improvement funding has been successful bringing £535,000 to support 21 schools across Kirklees. Both Middle Schools will benefit from this, the project being designed to improve reading outcomes for disadvantaged learners. The Teaching School budget is managed within the Shelley FS budget. Claire Taylor has been contracted as the WYTA Manager on a fixed term contract working out of Shelley FS. <p>(iii) <u>Trust Committees</u></p> <ul style="list-style-type: none"> Audit Committee – is due to meet early next term. 	

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	<ul style="list-style-type: none"> • Staffing Committee – This will need to convene in the Summer Term once the Pay Policy has been agreed and adopted by the LGBs. It was noted that pay decisions are made at local level but the Trust is accountable and would be involved in any appeals. The Staffing Committee will agree the Pay Policy and Pay Structure and the Head Teachers will bring example of Pay Level awards to the Trust before going to the LGBs. <p>Q. Can LGBs have a Staffing Committee? A. Yes.</p> <p>It was agreed that a Trustee will chair the Staffing Committee.</p> <p>(iv) <u>New Converters</u></p> <ul style="list-style-type: none"> • A Clear Conversion Strategy supported by systematic Due Diligence protocols is being developed. Invitations to the Governor Conference have been extended to several schools who may be considering conversion. • A presentation is going to be given to Sprin Grove in June. • The Head Teacher at Shepley has passed papers to the Chair. <p>Q. Has there been any progression with Kayes? A. Not as yet.</p> <p>(v) <u>Service Level Charge</u></p> <p>A review of the Service Level Charge has been undertaken and all are aware of schools' stretched budgets, the need to support, not to alienate but also attract other schools.</p> <p>The proposal is for a baseline offer of 4% but higher in first year until after a peer</p>	

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	<p>review has been undertaken. If “good” or above then drops down to 4% for next year. At the start the Trust took 2.5% of school’s budgets plus the balance of conversion monies totalling 3.7%, so not a big increase to 4%.</p> <p>If not “good” then baseline of 4% plus cost of bespoke support. Ultimately we want the right schools in the Trust that agree with our values.</p> <p>Q. What does it mean in terms of cash and resource?</p> <p>A. A day a week for Mrs Booth, 1 day a week backfill for the FD and 0.5 days a week for the CEO.</p> <p>Q. Is 4% enough to maintain the CEO and the FD?</p> <p>A. Yes, but it needs to be communicated well to demonstrate benefits in terms of support, cost savings, policies etc. The presentation of the Service Level Agreement shows what is included including GDPR for the Trust and schools.</p> <p>It was noted that the Trust is currently selling GDPR support for £600 to other Pyramid schools and other schools are paying a lot more to other organisations for this support.</p> <p>There is a need to motivate schools to stay in the Trust. It is more expensive to be in the LA and most MATs charge around 5%.</p> <p>There is a balance between cost and being involved as the Trust expects schools to collaborate with other schools and to run their schools. A “requires improvement” school would be a very different resource issue and would require more cost to the centre to be able to provide the support required.</p> <p>Good / Outstanding schools can trade skills so can contribute in kind.</p> <p>RESOLVED: That the proposal for a baseline offer of 4% but higher in the first year until after a peer review has been undertaken be approved and that a clear coherent message is presented to schools.</p>	

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<p><u>98. HEALTH & SAFETY</u></p>	<p>The Chair thanked the CEO for her report.</p> <p>Health & Safety plans for the Trust have been completed and consistent recording of accidents and incidents is now established across the Trust with the CEO and FD having an overview.</p> <p>The Audit Committee will review this aspect of Health & Safety. The schedule of training for staff using an on-line resource is being implemented which will allow the Trust to have a record of training.</p> <p>The KPI Monitor sheet is up and running and will be reviewed at the next Audit Committee and then a 1-page summary will be issued to all Trustees which will show accidents, training, RAs completed, trends etc.</p> <p>To date there have been 4 RIDDOR reports all at Scissett Middle School.</p> <p>Yesterday, 26 March 2018, the first Legal Claim was received based on an incident in 2016, outside of school hours at a sports club from Scissett. This clearly falls within the LAs timeline, so it is being investigated as to who needs to look at this claim.</p>	<p>Mr Field</p>
<p><u>99. SCHEME OF DELEGATION</u></p>	<p>It was reported that the Scheme of Delegation has been revised to make it more user friendly and less cumbersome. It includes Safeguarding recommendations from Miss Roughton's review and explains what happens if you fall below the required standards.</p> <p>Action: The revised Scheme of Delegation will be emailed out to all Trustees on 28 March 2018 for comment before presentation to the Head Teachers on 18 April 2018.</p> <p>Q. What are the protocols for approval of the Scheme of Delegation? A. To Head Teachers, Trust, LGBs and back to Trust.</p>	<p>CEO / Trustees</p>
<p><u>100. POLICIES FOR APPROVAL / DISCUSSION</u></p>	<p>The following Policies had been circulated to all Trustees for discussion / approval:</p>	

