

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 Scissett Middle School on Wednesday, 24 May 2017 at 6.30pm (the **Meeting**).

PRESENT

Mr M Jones (Chair), Mrs C Grainger, Mrs D Knowles, Ms H Jones, Mr G Smith, Mr A Wilkinson

In Attendance

Mr J Field (Financial Director)
 Mr J Simmons (Head Teacher Birdsedge First School)
 Mrs N Greenough (Head Teacher Scissett Middle School)
 Mr G Johnson (Head Teacher Kirkburton Middle School)
 Mr G Dawkins (Minute Clerk)

Item	Minute	Action
<p><u>44. APOLOGIES FOR ABSENCE, CONSENT AND DECLARATIONS OF INTEREST</u></p>	<p>Apologies for absence were received from Mrs H Carr (consent), Mr G Wilson (consent) and Mr A Williams (consent).</p> <p>There were no declarations of interest.</p>	
<p><u>45. NOTIFICATION OF ITEMS TO BE BROUGHT UP UNDER ANY OTHER BUSINESS</u></p>	<p>The following items were notified to be brought up under Any Other Business:</p> <ul style="list-style-type: none"> (i) MIS – Scissett Middle School (ii) Saalex Tender Panel 	

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<p><u>46. MINUTES OF THE MEETING HELD ON 8 FEBRUARY 2017</u></p>	<p>RESOLVED: That the minutes of the meeting held on 8 February 2017 be approved by the Trust Board and signed by the Chair as a correct record subject to the following amendment:</p> <p><u>Minute 32</u> – first paragraph – “North Road Academy” should read “Appleton Academy”.</p>	
<p><u>47. MATTERS ARISING</u></p>	<p>(i) <u>Appointment of Independent Audit Committee Member (Minute 35 (iii) refers)</u></p> <p>Mr Field reported that through contacts at Shelley First School, Mr John Ardley would be prepared to take up the appointment of Independent Audit Committee Member.</p> <p>Mr Ardley is retired but was a partner in an audit company.</p> <p>RESOLVED: That Mr John Ardley be appointed as the Independent Audit Committee Member.</p> <p>(ii) <u>3 Year Budget Forecast Submission (Minute 35 (v) refers)</u></p> <p>Mr Field reported that the 3 Year Budget Forecast submission was made by the 28 February 2017.</p> <p>(iii) <u>Scheme of Delegation (Minute 37 refers)</u></p> <p>Trustees confirmed that they have the latest highlighted iteration of the Scheme of Delegation.</p> <p>(iv) <u>Strategy and Governance (Minute 38 (ii) refers)</u></p> <p>The Strategic Plan 2017/18 and the Growth Plan are covered in the CEO’s report.</p> <p>(v) <u>LGBs – Communication Plan (Minute 38 (iv) refers)</u></p> <p>Mrs Grainger issued a Communications Toolkit and Guidance for Schools which has</p>	

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	<p>been designed to encourage and support the MAST schools in improving their communications.</p> <p>The toolkit provides guidance and templates for Internal. External and Media Communications.</p> <p>Going forward Mrs Grainger will review with Mrs Knowles what each school is doing with a review of the Toolkit in December 2017.</p> <p>Q.- What happens in the meantime? A.- As currently, one letter has gone out and newsletter put on the website and to all stakeholders.</p> <p>Q.- When are Newsletters going out? A.- MAST newsletters termly.</p> <p>After some discussion it was agreed that the first MAST newsletter will go out in September for the new school year to show what progress the MAST has made and the benefits it brings. It was noted that any proposed timescales must be reasonable as no one involved is employed full-time for such work.</p> <p>It was noted that Mr James Ambler, IT Lead, has been helping.</p> <p>A collective message to staff is also to be considered.</p> <p>Q.- Is there a toolkit for staff? A.- Yes for Head Teachers and staff.</p> <p>Any sensitive communications should go direct to the Head Teacher and Mr Mike Yarwood is the LA contact for sensitive / emergency communications.</p>	<p>Mrs Grainger and Mrs Knowles are to agree a programme.</p>

