

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 Thursday, 13 July 2017 at 6.30pm (the **Meeting**).

PRESENT

Mr M Jones (Chair), Mrs H Carr, Mrs A Grimshaw, Ms H Jones, 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)

Mrs L Rattigan (Observer Clerk)

Mr G Dawkins (Minute Clerk)

Item	Minute	Action
<u>58. APOLOGIES FOR ABSENCE, CONSENT AND DECLARATIONS OF INTEREST</u>	<p>Apologies for absence were received from Mrs C Grainger (consent), Mr A Wilkinson (consent) and Mr G Wilson (consent).</p> <p>There were no declarations of interest.</p> <p>The Chair welcomed Mrs Angela Grimshaw to her first Trust Board meeting and welcomed Dr Andy Williams back.</p>	
<u>59. 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"> (i) Structure of Trust Board meetings (ii) Pay Day Timings 	

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<p><u>60. MINUTES OF THE MEETING HELD ON 24 MAY 2017</u></p>	<p>RESOLVED: That the minutes of the meeting held on 24 May 2017 be approved by the Trust Board and signed by the Chair as a correct.</p>	<p>Chair</p>
<p><u>61. MATTERS ARISING</u></p>	<p>(i) <u>Scheme of Delegation Updates (Minute 51 (iii) refers)</u></p> <p>Mr Field reported that the amendments to item references 1.7a, 1.7b, and 1.7c of the Scheme of Delegation have been actioned and issued to all Trustees.</p> <p>(ii) <u>Overview of IT Strategy by Mr Ambler (Minute 52 (ii) refers)</u></p> <p>Mrs Knowles reported that Mr Ambler will present the IT Strategy to Trustees at the Autumn Term Trust Board meeting.</p> <p>RESOLVED: That the IT Strategy be an agenda item at the Autumn Term Trust Board meeting.</p> <p>(iii) <u>Link Trustee for Safeguarding (Minute 52(v) refers)</u></p> <p>Miss Roughton offered to be the Link Trustee for Safeguarding which was agreed unanimously.</p> <p>RESOLVED: That Miss Roughton be the Link Trustee for Safeguarding.</p> <p>It was noted that the non-statutory elements of Safeguarding are being charged for by the LA as a Traded Service so this will need to be reviewed across the MAT. Miss Roughton is to bring back views to the next meeting to make sure we have what we need.</p> <p>It was noted that the LA representative has been very good but we need to make sure all is in place.</p>	<p>CEO / Mr Ambler</p> <p>Clerking Service Agenda Item</p> <p>Miss Roughton</p>

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	<p>Mrs Knowles reported that the LA have been booked to undertake a Safeguarding Audit but we need to check we are getting the right service and value for money.</p> <p>(iv) <u>Electronic Communications Policy (Minute 53(iv) refers)</u></p> <p>Mrs Knowles reported that the Electronic Communication Policy has been reviewed and it is felt that it should be left as is as it is a LA Model policy.</p> <p>RESOLVED: That Mrs Knowles is to check that Mr A Wilkinson is in agreement with leaving the Electronic Communication Policy as is.</p> <p>The need to pull some policies together is work in progress and will be reported at the next Trust Board meeting.</p> <p>(v) <u>Health & Safety Training for Trustees (Minute 54(iv) refers)</u></p> <p>Mrs Knowles reported that a Health & Safety programme has been put together across the MAT which has been led by Sarah Walters at Shelley First. The programme includes the Emergency Plan and Business Continuity File which cover all aspects of emergency procedures and business continuity in the event of most conceivable forms of emergency for staff and pupils.</p> <p>This will be rolled out to SLTs, then staff and pupils with practice drills. There are significant resource implications and it has to be monitored across the MAT by the CEO with spot checks.</p> <p>Mr Field reported that this had been discussed by the Audit Committee at which the detailed documents and training materials were shared. All the schools in the MAT have the same documents so there is consistency of approach.</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>CEO</p> <p>CEO / Clerking Service Agenda Item</p>

