

**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 Tuesday, 26 March 2019 at 6.30pm (the **Meeting**).

**PRESENT**

Mr M Jones (Chair), Mrs B Birring, Mrs N Greenough, Ms E Godman, Mrs H Jones, Mrs A Mills, Mr T Wade, Mr A Wilkinson, Dr A Williams, Mr G Wilson,

**In Attendance**

Mr J Field (Chief Financial Officer (CFO))

Mr G Dawkins (Minute Clerk)

Item	Minute	Action
<b>137. APOLOGIES FOR ABSENCE, CONSENT AND DECLARATIONS OF INTEREST</b>	Apologies for absence were received from Ms R Roughton (consent).  There were no declarations of interest.	
<b>138. REPRESENTATION</b>	The following matters of representation were reported:  (i) <u>Appointment</u>  The Chair reported that Mr Tim Wade, who has marketing and communication skills, has been appointed as a Trustee and welcomed him to the Board.	

Item	Minute	Action
	<p>(ii) <u>Resignation</u></p> <p>The Chair reported that Ms Rosamond Roughton has reluctantly tendered her resignation due to work and family commitments.</p> <p>The Trustees recorded their thanks to Ms Roughton for her service on the Board and to the MAT from it's inception and for her Safeguarding and Audit skills.</p> <p><b>ACTION:</b> The CEO is to organise a gift and a letter of thanks to Ms Roughton</p> <p>(iii) <u>Vacancies</u></p> <p>It was noted that there is 1 vacancy for a Trustee to be appointed by Members ideally with a legal background.</p> <p>Mr Field reported that Mr Phil Oldfield may be interested in becoming a Trustee and Mr Field will follow this up along with the Chair.</p> <p><b>ACTION:</b> Mr Field to contact Phil Oldfield with a view to arranging a meeting with the Chair.</p>	<p><b>CEO</b></p> <p><b>Mr Field / Chair</b></p>
<p><b>139. MINUTES OF THE MEETING HELD ON 28 NOVEMBER 2018</b></p>	<p><b>RESOLVED:</b> That the minutes of the meeting held on 28 November 2018 be approved by the Trust Board and signed by the Chair as a correct record.</p>	<p><b>Chair</b></p>
<p><b>140. <u>MATTERS ARISING</u></b></p>	<p>(i) <u>Matters Arising - Reports from Committees – Audit Committee – Risk Register Action (Minute 127(i) refers)</u></p> <p>Mr Field reported that the date for the Audit Committee meeting had to be rearranged and has yet to meet but when it does the Risk Register will be updated.</p> <p><b>ACTION:</b> A date for the Audit Committee is to be set.</p>	<p><b>Mr Field</b></p>

Item	Minute	Action
	<p>(ii) <u>Matters Arising - Strategic Plan Update – Review of each school in the MAT (Minute 127(ii) refers)</u></p> <p>It was noted that the key points are summarised in the CEO's report.</p> <p>(iii) <u>Reports from Committees – Staffing Committee (Minute 128(i) refers)</u></p> <p>As regards sharing information across the MAT the IT Manager at Scissett Middle School, Mr Ambler, is looking at Microsoft Teams as it is intended that the MAT moves to Microsoft Office 365 with email addresses starting in September 2019.</p> <p><b>Q. Will all agenda papers, minutes etc appear on this?</b> A. Yes and will cascade to Governors etc.</p> <p>(iv) <u>To Appoint Trustees with Specific Responsibilities (Minute 129 refers)</u></p> <p>Mr Field circulated the MAST Academy Trust – Master Policy Schedule (as at 9.1.19) with the committees nominated to review specific policies and the lead Trustees.</p> <p>The Committee structure and membership was discussed and the following membership agreed.</p> <p><b>RESOLVED:</b> That the Committee membership be as follows:</p> <ul style="list-style-type: none"> <li>• Staffing – Mr Field, Ms Godman, Mrs Greenough, Mr Jones, Mr Wilkinson</li> <li>• Standards &amp; Effectiveness – Ms Godman, Mrs Greenough, Mrs Jones, Dr Williams</li> <li>• Audit – Mr Field, Mrs Greenough, Mr Wade, Mr Wilson</li> <li>• Finance – Mrs Birring, Mr Field, Mrs Greenough, Mrs Mills</li> </ul> <p>It was noted that the Trust Board will meet once a term with the Committees to cover off specific areas of work and report back to each Trust Board meeting through link Trustees to reflect their area of expertise.</p>	