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	<p>(vi) <u>LGBs – Letter of Thanks (Minute 38 (iv) refers)</u></p> <p>Mrs Knowles sent a letter of thanks to Mr Cumper from the Trustees. Unfortunately Mr Cumper has since passed away.</p> <p>(vii) <u>Whistleblowing Policy (Minute 40 (iii) refers)</u></p> <p>Mrs Knowles confirmed that the Whistleblowing Policy had been amended as agreed.</p> <p>(viii) <u>Admissions Policy (Minute 40 (iv) refers)</u></p> <p>Mrs Knowles confirmed that the Admissions Policy had been amended as agreed.</p> <p>(ix) <u>DBS Checks (Minute 41 (ii) refers)</u></p> <p>The Chair reminded Trustees to provide valid DBS Certificates so that copies can be retained by the MAST MAT.</p> <p>Mrs Booth has produced a list of those not provided and these are being followed up.</p>	<p>All Trustees</p>
<p><u>48. REPORTS FROM COMMITTEE</u></p>	<p>A report from the first meeting of the Financial and Audit committee was covered in the FD report.</p>	
<p><u>49. MIDDLE SCHOOL DATA PRESENTATION (Minute 38 (ii) refers)</u></p>	<p>Mrs Greenough and Mr Johnson gave a presentation on Middle School data with reference to “coasting schools”</p> <p>Q.- What is a “coasting school”?</p> <p>A.- A Primary school will be deemed as coasting if in 2014 and 2015 fewer than 85% of pupils achieved Level 4 in Reading, Writing and Maths and below the median for making progress and in 2016 if fewer than 85% of pupils achieved the Expected standard in Reading, Writing and Maths and pupils did not make sufficient progress, 2.5 in Maths and -3.5 in Reading and Writing.</p>	

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	<p>The scheme was devised to compel schools to become academies.</p> <p>It was noted that moderated schools had lower progress scores in Reading and Writing than those not moderated.</p> <p>In 2015 Scissett Middle 84% achieved Level 4 in writing but progress was below the required score and at Kirkburton Middle 76% achieved Level 4 and progress scores were further away.</p> <p>In 2016 Scissett Middle achieved progress scores in Reading of -2.01, Writing -9.69 (known issue that has been resolved) and Maths 2.95 and Kirkburton Middle were below all thresholds.</p> <p>It all starts in KS1 as progress in KS2 is based on results from KS1 to KS2 and is dependent on KS1 assessments. In 2012 scores for Reading, Writing and Maths of pupils entering Scissett Middle and Kirkburton Middle were significantly higher than the National average of all Primary schools and of First schools.</p> <p>On entry the Middle Schools do GL assessments to give an indication of the starting point. These assessments have tended to show that children are broadly average on entry whereas they were assessed as above average at KS1.</p> <p>Q.- What is the time gap between KS1 (Teacher assessment) and GL Test? A.- About 4 years, end of Y2 to end of Y6.</p> <p>GL tests are carried out in September on entry to the Middle schools and KS2 SATS are in the following May. The end of Primary phase assessment, KS2 SATS, do not fit with the three phase model.</p> <p>There are many issues around transition both from First school and to Secondary. There is a need to prove data on both entry and exit.</p> <p>At the moment there is not full GL assessment data but this is working progress.</p>	

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	<p>Q.- How many disability pupils? A.- 14%, 33 pupils – the DfE have requested a Pupil Premium Review which is being undertaken.</p> <p>First and Middle schools in the pyramid are using GL Assessments and moderating across the pyramid to get consistency at transition.</p> <p>In Summary:</p> <ul style="list-style-type: none"> • Coasting because comparing data at end of Y2 to end of Y6 • Pupils at our Middle schools are only at Middle school for only 19% of the time from KS1 assessment to KS2 SATS; therefore not a true reflection of the progress made at the Middle schools. • KS1 data has been very high compared to National Average and GL Assessments on entry which suggest pupils are broadly in line with NA and not significantly above. • Y8 data on exit suggests significant progress possibly at Y9 levels. <p>Q.- How comparative are GL Assessments to SATS? A.- They're not.</p> <p>Q.- How do you track from Y5? A.- At Scissett Y6 SATS raw mark score which is converted to a scale score and then tracked each half term and put in interventions as appropriate. At Kirkburton a GL Assessment is undertaken which is compared to KS1 and Y5 assessments to target pupils who seem to be under achieving and then track progress with 5-weekly tests.</p> <p>Q.- What is being done to see average Y6? A.- Moderation with First Schools and share all data. Staff are experienced and are supported with CPD as well as data every half term, moderation and checking by LA and looking at Best Practice at other schools. The challenge is tracking of data and being more rigorous.</p>	

