

**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 Monday, 10 July 2019 at 6.30pm (the **Meeting**).

**PRESENT**

Mr M Jones (Chair), Mrs B Birring, Mrs N Greenough, Mrs A Mills, Mr P Oldfield and Mr T Wade,

**In Attendance**

Mr J Field (Chief Financial Officer (CFO))

Mr M A Johnson (Minute Clerk)

<b>Item</b>	<b>Minute</b>	<b>Action</b>
<b>153. APOLOGIES FOR ABSENCE, CONSENT AND DECLARATIONS OF INTEREST</b>	<p>Apologies for absence were received from Mrs H Jones, Mr A Wilkinson, Mrs E Godman and Dr A Williams, all with consent.</p> <p>There were no declarations of interest.</p>	
<b>154. REPRESENTATION</b>	<p>The following matters of representation were reported:</p> <p>(i) <u>Appointment</u></p> <p>The Chair reported that Mr Phil Oldfield had been appointed as a Trustee and welcomed him to the Board. Mr Oldfield thanked the Chair for the welcome and provided the Trustees with an account of his background and experience.</p> <p><b>ACTION:</b> Governor Clerking Service to note.</p>	<b>GCS</b>

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	<p>(ii) <u>Resignation</u></p> <p>The Chair reported that Mr Glen Wilson had tendered his resignation with effect from today's date.</p> <p>The Trustees recorded their thanks to Mr Wilson for his service on the Board and to the MAT.</p> <p><b>ACTION:</b> The CEO to organise a best wishes card of thanks to Mr Wilson.</p>	<p><b>CEO</b></p>
<p><b>155. MINUTES OF THE MEETING HELD ON 26 MARCH 2019</b></p>	<p><b>RESOLVED:</b> That the minutes of the meeting held on 26 March 2019 be approved by the Trust Board and signed by the Chair as a correct record, subject to the following corrections:</p> <p><u>Minute 142(b)</u> – Paragraph 6 – correct the spelling of the word ‘born’ to ‘borne’.</p> <p><u>Minute 148</u> - In the heading, change the word ‘Nast’ to ‘Mast’.</p> <p><u>Minute 149</u> – Paragraph 4 – correct the spelling of the third word to ‘Managers’.</p> <p><u>Minute 152</u> – It was agreed, in future, to anonymise the names of schools in the minutes in accordance with the guidance now given. In light of the frequent reference to the school now referred to in minute 142(a), it was felt appropriate to exclude the whole of that minute from the inspection copy of the minutes. Accordingly it was agreed to change the resolution in minute 152 to read <b>RESOLVED:</b> That minute 142(a) be excluded from the copy to be made available at the school.</p> <p><b>ACTION:</b> Governor Clerking Service to amend the minutes accordingly of the previous meeting and include them with the papers for the next meeting for signature by the Chair.</p>	<p><b>Chair (but see revision to minute 152 below, then sign revised minutes at next meeting)</b></p> <p><b>GCS to delete minute 142(a) from Inspection Copy, for signature at next meeting</b></p>
	<p>Mr T Wade arrived in the meeting at 7:01pm.</p>	

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<p><b><u>156. MATTERS ARISING</u></b></p>	<p>(i) <u>Representation - Vacancies – (Minute 138(iii) refers)</u></p> <p>Mr Field had duly arranged a meeting between the Chair and Mr Phil Oldfield, and, as earlier reported, Mr Oldfield had been appointed as a Trustee.</p> <p>(ii) <u>Matters Arising – Audit Committee (Minute 140(i) refers)</u></p> <p>A date for the Audit Committee had been set but had to be subsequently cancelled, so would be rescheduled.</p> <p><b>ACTION:</b> A new date for the Audit Committee is to be set.</p> <p>(iii) <u>Matters Arising – Move to Microsoft Office 365 (Minute 140(iii) refers)</u></p> <p>The Trustees were informed that this matter was progressing and that further discussions had taken place with the managing director of the company concerned which was hoping to use the MAT as a case study. Melanie Humphreys, Administrator, would be co-ordinating all relevant action, to ensure each school/Local Governing Body (LGB) in the MAT had its own access and could view all relevant information in one location/platform.</p> <p><b>Q. What is the timescale?</b> A. We are hoping to do a phased approach starting at Scissett Middle School and aim for full implementation by September 2020.</p> <p><b>Q. What is being offered to us?</b> A. The idea is for all to move to a Microsoft platform to which all schools/LGBs in the MAT can log in to.</p> <p><b>Q. What cost is involved?</b> A. A one-off migration cost of approximately £6k per school.</p> <p><b>Q. Do all the different schools in the MAT have their own email address or a MAT</b></p>	<p><b>CFO</b></p>