Item	Minute	Action
	<p>The Master Policy Schedule includes the frequency of review and by who.</p> <p>As a matter of default LA model policies are used but these can be amended to suit or have our own policies to suit our specific needs.</p> <p>Approved policies are passed down to the LGBs and particularised as necessary by the individual schools.</p> <p>The intention is to align policy responsibilities with committee responsibilities.</p> <p><b>Q. Where are the policies kept?</b>  A. On the MAST website and reflected on each LGB website.</p> <p><b>ACTION:</b> Mr Wade is to look at a Communication Structure for comment.</p> <p>It was noted that the Master Policy Schedule should make clear the Committee responsible for reviewing and approving on the Boards behalf.</p> <p><b>Q. Who will drive when committees will meet?</b>  A. In future there will be a schedule of all meetings in order that committees meet before Trust Board meetings set by the Trust Board Chair and Committee Chairs. In the meantime committees will operate on the dates currently set and this will be reviewed in the Autumn term.</p> <p>Mr Field noted that a calendar for the Business Managers and Committees has been set up and this can be sent out to all relevant parties.</p> <p><b>ACTION:</b> Mr Field is to send the calendar for Business Managers and Committees to all relevant parties.</p> <p><b>Q. How does communication occur between Trustees?</b>  A. Mrs Booth is the central support for communication and sends out papers etc. There is no existing communication tool.</p>	<p><b>Mr Wade</b></p> <p><b>Mr Field</b></p>

Item	Minute	Action
	<p><b>RESOLVED:</b> That once meeting dates are finalised they are sent out to all Trustees and the Master Policy Schedule is approved.</p>	
<p><b>141. REPORTS FROM COMMITTEES</b></p>	<p>There were no committee meetings to report.</p>	
<p><b>142. CEO UPDATE</b></p>	<p>The CEOs report had been circulated to all Trustees prior to the meeting and the following challenges were highlighted:</p> <p>(a) <b>DELETED – Minute 152 refers</b></p> <p>(b) <u>Leadership Model for Birdsedge First School</u></p> <p>The following was reported as regards the proposed Leadership Model for Birdsedge First School as a result of the Ofsted Report following an inspection on 18 &amp; 19 December 2019 to secure strong effective leadership in the interim period and long term:</p> <ul style="list-style-type: none"> <li>• The Interim Head Teacher is to remain in place until the end of the Summer Term.</li> <li>• From September 2019 Shelley First Head Teacher is to become Executive Head Teacher of Shelley First School and Birdsedge First School spending 0.5 time at each school.</li> <li>• One Assistant Head Teacher from Shelley First School is to spend 0.8 time at Birdsedge First School with 0.2 at Shelley First School.</li> <li>• 2 TLR 2A staff to provide for KS Leadership, QA and M&amp;E across both schools.</li> </ul>	

Item	Minute	Action
	<p>It was noted that the Birdledge Head Teacher left before Christmas and the parental complaints have been dealt with by the MAT.</p> <p>The Executive Head Teacher role will have a 3 point uplift, HR have supported the process thus far and both AHTs at Shelley First have been consulted.</p> <p>The TLR points have been advertised internally which would be for one year initially.</p> <p>Some financial risks are to be borne by Birdledge but the school will still have more in reserves than before they joined the Trust.</p> <p>It was reported that Teaching &amp; Learning has already been moved on by the Interim Head Teacher and Governors at both schools are supportive of the proposals.</p> <p>Trust Board approval is required to move the process on with HR and parents to show that there is a strong plan in place.</p> <p><b>RESOLVED:</b> That the proposed Leadership 19/20 Model across Shelley First and Birdledge First Schools be approved.</p> <p>It was noted that Ofsted brought this to a head and now we have a strong recovery plan in place which will assist in marketing the school and the Trust.</p> <p><b>Q. Do Ofsted do monitoring visits on RI schools?</b> A. Yes, they can but not usually when first RI judgement.</p> <p>It was noted that going forward employment contracts should include a mobility clause.</p> <p>(c) <u>KPIs</u></p> <p>As yet the Trust has not defined KPIs so currently the schools have been assessed against the Ofsted KPIs.</p>	