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	<p>There is a lot of moderation across the pyramid and we always use an external moderator.</p> <p>Q.- What is the expectation for the current Y6? A.- Expectations are higher for the current Y6 – 74% combined for Scissett Middle and 68-72% for Kirkburton Middle.</p> <p>Q.- Where is the nearest traditional Primary School? A.- There are several close – Bretton, Lepton and Kirkheaton.</p> <p>The following actions have been set by the Middle Schools:</p> <ul style="list-style-type: none"> • Restructure the timetable for Y6 core sessions in the morning at Scissett and 11-13 core sessions per week at Kirkburton. • Introduction of nurture provision at Scissett • Upskill staff generally and particularly in Maths Mastery at Kirkburton • Distribution of objectives across all subjects at Scissett • Numeracy Ninjas and Accelerated Reader at Kirkburton. • Immersion days at Scissett • Increased use of “manipulative “Maths at Kirkburton • HQ Data tracking and timely intervention Y6 monitoring. • Develop Growth Mindset approaches to learning. <p>Actions across the Pyramid which all schools have signed upto:</p> <ul style="list-style-type: none"> • A Y5 & 6 Maths project - £10K from the LA to write a scheme of work for KS2. • External moderation of Writing and development of standardisation files. • Agreement to develop a shared target setting system and data sharing system. <p>In Conclusion:</p> <p>Now designated as Class 1.</p>	

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	<p>The new transition arrangements should help and scores at KS2 should be higher.</p> <p>The Chair thanked Mrs Greenough and Mr Johnson for a very informative and encouraging presentation.</p>	
<p><u>50. STRATEGY AND GROWTH PLAN UPDATE (Minute 38 (iii) refers)</u></p>	<p>This item is covered in the CEO's report.</p>	
<p><u>51. SCHEME OF DELEGATION UPDATES</u></p>	<p>Suggested amendments to item references 1.7a, 1.7b and 1.7c with regard to "Making payments / agree contracts or virements" in the area of Finance were circulated to all Trustees.</p> <p>Mr Field explained that these amendments to the payment / agree contract or virement limits were needed to make policies workable so there is no criticism at audit. These limits are for non-budgeted expenditure.</p> <p>The Contracts Register is being put in place so Trustees will be able to see what is expected over the year.</p> <p>Q.- How frequently are the budgets monitored? A.- The monitoring of individual school budgets should be covered at each Trust Board meeting under Financial Management and Monitoring only by exceptional items outside of the approved budget. LGBs and the schools manage their own budgets but should be reviewed by the Trust Board as appropriate but not constrained. The Trust Board have responsibility for a £6m+ budget and need to be comfortable about audit challenges and follow due process.</p> <p>Q.- Variance of staffing budgets how are these captured and tracked? A.- The Chair suggested this was delegated to the Finance and Audit Committees. This was agreed.</p>	