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	<p>(i) Draft Capability Policy – Dr Williams brought a number of amendments to the attention of the meeting. This policy needs to be amended in the light of the comments and re-issued to Trustees for comment / approval.</p> <p>(ii) Draft Grievance Policy - Dr Williams brought a number of amendments to the attention of the meeting. This policy needs to be amended in the light of the comments and re-issued to Trustees for comment / approval.</p> <p>(iii) Draft Pay Policy - Dr Williams brought a number of amendments to the attention of the meeting. This policy needs to be amended in the light of the comments and re-issued to Trustees for comment / approval.</p> <p>(iv) Draft Safer Recruitment Policy – This policy was agreed.</p> <p>Q. Does the CEO make final decisions on recruitment? A. No, not generally, only if there is a positive DBS disclosure.</p> <p>RESOLVED: That the Draft Safer Recruitment Policy be approved and signed and dated by the Chair.</p> <p>(v) Draft Medical Referral Policy – This policy is based on the LA’s Model policy.</p> <p>RESOLVED: That the Draft Medical Referral Policy be approved and signed and dated by the Chair.</p> <p>It was noted that all these policies are at MAST level and will need the schools to infill the relevant detail.</p>	<p>CEO / Trustees</p> <p>CEO / Trustees</p> <p>CEO / Trustees</p> <p>Chair</p> <p>Chair</p>
<p><u>101. FINANCIAL MANAGEMENT AND MONITORING</u></p>	<p>Mr Field’s Financial Report had been circulated to the Trustees and highlighted the following:</p> <ul style="list-style-type: none"> The 2017/18 accounts are in a healthy position with £650k reserves last year and expected surplus of £100k this year. 	

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	<ul style="list-style-type: none"> • The budget doesn't include for the pay award at the level that is being approved for April 2018 as 1% was budgeted for and will be at least 2% also from 1 April 2019 the Foundation Living Wage comes into effect. • This means an additional £15k this year and next year a 2% pay rise for Teachers will mean £100k increase where £50k has been budgeted for. • The budget is secure this year but in future years the funding gap will close and there is no indication that funding will be provided to support these pay rises. • Pay negotiations for Support Staff are in progress but there is no agreement yet. Teachers pay negotiations are in September 2018. • Business Managers are due to produce the next round of forecasts. • Mid-Year Performance Reviews are due on 30 April 2018. • A 3-Year Budget Forecast is now required by Government despite no details of funding being provided. As a sector Education faces deficit pressures and this may put pressure on the Government to provide additional funding. • It is proposed to invest £50k over 5 years into lap tops. • There is no certainty of additional funding but our schools are full so we are in a stronger position than a lot of schools. <p>Q. Trip income is higher than expected is this not kept separately?</p> <p>A. No, in the accounts there are restricted and non-restricted reserves, so it would not be used for anything else other than for trips.</p> <p>Q. If a profit is made what happens?</p> <p>A. It would go back to the parents or remain in the School Fund.</p>	
<p><u>102. ANY OTHER BUSINESS</u></p>	<p>(i) <u>GDPR (General Data Protection Regulation)</u></p> <p>It was noted that GDPR is an update of the Data Protection Regulation 1998 which updates rights around data, how stored and security. The Trust is currently undertaking an audit of all data held and it is necessary to appoint a Data Protection Officer.</p>	

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	<p>The solicitors have agreed that there is no conflict of interest in Mr Field being appointed as the Data Protection Officer.</p> <p>RESOLVED: That Mr Field be appointed as Data Protection Officer.</p> <p>There are lawful reasons for holding data and a workshop is to be held on 3 May 2018.</p> <p>Consent processes and destruction of data may be the main issues.</p> <p>Q. Will it affect what we do? A. The vast majority of data held is in the Public Interest so will continue to hold.</p> <p>Q. Who advises the Trust on all this? A. Training is available which Mr Field has been on.</p> <p>Q. Will our processes be checked? A. Yes, Mr Field as DPO will audit the schools and it may be necessary to have independent audits in the future.</p> <p>The Chair thanked Mr Field for picking up this issue.</p> <p>Action: GDPR is to be a Standing Agenda Item.</p> <p>(ii) <u>Safeguarding Review</u></p> <p>Miss Roughton reported having met with the CEO regarding Safeguarding as the Safeguarding Link Trustee.</p> <p>From the review Miss Roughton made three recommendations that have been agreed and included in the Scheme of Delegation as follows:</p>	<p>Governor Clerking Service</p>

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	<p>Recommendation one: The Trust receives an annual report providing assurance of compliance and outlining any associated learning and recommendations made by 31 December 2018.</p> <p>Recommendation two: The Trust sets out in the scheme of delegation a fuller description of the specific roles and responsibilities of the Trust. A draft is attached at annex A for discussion, with a view to final adoption by 31 July 2018.</p> <p>Recommendation three: The Trust sets out where it intends to have common policies and processes on aspects that touch on safeguarding by 31 July 2018.</p>	
<p><u>103. DATES OF FUTURE MEETINGS AND POSSIBLE AGENDA ITEMS.</u></p>	<p>RESOLVED: That future meetings of the Trust Board are to be held at 6.30pm on:</p> <ul style="list-style-type: none"> • Wednesday, 11 July 2018 at Scissett Middle School 	
<p><u>104. AGENDA, MINUTES AND RELATED PAPERS – SCHOOL COPY</u></p>	<p>RESOLVED: That no part of the minutes be excluded from the copy to be made available at the School.</p>	

The Chair closed the meeting at 9.15pm.