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	<p><b>address?</b> A. They all have their own email address and this is posing the complication, hence the idea of having the one system. Microsoft teams will be in place as a short-term measure to improve communications within the MAST, moving fully to Microsoft Office 365 over the course of 12 to 24 months.</p> <p><b>Q. Should we not pay for the cost out of the Trust?</b> A. We don't have enough money.</p> <p><b>Q. So will the individual schools sort out their own cost arrangements to meet the £6k?</b> A. The process, including training, will start next January. We have it in writing that individual schools are expected to plan for the £6k cost.</p> <p><b>Q. Can Microsoft help out?</b> A. Yes, we can so arrange.</p> <p><b>RESOLVED:</b> That Mr Ambler, IT Manager at Scissett Middle School, be asked to prepare a scoping document, incorporating all the relevant issues, for presentation to the next meeting of the Trust Board, and that the Trustees note that Mr Wade, who had much experience in digital projects, could offer support as necessary, together with Mr Oldfield who could offer useful IT contacts support.</p> <p><b>ACTION:</b> Mr Ambler to present scoping document to the next meeting of the Trust Board, supported by Mr Wade and Mr Oldfield; Governor Clerking Service to note agenda item.</p> <p>(iv) <u>Changes in Committee Membership (Minute 140(iv) refers)</u></p> <p>The Chair drew attention to consequential changes required in Committee memberships as a result of recent appointments and resignations.</p> <p><b>RESOLVED:</b> That the Audit Committee membership be adjusted to include Mrs A</p>	<p><b>Mr Ambler/Mr Wade/Mr Oldfield/GCS</b></p>

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	<p>Mills and Mr P Oldfield and to delete Mr G Wilson.</p> <p><b>ACTION:</b> Governor Clerking Service to note.</p> <p>(v) <u>CEO Update - Growth Minute 142(a) refers</u></p> <p>The CEO had spoken to the Head Teacher of the school concerned about the possibility of joining the MAST, who had undertook to speak to her governors; nothing further had been heard from the school, despite a further informal chase-up.</p> <p><b>ACTION:</b> That the CEO tries one more approach to see if the school/ governing body are open to meeting our Trustees.</p> <p>It was further reported that Mr Wade was still working on proposals for marketing our Trust schools and would report to the next meeting. It was agreed that Mr Wade should share his thinking with the Trustees ahead of that meeting, to shape the proposals he will be presenting.</p> <p><b>ACTION:</b> Mr Wade accordingly.</p> <p>(vii) <u>CEO Update – KPIs – Birdsedge First School (Minute 142(c)(iv) refers)</u></p> <p>Trustees noted the continuing action to try and improve pupil numbers at the school, although it was noted it was difficult to bring in pupils in midyear and that it was expected to take at least five years to bring the school back up to capacity. It was planned to get 15 pupils into Reception next year.</p> <p>(viii) <u>Scheme of Delegation (Minute147 refers)</u></p> <p>The Scheme of Delegation had been accordingly amended to give the CEO responsibility to proceed with recruitment of Centralised Services.</p>	<p><b>GCS</b></p> <p><b>CEO</b></p> <p><b>Mr Wade</b></p>