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	<p>RESOLVED: That the Finance and Audit Committees look at how variances in staffing budgets are captured and tracked.</p> <p>It was proposed that in principal agreement be given for the amendments to item references 1.7a, 1.7b and 1.7c of the Scheme of Delegation subject to the amendments being finalised and issued to all Trustees. This was agreed.</p> <p>RESOLVED: That in principal agreement is given for the amendments to item references 1.7a, 1.7b and 1.7c of the Scheme of Delegation subject to the amendments being finalised by Mr Field and issued to all Trustees.</p>	<p>Finance and Audit Committees</p> <p>Mr Field</p>
<p>52. <u>CEO REPORT</u></p>	<p>The CEO Report had been circulated to all Trustees and Mrs Knowles highlighted the following points:</p> <ul style="list-style-type: none"> (i) <u>The Strategic Plan</u> - developed by the ELT, has been shared with Mrs Grainger and circulated to all Trustees for reference in RAG status. (ii) <u>IT Strategy</u> – This has been agreed and Mr James Ambler is leading this aspect of work for the Trust. He has presented and circulated the IT Strategy to the Head Teachers which identifies where we are with IT and where there are gaps. The website is up and running again down to James Ambler and thanks to Mrs Greenough for his services. The Chair requested that Mrs Ambler give a 15 minute overview of the IT Strategy to the Trust Board. (iii) <u>Educational Priorities</u> – Peer Reviews – Scissett Middle first in the form of a mini Ofsted. All the schools are to be reviewed by the end of the Autumn term to establish baselines. <p>Q.- Is there a requirement for LGB handbooks? A.- It is one handbook to aid Trustees, Members and Governors.</p>	<p>CEO</p>

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	<p>Q.- Have Birdsedge and Shelley had recent external reviews?</p> <p>A.- There are KLP visits once a year and Shelley have bought in an external review and also moderator at least once a year and sometimes twice. Expertise is being used across our schools as there is a lot of trust amongst the Head Teachers.</p> <p>Birdsedge LGB have now got a Chair who was a Y6 teacher in a challenging school. Another member of the LGB will now step up as Vice Chair. Mrs Knowles has provided CPD for the LGB and will continue to support them as they need to be effective by the end of the Summer term.</p> <p>Mr Jones will attend the next LGB meeting at Birdsedge if required and asked Mr Simmons to let the LGB Chair know.</p> <p>(iv) <u>Data & Assessment</u> – All schools in the MAT are using GL Assessments but not all First schools in the Pyramid.</p> <p>Q.- Are any other schools in the Pyramid using GL Assessments</p> <p>A.- Some are but there are historical battles over assessment but schools are being encouraged to get scaled scores.</p> <p>Y5 transition is being piloted over the last week of term which will need to be monitored closely. The transition from Middle School to High School is two weeks.</p> <p>(v) <u>Safeguarding</u> – There is a need to ensure that Safeguarding has a high priority and that mechanisms for monitoring and evaluation are in place. A Link Trustee for Safeguarding needs to be in place and identified on the MAST website.</p> <p>The Chair requested that a brief for a Link Safeguarding Trustee be drawn up and sent to him and to all Trustees. Mrs Greenough is the Safeguarding Link on the Executive Leadership Team.</p>	<p>Mr Simmons</p> <p>CEO to send Link Safeguarding Trustee brief to Chair and Trustees.</p>

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	<p>(vi) <u>New Convertors</u> – Mrs Knowles has met the Head Teacher and Chair of Governors of Shepley First School regarding joining the MAT. Spring Grove JIN have also made an initial approach.</p> <p>(vii) <u>2018/19 First School Admissions</u></p> <p>Q.- What can be done about the reducing numbers expected to enter First Schools in 2018/19?</p> <p>A.- The First Schools have got strategies in place but there is variance across the Pyramid. Information is required from the LA regarding births etc as officially the birth rate is declining but is this just a blip? The LA is attending a Pyramid Day in June and information will be sought regarding any trends in admissions. This will be brought back to the Trust Board as a budget issue.</p> <p>The Chair thanked the CEO for her report.</p>	
<p><u>53. POLICIES FOR APPROVAL / DISCUSSION</u></p>	<p>All policies had been circulated prior to the meeting for consideration.</p> <p>(i) <u>Managing Staff Attendance</u></p> <p>It was noted that the Managing Staff Attendance Policy is an LA model policy which has been adapted so that responsibilities are known and clear thresholds have been included.</p> <p>RESOLVED: That the Managing Staff Attendance Policy be approved.</p> <p>(ii) <u>Staff Leave of Absence</u></p> <p>Q.- Is the Staff Leave of Absence Policy an LA model policy?</p> <p>A.- Yes.</p> <p>RESOLVED: That the Staff Leave of Absence Policy be approved.</p>	