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	<p>The training for Trustees will be similar to the SLT training so can be covered at the next Trust Board meeting.</p> <p>It was reported that as a result of Grenfell all the schools in the MAT have had fire risk assessment checks which have been conformed to the DfE.</p> <p>Mrs Knowles is to email Trustees the documents regarding Finance, Health & Safety and Safeguarding.</p> <p>Q.- Is there a Health & Safety Link Trustee? A.- This is part of the Audit Committee's responsibilities and Mr Wilson and Miss Roughton are looking at this. It is all in hand and at LGB level as part of the Action Plan. Each school will have an Action Plan review to complete next term which includes a Self Assessment document covering a site walk around, all tests, records etc. The level of sign off level is specified in the Health & Safety Policy which is on the Mast website.</p> <p>RESOLVED: That Health & Safety be reviewed at the next Trust Board meeting and training given to Trustees.</p>	<p>CEO</p> <p>CEO / Mr Field</p>
<p><u>62. REPORTS FROM COMMITTEE</u></p>	<p>It was noted that the Finance Committee and Audit Committee have met and these are covered in the Finance Director Report which would be given at this point in the meeting.</p> <p>Mr Field presented the Finance Director Report 13 July 2017 which had been discussed with both Finance Link Trustees and the Audit Committee which covers the following areas:</p> <ul style="list-style-type: none"> • Review of the forecast for the 2016-17 financial year to August 2017. • Proposed Budget for 2017-18 for submission to the Government (ESFA). • Update on meeting with both the Audit Committee and Finance Link Trustees. 	

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	<p>(i) <u>Financial Performance for 2016-17</u></p> <p>The Summer forecast falls largely in line with the Spring forecast with revenue reserves of £480.4k for the Trust, or overall reserves of £473.2k when adjusted for capital investment.</p> <p>All academies are in surplus which includes carry forward from Council budgets of £364.9k. The net in-year surplus forecast for 2016-17 year is £108.3k.</p> <p>The financial performance is in line with predictions for the year and gives a good position for the Trust going forward given the unpredictable outlook for 2018-19.</p> <p>Capital works across the Trust for the year, most notably £48k for a new Management Information system and classroom improvements at Scissett Middle, mean that a deficit across this area is forecast of £7.3k over the funding allowed for under devolved formula capital.</p> <p>The Salix energy loan of £85k interest free over 5 years has not been included at this stage but this should be cost neutral over the course of the repayment period. Works to replace lighting at Kirkburton and Scissett Middle schools is due to start on 24 July with completion by September 2017.</p> <p>Ongoing activity to bring benefits to the Trust as a whole will continue to be provided for 2.5% Service Charge in 2017-18 based on the current levels of service.</p> <p>(ii) <u>Budget for 2017-18</u></p> <p>All academies have now proposed comprehensive budgets for 2017-18 which have been presented to their LGBs.</p> <p>The Finance Link Trustees have also reviewed the budget position for the Trust and are in a position to recommend the budget for 2017-18 to the board.</p>	

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	<p>Funding letters have been received for 2017-18 which have been used as part of the income budgets for this year.</p> <p>Overall the Trust is budgeting to make a surplus of £90.2k bringing the surplus for revenue and capital at the end of 2017-18 to £563.4k. This is set to reverse in 2018-19 with the Trust moving into deficit, £-36.4k, as a result of predicted changes in the National Funding Formula.</p> <p>Future years, 2019-20 and 2020-21, indicate that the 2018-19 deficit is not a one-off but a trend showing significant risk in future years £-147.4k in 2019-20 and £-282.9k in 2020-21. It is therefore necessary for the Trust to take a prudent view over the coming year until there is more certainty surrounding the National Funding Formula.</p> <p>Q.- What is the situation with the National Funding Formula? A.- Consultation closed on 22 March 2017 so would need to be implemented after the Summer to achieve allocations by February 2018. If it is not implemented by October 2017 it will be delayed.</p> <p>Individual school allocations under the National Funding Formula are on the website but there is no certainty so a worst case has been assumed for the moment. There will need to be a plan and all staffing positions and costs are being reviewed. Once NFF is known it is believed that there is capacity to improve the figures.</p> <p>Q.- What about pupil numbers? A.- Shelley's intake was 20 but that has increased to at least 28 and Birdsedge have increased their number on roll from 70 to 76.</p> <p>Q.- Is there no Trust Plan? A.- There have been ongoing discussions across the MAT regarding staffing, replacement of staff etc. There needs to be strategic plan with reviews scheduled so</p>	