Item	Minute	Action
	<p>(i) <u>Shelley First School</u></p> <p>All KPIs are strong.</p> <p>(ii) <u>Kirkburton Middle School</u></p> <p>Some weaknesses (amber):</p> <ul style="list-style-type: none"> <li>• Succession planning needed for Leadership Team due to retirements over the next two years.</li> <li>• Some confusion on data.</li> <li>• Personal Development.</li> </ul> <p>These will be kept under review to see how quickly the “ambers” change to “green”.</p> <p>(iii) <u>Scissett Middle School</u></p> <p>All KPIs are strong but outcomes below coasting standard. Working on Teaching &amp; Learning and providing SENCO support to Kirkburton Middle School.</p> <p>(iv) <u>Birdsedge First School</u></p> <p>All KPIs red but progress being made on Teaching &amp; Learning and recovery plan in place.</p> <p>It was noted that People KPIs need including regarding Well Being and a Workload Survey is to go out to all Trust staff.</p> <p>It was noted that this is a good starting point and also HR metrics are needed.</p>	

Item	Minute	Action
	<p><b>ACTION:</b> The CEO and Chief Finance Officer are to look at the KPIs.</p> <p>It was noted that the external reviews were undertaken by an experienced Ofsted Inspector, Mr Jim McGrath. The reports highlight the strengths and key areas of improvement.</p> <p><b>Q. Who will monitor the Areas for Improvement?</b></p> <p>A. The LGBs will have seen the reports and the CEO will meet with the Head Teachers in the Summer Term to make progress with the SEFs but want to wait until the new inspection framework has been published to ensure consistency across the schools. This will be covered by the Standards &amp; Effectiveness Committee.</p>	<b>CEO / CFO</b>
<b>143. BIRDSEGE OFSTED – IMPROVEMENT</b>	This item has been covered under CEO Update Minute 142.	
<b>144. REVIEW OF OTHER SCHOOLS IN THE MAT</b>	This item has been covered by the CEO Update and the RAG rated document presented.	
<b>145. POLICIES FOR APPROVAL / DISCUSSION</b>	<p>(a) <u>The Mast Admissions Policy</u></p> <p>The Chair reviewed the Mast Admissions Policy and recommended it be adopted by the Trust.</p> <p><b>RESOLVED:</b> That the Mast Admissions Policy be adopted by the Trust Board.</p> <p>(b) <u>The Mast Complaints Policy and Procedures</u></p> <p><b>ACTION:</b> The Mast Complaints Policy and Procedures have been reviewed by Mr Wilkinson and is to be revised and considered at the next Staffing Committee before the end of the Summer Term.</p>	<b>Mr Wilkinson / Staffing Committee</b>



Item	Minute	Action
	<p><b>Q. Was the Birdledge procedure clear and correctly followed?</b>  A. The school should attempt to deal with any complaints first before it goes to the Trust.</p> <p>(c) <u>The Mast Educational Visits / Trips Policy</u></p> <p>The Mast Educational Visits / Trips Policy has been reviewed by Mrs Jones and the following issues were raised:</p> <ul style="list-style-type: none"> <li>• Is there a Staff Code of Conduct when away on visits?</li> <li>• Safeguarding with regards to sleeping arrangements if off site.</li> <li>• CEO to be informed of residential / activity trips.</li> <li>• Swimming when at the coast to be removed or clarified.</li> <li>• Reasonable adjustments for disabled.</li> </ul> <p><b>Q. What are timescales for submitting requests and Risk Assessments?</b>  A. Submissions are made on EVOLVE within a week.</p> <p><b>Q Who signs off risks?</b>  A. The LA.</p> <p><b>ACTION:</b> The Mast Educational Visits / Trips Policy is to be revised and brought to the next Trust Board meeting reviewed and amended.</p> <p>(d) <u>The Mast Emergency Plan and Procedures</u></p> <p>The Mast Emergency Plan and Procedures have been reviewed by Mr Wilson who made the following comments:</p> <ul style="list-style-type: none"> <li>• Very comprehensive but a heavy document and not the most user friendly.</li> <li>• The Flow Charts are very good.</li> </ul>	<p><b>CEO / Mrs Jones</b></p>