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<b>157. REPORTS FROM COMMITTEES</b>	The CEO reported that the business considered by the last meeting of the Staffing Committee was summarised in her report for consideration at the next item on the agenda. As earlier reported, the Audit Committee had not yet taken place.	
<b>158. CEO UPDATE</b>	<p>The CEO's report had been circulated to all Trustees prior to the meeting. The CEO apologised for its late dispatch, which had been awaiting the inclusion of pastoral data from the MAST schools, including attendance and persistent absenteeism, bullying logs, racist and homophobic incidents. There would be the opportunity for Melanie Humphreys to pull all these key performance indicators (KPIs) together under the new communications system being implemented.</p> <p><b>Q. How consistently are the definitions for racist and homophobic behaviour applied across the Trust schools?</b></p> <p>A. There is a consistent reporting threshold, which is very low, as we take this kind of behaviour very seriously. As schools get more used to the rationale being applied then more accurate and consistent reporting should emerge.</p> <p>The CEO's report contained sections beginning with an executive summary, followed by current challenges for the Trust; Trust-level KPIs for each school; school-level standards; staffing data; and a summary of the CEO's activity.</p> <p>The executive summary highlighted the following:</p> <ul style="list-style-type: none"> <li>• Recruitment processes and staffing changes taking place at all the MAST schools.</li> <li>• Trust focus on equality legislation and the new Ofsted framework with training run for all schools in the Pyramid, utilising a recommended Self-Evaluation Form format and an audit tool form from The Key, together with production of a draft outline curriculum policy for schools.</li> <li>• The Staffing Committee had met to agree terms for leadership across Shelley First School and Birdsedge. The Standards Committee had been unable to meet due to work commitments, so the Ofsted Response Plan and the Standards template for</li> </ul>	

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	<p>collecting data had been shared with all schools in the Trust.</p> <ul style="list-style-type: none"> <li>• New relationship partner established with the DfE regarding our bid to become a sponsor, which was going to the Head Teachers Board in September.</li> </ul> <p>The following matters were considered in further detail:</p> <p>(a) <u>Growth</u></p> <p>The DfE felt our application to become a sponsor was strong and had been satisfied as to our response to 3 key strands, namely progress on improvement following the Birdsege RI judgement; progression of the potential for two schools joining the Trust; and our explanation around KS2 outcomes including Middle School differentials from national.</p> <p>The Trustees explored the growth issue in further detail, noting that, as now reported, a further school was considering joining the Trust, and that the CEO was meeting the head teacher and chair of governors next week.</p> <p><b>Q. What sort of things are they looking for from our Trust?</b> A. Mainly around improvements support and collaborative working.</p> <p>Trustees then revisited the MAST marketing strategy. As earlier committed to under matters arising from the previous minutes it was agreed that Mr Wade would co-ordinate some feedback from Trustees in terms of a proposal we could put out, and present this to the next meeting.</p> <p><b>ACTION:</b> Mr Wade accordingly.</p> <p>(b) <u>Financial Challenges</u></p> <p>The Trust continued to hold a significant surplus position and all schools had a projected cumulative surplus.</p>	<p><b>Mr Wade</b></p>

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	<p>The CEO was working with schools to ensure there was a spending plan in place to safeguard against cumulative surpluses continuing to rise, and to ensure money was spent on one-off capital investment projects for the benefit of children currently in school.</p> <p>(c) <u>Ofsted Framework</u></p> <p>Extensive training had been provided to ensure all schools were aware of the changes. Challengers were to ensure a deep and broad curriculum, delivered confidently and competently in all aspects; ensuring teaching of early reading was very tight; Middle leaders were well-trained in reviewing the curriculum and adapting it; and that all staff modelled strong literacy skills and had a strong subject knowledge and a strong knowledge of best teaching methods.</p> <p>(d) <u>Staffing</u></p> <p>Trustees noted that the Staffing Committee had agreed to conduct a review of pay scales and job descriptions for staff in equitable positions across the Trust schools. Further, a recently commissioned external review of standards at Birdside had clearly outlined the progress being made with the leadership; however, the report also outlined key areas for consideration.</p> <p>(e) <u>KPIs</u></p> <p>(i) <u>Shelley First School</u></p> <p>Strong in leadership capacity and in outcomes at EYFS and KS1, and awaiting GL data for 2019. No slippage in teaching and learning standards. Attendance projected to be lower than last year and broadly in line with national. Excellent pastoral support. Current sound financial position with an in year surplus projected.</p>	