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	<p>that changes can be made if needed. It is early days and the MAT was set up on a collaborative basis which will need to become more formal.</p> <p>Q.- What is the expenditure increase based on? A.- The expenditure increase is based on current staffing levels with a 1% pay rise and other expected increases.</p> <p>Q.- What is the expected % reduction in income with the National Funding Formula? A.- Approximately 0.9% for the Trust but it is much harder for the schools with the smaller cash budgets. A reduction of £20k on £130k budget is a greater % cut for Birdside First School, for example, than for middle schools with much larger cash budgets.</p> <p>Q.- Have the lower pupil numbers been included? A.- Yes, but though the First Schools are showing a reduction over the longer term the Middle School numbers are looking more robust due to house building and are expected to go above PAN in the future.</p> <p>Traditionally it has been a bad thing for schools to have a large surplus but we need to be able to cater for the national issues. Until these are known there is a need to take a prudent approach which will be reviewed once we have clarity.</p> <p>We also need to be aware of our pupils needs now as well as looking at the future and spend accordingly.</p> <p>The size of the MAT is also a factor. A growth strategy has been proposed and 1 additional school per year would help keep the MAT sustainable.</p>	

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	<p>From a risk management perspective we need to know the future direction quickly, agree what this will look like and check that it fits with the ethos of the MAT.</p> <p>Q.- In terms of the 2.5% Mast Service Charge will we see the accounts for this? A.- The Service Level Agreement can be discussed and how it was spent will appear in the end of year accounts for transparency.</p> <p>In summary we should be thinking about medium term growth and how we prepare for this now, and protect the improvement of the core schools' provision.</p> <p>Q.- What is the lead-in time for another school to join the MAT? A.- Realistically a year but can be longer.</p> <p>Are we happy to approve the budget and review in October / November when there may be more clarity?</p> <p>It was proposed that the Budget for 2017-18 as recommended by the Local Governing Bodies and Finance Link Trustees be approved.</p> <p>This was agreed unanimously.</p> <p>RESOLVED: That the Budget for 2017-18 as recommended by the Local Governing Bodies and Finance Link Trustees be approved.</p> <p>Mrs Carr left the meeting at this point.</p>	

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	<p data-bbox="450 197 1238 229">(iii) <u>Audit Committee and Finance Link Trustees Update</u></p> <p data-bbox="495 280 1615 352">The Audit Committee met on 28 June 2017 to continue with its scrutiny of Trust controls.</p> <p data-bbox="495 408 875 440">(a) Internal Control Report:</p> <p data-bbox="495 496 1644 608">The internal control report by our auditors, Mazars, was discussed. No significant issues were found and overall 11 issues were identified of which 6 were medium priority and 5 low.</p> <p data-bbox="495 663 1711 823">Timeliness of the production of management accounts, closing of periods and the need for a document identifying preferred suppliers were raised on a Trust wide basis. Other issues were identified locally and are being dealt with by the academies concerned.</p> <p data-bbox="495 879 1659 951">A set of management responses is being prepared to ensure all of these areas are corrected.</p> <p data-bbox="495 1007 1451 1038">Management Accounts and the Supplier Directory are now in place.</p> <p data-bbox="495 1094 1697 1166">The Audit Committee feel we are now in a strong position and praise should go to the Business Managers.</p> <p data-bbox="495 1222 741 1254">(b) Risk Register:</p> <p data-bbox="495 1310 1682 1382">The Risk Register was reviewed and will be further rationalised and consolidated for the next meeting.</p>	