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	<p>(iii) <u>Staff Code of Conduct</u></p> <p>There were no comments or questions regarding the Staff Code of Conduct.</p> <p>RESOLVED: That the Staff Code of Conduct be approved.</p> <p>(iv) <u>Electronic Communications</u></p> <p>A number of questions were raised regarding the Electronic Communications Policy:</p> <p>Is this a Policy or Guidance? There are 2 Appendices do they need to be in there?</p> <p>Are there links to the Disciplinary Policy? If so then the Disciplinary Policy needs to be checked.</p> <p>Guidance for Social Media is not included but is covered under Social Media Guidelines and in Code of Conduct. It is better to have things in one place.</p> <p>RESOLVED: That the Electronic Communications Policy be revised.</p> <p>(v) <u>Acceptable Use</u></p> <p>There were no comments or questions regarding the Acceptable Use Policy.</p> <p>RESOLVED: That the Acceptable Use Policy be approved.</p> <p>(vi) <u>Health & Safety</u></p> <p>There were no comments or questions regarding the Health & Safety Policy.</p> <p>RESOLVED: That the Health & Safety Policy be approved.</p> <p>(vii) <u>Data Protection</u></p>	<p>CEO</p>

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	<p>There were no comments or questions regarding the Data Protection Policy.</p> <p>RESOLVED: That the Data Protection Policy be approved.</p>	
<p><u>54. FINANCIAL MANAGEMENT AND MONITORING</u></p>	<p>Mr Field presented the Finance Director Report 20 May 2017 which had been discussed with Mrs Carr and Mr Smith prior to this meeting.</p> <p>(i) <u>Funding Environment</u></p> <ul style="list-style-type: none"> • The National Funding Formula consultation has closed but there is no outcome as yet. The likely impacts of this have been estimated in forecasts made for each academy. • Low pupil numbers at our Primary Schools for Reception intake in 2017/18 is a significant change and will initially impact on the 2018/19 financial year. Strategies for the future are being put in place. • Currently the Trust is predicted to have a surplus in 2017/18 of around £100.8k but in 2018/19 this will be a deficit of £122.5k. • Further work is being carried out to mitigate these losses in 2018/19 and all is being done to make the schools as efficient as they can be. • It is our stated policy to keep reserve within 3-5% of income, around £300k which will be a major consideration when setting the 2017/18 budget. <p>(ii) <u>Budget Forecast Return (Outturn)</u></p> <ul style="list-style-type: none"> • A recent change to the requirements of Academy Financial reporting means that the Academy Trust has had to submit a new financial return by 19 May effectively forecasting financial performance of the Trust for the 2016-17 financial year, in our case from December 2016 to August 2017. • Information has been gathered as part of the Spring forecasts that the academies have submitted. The latest forecasts have improved increasing the funds held in reserve from £309.1k to £464.7k as at 31 August 2017 largely down to improved 	

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	<p>carry forward balances on conversion</p> <ul style="list-style-type: none"> • A number of savings initiatives have made a significant impact on the running costs for the academies. There are ongoing plans to improve financial efficiency. • Link Trustees wish to discuss the actual costs and savings of the Trust generated up to 31 August 2017 in the Autumn term. • The reserve figures stated do not include agreed works for Scissett Academy so resultant year end reserves will be adjusted to £416.7k once these works are taken into account. • 2019/20 does not look any better than 2018/19 at this point in time so funding is expected to be tight but there is time to look strategically and make an informed plan. <p>RESOLVED: That the recommendations for the Budget Forecast Return (Outturn) 2016-17 are approved.</p> <p>(iii) <u>Salex Energy Efficiency Fund Award</u></p> <ul style="list-style-type: none"> • The Trust has been awarded an interest free loan via the Salex Energy Efficiency Fund of around £85k to be repaid over 5 to 6 years for the replacement of lighting with LED fittings at both Scissett and Kirkburton Middle Schools. • Savings in electricity charges is estimated to be £15k per annum plus there are additional benefits in reduced maintenance and replacement of fittings. • Invitations to Tender have been issued with an expected contract award in June and works over the Summer holidays. <p>(iv) <u>Audit Committee and Finance Link Trustee</u></p> <p>The Audit Committee has now met with another meeting scheduled for 28 June 2017. Mr Glen Wilson has agreed to be Chair of this committee and an independent member, Mr John Ardley, has agreed to join this committee as approved by the Trust Board. This has</p>	