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	<p>(ii) <u>Kirkburton Middle School</u></p> <p>Strong appointment made in leadership to add a significant strength, but significant risk with two of the SLT team leaving at Christmas. Awaiting data on outcomes. Training provided in teaching and learning for senior leaders in evaluating standards and providing feedback. Sound financial position with an in year surplus projected.</p> <p>(iii) <u>Scissett Middle School</u></p> <p>Strong leadership. Awaiting outcomes data. Teaching and learning standards consistently strong. Mental health services in school, which has achieved the National Well Being Award and the Careers Mark this term. Sound financial position, carrying forward a surplus of over £240k.</p> <p>(iv) <u>Birdsedge First School</u></p> <p>Leadership in current period of transition and curriculum not fit for purpose at present. EYFS data shows improved picture and broadly in line with national; GL data and waited. Some good and consistent teaching and learning, but addressing changing personnel where teaching identified as inadequate. Sound financial position with surplus projected at year end.</p> <p>(f) <u>Headlines for 2019 Data for the Mast</u></p> <p>Trustees were separately provided with a paper incorporating an overview of the attainment data for the Trust schools. It was noted that schools had begun the breakdown of data into sub groups and that a full report for each school, alongside the GL end of phase data would be available in the Autumn term.</p> <p>The data showed both Shelley and Birdsedge first schools performing strongly in EYFS in reading, writing and maths, compared to national, respectively achieving a good level of development of 80% and 83% against a national of 72%. In phonics, Year 1</p>	

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	<p>were level with national at Shelley and slightly exceeding the average score, with Birdsedge lower in each case.</p> <p>In KS1 Shelley exceeded national in age related expectations in maths and reading and also greater depth, but were below national in writing. Birdsedge were below national in all aspects.</p> <p>In KS2 Kirkburton Middle School exceeded national in reading, writing, maths, combined and GPS, whereas Scissett Middle School were lower than national in maths, combined and GPS. Comparisons were noted with the results last year for both schools with both schools improving in reading and maths and combined, and Kirkburton in GPS, but both lower than last year in writing.</p> <p>Progress scores were now awaited which would show performance at the end of Years 6 and Year 8.</p> <p>The Chair thanked the CEO for her report.</p>	
<p><b>159. REVIEW OF EACH SCHOOL IN THE MAT</b></p>	<p>This item had been covered by the CEO Update and the RAG rated document presented.</p>	
<p><b>160. POLICIES FOR APPROVAL / DISCUSSION</b></p>	<p>The CEO reported on the five HR policies approved by the Staffing Committee, which had taken account of track changes put forward by Trustees and the unions, namely:</p> <ul style="list-style-type: none"> <li>• Grievance</li> <li>• Leave of Absence</li> <li>• Attendance Management</li> <li>• Code of Conduct</li> <li>• Capability</li> </ul> <p>The CEO then reported on policies approved by the Staffing Committee but requiring ratification by the Trust Board.</p>	

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	<p><b>RESOLVED:</b> That the following policies be ratified:</p> <ul style="list-style-type: none"> <li>• Emergency Plan</li> <li>• Educational Visits on Trips</li> <li>• Complaints Policies and Procedures</li> </ul> <p>The CEO further reported that the Pay Policy was due for review in May 2020, which would only involve the need to change the pay scales appendix. It was therefore proposed to extend the current policy until Christmas to afford time to review it ahead of the next cycle.</p> <p><b>RESOLVED:</b> That approval be given to extend the current Pay Policy, with a review date of December 2019.</p> <p>The CEO reported that the policies on Health and Safety, Whistleblowing and Curriculum, were due for review.</p> <p><b>RESOLVED:</b> That the policies on Health and Safety, and Whistleblowing (with input from the Chair) be referred to the Audit Committee for consideration, and that the Curriculum Policy be deferred, in the first instance, for Mrs Birring to give her input.</p> <p>It was noted that a new front cover on all the policy documents had been created, in line with feedback.</p>	<p><b>CEO/Chair/Mrs Birring</b></p>
<p><b>161. SCHEME OF DELEGATION</b></p>	<p>As earlier reported under matters arising from the previous minutes, the Scheme of Delegation had been amended to give the CEO responsibility to proceed with recruitment of Centralised Services.</p> <p>Further, the section of the Scheme relating to Risk Registration had been allocated/apportioned to the relevant Committees, with an overview by the Audit Committee.</p>	