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	<p>The key risks are:</p> <ul style="list-style-type: none"> • Coasting Schools status • Pupil numbers at Primary level • Potential lack of resource at senior management level for the potentially expanding Trust. <p>A new risk identified was:</p> <ul style="list-style-type: none"> • Implementation of the General Data Protection Legislation which is due in May 2018 which will mean more stringent controls are required over personal data managed by the Trust. <p>All the risks have action plans against them and updates will be given to the risk register at different times in the next year appropriate to the risk. This is required to avoid “risk blindness” through the repetition of the risks at every meeting.</p> <p>Q.- How many risks are there? A.- 6 or 7 risks are on the register and high risks can be reported to the Trust Board meeting.</p> <p>(c) Health & Safety:</p> <p>Trustees were updated on the action plan that has been put in place to manage Health & Safety across the Trust.</p> <p>(d) External Audit:</p> <p>The programme of external audit was discussed and this will start with a planning</p>	

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	<p>meeting on 14 July 2017 leading up to the submission of the annual accounts in December 2017.</p> <p>(e) Website:</p> <p>The website was reviewed as the final part of the Financial Management and Governance Self-assessment (FMGS) and all the key documents are in place.</p> <p>(f) Audit Committee Members:</p> <p>Plans are in place to add to the number of members on the Audit Committee for the termly programme of meetings next academic year.</p> <p>(g) Finance Link Trustee Meeting:</p> <p>The Finance Link Trustees met on 10 July by teleconference to review the financial performance of the Trust in 2016-17 and review and recommend the consolidated budget for the Trust for 2017-18.</p> <p>The Chair thanked Mr Field for his thorough report.</p>	
<p><u>63. SCHEME OF DELEGATION UPDATES</u></p>	<p>There was nothing to report on the Scheme of Delegation.</p>	
<p><u>64. CEO REPORT</u></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> – These are being undertaken at the 4 schools in the MAT. All schools will have been reviewed by the end of November 2017.</p>	

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	<p>The first has been completed at Scissett Middle and the discussion at the end of the day was very useful. Feedback for the Headteacher was useful as a practice Ofsted and it is helpful for the CEO to see how the school is operating.</p> <p>This review was undertaken with internal reviewers but external reviewers will be considered for use in the future.</p> <p>(ii) <u>Year 6 Outcomes</u> – Provisional data for Year 6 outcomes show that significant gains have been made. Final data will be shared with Trustees in the Autumn Term.</p> <p>Q.- When can the validated outcomes / results for pupils be looked at? A.- A sub meeting would be held with the CEO, Andy Williams and Helen Jones to review these ahead of the November board meeting. Findings would be reported back to the Trust Board meeting in November.</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> <p>(iii) <u>Middle Schools Funding Application</u> – The CEO has made a funding application for £360k for working across 4 alliances and MATs involving 13 schools based on Themes. The bid was submitted on 23 June 2017 by the Teaching School Alliance.</p> <p>(iv) <u>Staffing Committee</u> – This committee has not yet met and it is now proposed to meet in the Autumn Term with the aim of agreeing policy and quality assuring pay awards and appraisal targets across the Trust.</p> <p>(v) <u>Chairs and Vice-Chairs Meeting</u> – The headlines from the Trust Board meeting are shared with the Chairs and Vice-Chairs at their next meeting. The Chairs and Vice-Chairs are still developing the guide to be a LGB Member. CPD is planned in December 2017 using expertise in the Trust.</p>	<p>CEO / Clerking Service Agenda Item</p>

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	<p>(vi) <u>Staffing</u> – There has been a little movement as noted in the report.</p> <p>Q.- Why was the recruitment of a Maths Teacher at Kirkburton Middle School unsuccessful? A.- The quality of applicants was not there so will re-advertise.</p> <p>(vii) <u>20/20 Vision</u></p> <p>Mrs Knowles presented the Executive Summary of the draft 20/20 Vision which had been circulated to all Trustees prior to the meeting.</p> <p>The vision has 4 Strategic Aims as follows:</p> <p>Strategic Aim 1 – Outcomes Strategic Aim 2 – School Improvement Strategic Aim 3 – Leadership Strategic Aim 4 – Operations</p> <p>Q.- Is this all realisable if in deficit in 2018/19? A.- Most of the priorities are internally resourced and the Operations Aim is having sustainability. A sub meeting of Jason Field, Glen Wilson, CEO and Martyn Jones would be held before the November Trust meeting, to look at the plans to avoid a budget deficit in 2018/19, based on what is known by then about the NFF. The outcome of this would be reported to the November Trustees' Board.</p> <p>Q.- How do we manage growth? A.- By reviewing the Leadership / Management structure to ensure capacity. We are looking at 2500 pupils in 3 years which is seen as sustainable and achievable.</p> <p>We need to be financially sustainable and need to have a sustainable model for our schools.</p>	<p>CEO/JF/GW/MJ/DK Clerking Service Agenda Item</p>