Item	Minute	Action
	<p>requirements clear.</p> <p>The CEO requested approval to the proposed Centralised Services within the Mast.</p> <p><b>RESOLVED:</b> That the proposed Centralised Services within the Mast be approved.</p>	
<p><b>147. SCHEME OF DELEGATION</b></p>	<p>The Chair reported that the Trust Board is accountable for setting the structure for Central Services.</p> <p>The proposed Centralised Services were approved in Minute 146 and so the CEO can proceed with recruitment it needs to be added into the Scheme of Delegation that the CEO has this responsibility.</p> <p><b>ACTION:</b> The Scheme of Delegation needs to be amended to give the CEO responsibility to proceed with recruitment of Centralised Services.</p>	<p><b>Trustees</b></p>
<p><b>148. EXPANSION PLAN UPDATE</b></p>	<p>The CEO presented two Proposed Growth Options for the Mast Governance Structure as follows:</p> <ul style="list-style-type: none"> <li>• Option 1 – This is the current model based on the Full Board of Trustees, Committees for Resources, Finance &amp; Premises, Standards &amp; Effectiveness and the Trust Management Team, The Executive Leadership Team, Headteacher / Principal Group and Local Governing Bodies for each school.</li> <li>• Option 2 – As Option 1 but with the Headteacher / Principal Group replaced with Hub Executive Headteacher, Hub Head Teacher Group, Individual School Headteachers and Local Governing Bodies. This model allows for a number of Hubs each with an Executive Headteacher, etc. and accommodates growth.</li> </ul> <p>It was proposed that Option 2, the Hub Model, be approved as a Shadow Structure.</p> <p><b>RESOLVED:</b> That the Proposed Growth Option 2 be approved as a Shadow Structure.</p>	

Item	Minute	Action
	It was agreed that this would be discussed further at future meetings.	
<b>149. FINANCE DIRECTOR UPDATE</b>	<p>Mr Field reported that the Trust is in a stable position financially and can look at non-recurring strategic developments such as investment in capital infrastructure and Up Skilling.</p> <p>At the beginning of the year there was £1million in reserves, £760k after the Teaching School is taken out.</p> <p>The following changes to the budget have been into account:</p> <ul style="list-style-type: none"> <li>• Teachers Pay Award – MS 1%, UPS 2% and SL 1.5% - Funded to 2020 by £54k</li> <li>• Radical change to Support Staff – Lower paid up to £9/hour and progression through pay bands – No assistance.</li> <li>• Additional Capital funding - £67k for capital expenditure.</li> </ul> <p>All Business Managers have submitted their Spring forecasts which take into account the following:</p> <ul style="list-style-type: none"> <li>• Leadership changes at Birdsedge</li> <li>• CEO – Impact on SFS and SMS.</li> <li>• KBM improved forecast due to changes in Learning Resources budget and Leadership Structure.</li> </ul> <p>It was noted that there are some big variances in Income and Expenditure but generally due to timing.</p> <p>Staffing costs are overspent but funded by Teachers Pay Grant and variances in Special Need funding.</p> <p>Mr Field reported that the financial situation at all the schools is sustainable even with the recovery plan at Birdsedge.</p>	

Item	Minute	Action
	<p>Discussions are being had with all schools regarding the money in reserves to do things better through mid-year financial reviews and dates have already been set.</p> <p>It was noted that the budget to be submitted by 31 July 2019 will allow for 2% increase in staff costs year on year and as the allocation is not known the budget will be based on the current model, though it will assume funding support for the significant increase in Pension contributions. The Government are committed to funding this to March 2020 but likely on a per pupil basis.</p> <p>Other inflation issues are assuming a 2% increase.</p> <p>The forecast for the end of year is to use up £50k of reserves.</p> <p><b>ACTION:</b> Mr Field will present proposals for expenditure of reserves and the “Little Extras” fund at the next Trust Board meeting.</p> <p><b>RESOLVED:</b> That all the budget assumptions presented be excepted and approved.</p> <p>The Chair thanked Mr Field for his report.</p>	<p><b>Mr Field</b></p>
<p><b>150. ANY OTHER BUSINESS</b></p>	<p>There were no items of Any Other Business to report.</p>	
<p><b>151. DATES OF FUTURE MEETINGS AND POSSIBLE AGENDA ITEMS.</b></p>	<p><b>RESOLVED:</b> That next meetings of the Trust Board is to be at 6.30pm at Scissett Middle School on:</p> <ul style="list-style-type: none"> <li>• Wednesday, 10 July 2019 – Dr Williams gave his apology for absence at the July meeting.</li> <li>• An additional meeting date between July and November 2019 to be advised by the Chair</li> </ul>	<p><b>Chair</b></p>

Item	Minute	Action
<b>152. AGENDA, MINUTES AND RELATED PAPERS – SCHOOL COPY</b>	<b>RESOLVED: That minute 142(a) be excluded from the copy to be made available at the school.</b>	

The Chair closed the meeting at 9.05pm.