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	<p>enabled Mrs Helen Carr to step down from the temporary membership of the committee.</p> <p>The initial meeting covered the following issues:</p> <ul style="list-style-type: none"> • Approved Terms of Reference • Establishment of an internal audit programme. The first audit of our academies is taking place over the May period with the final visit on 5 June 2017. The resultant report will be discussed at the next Audit Committee on 28 June 2017. • The Financial Management and Governance Self-Assessment was signed off apart from website compliance which has since been completed. • The Risk Register was reviewed and approved with recommendations made for improvements to be reviewed at subsequent meetings. • The establishment of a Health & Safety programme across academies with an internal training programme for LGBs and staff. <p>Q.- Can there be training for Trustees so they understand their responsibilities as Trustees?</p> <p>A.- Yes, this will be arranged.</p> <ul style="list-style-type: none"> • Finance Link Trustees met prior to this meeting to review the progress of the financial systems monitoring. It is quite tangible that the financial managers are getting involved with the budget management systems and are working towards Year End Contract Registers and Fixed Asset Registers. • Thanks were expressed to Lynn Robinson who is going to retire at the end of this financial year. <p>(v) <u>Financial Reporting</u></p> <ul style="list-style-type: none"> • The new financial reporting systems are becoming embedded within each academy of the Trust 	<p>Mr Field to arrange H&S training for Trustees re Roles and Responsibilities.</p> <p>Mrs Knowles will organise a Thank You for Lynn Robinson.</p>

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	<ul style="list-style-type: none"> • All academies have completed at least 3 monthly cycles of accounting and month end processes are being monitored in field visits by the Finance Director. • A management accounts report has been produced for each school and this format will be shared with Governors at LGBs over the coming months. • Financial review meetings are being held at each academy with the Business Manager, Head Teacher, Chief Executive and Finance Director to ensure from September 2017 the planned cycle of financial management and reporting can be achieved by academies and by the Trust. • Ultimately a Consolidated Management Accounts Report will be produced to be reviewed twice yearly. Link Trustees are to consider what should be presented to the Trust Board. • Mr Field has shared a Management Account Report with the Link Trustees and everything is moving well for the start of the new financial year in September 2017. <p>(vi) <u>Budget Forecast Return for 2017-18</u></p> <ul style="list-style-type: none"> • The budget forecast return for the Government must be submitted to the newly combined Education and Skills Funding Agency by 31 July 2017. • The budget submitted will require approval from the Trust Board at the meeting on 13 July 2017. • All LGBs should review and recommend their local academy budgets and propose these to the Board in time for the Trust Board meeting on 13 July 2017. <p>RESOLVED: That the timetable for the Budget Forecast Return 2017-18 be approved.</p> <p>The Chair thanked Mr Field for his report and the real progress that has been made.</p>	<p>Link Trustees</p> <p>Clerking Service – Agenda Item</p> <p>LGBs</p>
55. <u>ANY OTHER BUSINESS</u>	<p>(i) <u>MIS System for Scissett Middle School</u></p> <p>Information regarding the purchase of a new MIS system at Scissett Middle School was circulated to all Trustees seeking approval from the Trust Board to expend just over £30k</p>	

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	<p>in Year 1 for the combined cost of the annual licence, upfront set up cost and training.</p> <p>RESOLVED: That the purchase of a new MIS system at Scissett Middle School is approved.</p> <p>Q.- Could MIS be right for other schools in the MAT?</p> <p>A.- Kirkburton Middle School are not ready to change yet but will monitor MIS at Scissett Middle School.</p> <p>(ii) <u>Salex Tender Panel</u></p> <p>The Chair reported that the Tender Panel was in place for the Salex contract but requested approval for the panel to be delegated the decision to award the contract.</p> <p>RESOLVED: That the Salex Tender Panel be delegated the decision to award the contract.</p>	
<p><u>56. 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"> • Thursday, 13 July 2017 at Birdsedge First School - Apologies have been given by Mrs C Grainger, Mr A Wilkinson and Mr G Wilson. 	
<p><u>57. 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>	