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	<p>Financial soundness will support this agenda and the Strategic Aims 1 to 3 are needed to support and sustain growth.</p> <p>The 2018/19 budget is considered to be a worst-case scenario and is not what we expect to be the case in November 2017. Previously it was thought things would be worse and so strategies have been put in place. Growth is medium term whereas sustainability is achieved by good outcomes, school improvement and leadership which will lead to growth.</p> <p>Q.- How long is medium term and how sustainable are we without growth? A.- We have more work to do for 2018/19. More for less is the key challenge from the DfE.</p> <p>Q.- Is this realistic over a 3-year period? A.- Yes, the impact is not on the general staff but directly impacts on the CEO and Financial Director. The Trust Service Charge will sustain more services with growth and there are already savings with 4 schools.</p> <p>It was felt that the sustainability / growth elements need clarity but the 20/20 Vision is an excellent document.</p> <p>Leadership have a lot to do and this needs to be reviewed with the CEO in September as the Central Executive Team currently only provides 2 days a week. The Trust is about additionality and we meet 3 times a year.</p> <p>Q.- Is 3 Trust Board meetings a year enough? A.- For the moment stick with 1 each term as this next year will be our first full year planner but can be reviewed.</p> <p>The CEO and Financial Director are a valued resource which should not be put at risk and the Trust have a duty of care. NLE and TSA are important other activities.</p>	

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	<p>Q.- When will there be a Strategic / Growth Plan in place? A.- The first draft will be available in September and can have a review meeting.</p> <p>Q.- What can the Trust do to make this happen? A.- Year 6 outcomes, Transition, Middle School parity.</p> <p>Overall the Trustees are pleased with the clarity of the Aims and the open discussion around growth V sustainability is very helpful.</p> <p>The Chair thanked the CEO for her Report and the draft 20/20 Vision.</p>	
65. <u>POLICIES FOR APPROVAL / DISCUSSION</u>	<p>There were no policies for approval.</p> <p>A policy schedule is being developed for Trustee reference.</p>	CEO
66. <u>FINANCIAL MANAGEMENT AND MONITORING</u>	<p>This item was covered under Minute 62.</p>	
67. <u>APPROVAL OF BUDGET</u>	<p>This item was covered under Minute 62.</p>	
68. <u>ANY OTHER BUSINESS</u>	<p>(i) <u>Structure of Trust Board Meetings</u></p> <p>It was suggested that there should be an opportunity for general comments and questions from Trustees without the ELT present, at the beginning or end of future trust meetings.</p> <p>RESOLVED: That time for comments and questions without the ELT present be built into the agenda for future meetings.</p>	Chair / Clerking Service

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	<p>(ii) <u>Pay Day Timings</u></p> <p>It is proposed that teachers' and support staffs' pay day are aligned as currently teachers are paid monthly on the third Thursday of each month and support staff 4 weekly thus 13 times a year.</p> <p>It is proposed to pay all staff monthly on 15th of each month. Staff will be informed before the Summer holidays and then have consultation with the intention of implementing by November 2017.</p> <p>Q.- Would it be a formal consultation? A.- Yes and also consult with the Unions as there is no intention to disadvantage anyone and will assist where required with loans, longer lead-in etc.</p> <p>A draft letter has been prepared and this can be emailed to Headteachers to send out week commencing 17 July 2017.</p> <p>RESOLVED: That the proposal to pay all staff on the 15th of the month be approved and that letters be sent out to all staff week commencing 17 July 2017 to commence the consultation process.</p>	<p>Mr Field / Headteachers</p>
<p><u>69. 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"> • Tuesday, 21 November 2017 at Kirkburton Middle School • Tuesday, 27 March 2018 at Birdsedge First School • Wednesday, 11 July 2018 at Scissett Middle School 	
<p><u>70. 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>	