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<b>162. EXPANSION PLAN UPDATE</b>	This matter had been covered earlier in the meeting.	
<b>163. FINANCE DIRECTOR UPDATE</b>	<p>The CFO presented a report to the Trustees providing an update on the financial performance of the Trust for 2018-19.</p> <p>Reserves brought forward from the previous year amounted to £1,043k, with all academies and the Mast central budget in cumulative surplus. Of this amount, £273k was accounted for by the WYTA teaching school, leaving an underlying revenue reserve of £770k including free capital reserves.</p> <p>Financial performance of the schools had remained robust this year and all, apart from Birdsedge, were forecast to make a further surplus, reflecting the efficient way in which resources had been managed.</p> <p>Teachers pay grant of around £53k had adequately covered the pay increase above 1%, and the 'little extras' grant had increased capital expenditure investment potential.</p> <p>The Mast central budget had benefited from the increased Service fee of 4% and begun expanding its service for in school improvement.</p> <p>Around £750k capital investment had been secured with a successful bid at each school for fire door improvements at three schools and a roofing upgrade at one. Contractors had been appointed and the works were planned for the Summer.</p> <p>The report incorporated a summary table of forecast movement over the course of the year against revenue reserves only.</p> <p>Capital works across the Trust for the year meant a deficit arose of £35.6k; however, as a result of the Condition Improvement Fund investment, some of this work would be deferred, thereby allowing the majority of works to be funded from this grant funding.</p>	

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	<p>The overall reserves of the Trust at year end were £1,021k, with all academies in surplus; after accounting for WYTA reserves, this reserve level was £780k.</p> <p>The change to the Trust Service Charge, from 2.5% to 4%, had now been agreed, so the Mast central budget would be sustainable with an improved level of service over the coming years.</p> <p>The report also set out the budget for 2019-22, all academies having proposed comprehensive budgets for this period and presented these to their LGBs over the past month, and all were in the process of considering strategic infrastructure related projects in order to make best use of the significant reserve available.</p> <p>The Trust was required to submit a three-year budget to the DfE by the end of July. At present there was little clarity about the nature of the funding which would be available as the current spending review period would end in March 2020. A number of assumptions had been made to facilitate the construction of the budgets, including pay inflation, for which indications were that this would continue at the basic rate of 2%.</p> <p><b>Q. Will the review on gender have any impact?</b> A. No, this is expected to be cost neutral.</p> <p>Funding letters had been received for 2019-20 and had been used as part of the income budget for this year. Overall, the Trust was budgeting to make an in year surplus of £4.7k in 2019-20 in revenue terms, bringing the cumulative position for revenue at the end of 2019 –22 to £870.8k, all excluding WYTA. It was anticipated there would be in year revenue deficits of £28.8k in 2020-21 and £160.9 K in 2021-22, the latter to be revisited after both the public spending position became clear and the strategic leadership of the Trust was revisited.</p> <p>The report set out the key variances in the budgets for 2019-20 compared to 2018-19.</p>	

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	<p>Contingencies had been budgeted to meet unexpected costs. Cumulative reserves remained strong, even with the in year deficits. Overall, a Trust reserve, excluding WYTA of £846.6k would remain at the end of 2020-21 and £685.7 at the end of 2021-22.</p> <p>The report concluded with a breakdown summary of pupil numbers for the Trust schools projected to 2020 -21.</p> <p>Further to the recommendations in the report it was:</p> <p><b>RESOLVED:</b> (i) That the recommended 2019-20 budgets be approved and that a further review takes place in the Autumn term with regard to the 2020-22 time period to ensure a more informed view was available once some of the key factors had been clarified.</p> <p>(ii) That the Trust Board notes that a further review would take place during the 2019-20 financial year to ensure that the plan was monitored and major funding announcements were factored into forecasts.</p> <p>The CFO then presented a schedule of unbudgeted capital expenditure proposals as at July 2019 concerning strategic projects which schools had been minded to pursue for awhile. These totalled, for Shelley First School, £91,698; Scissett Middle School, £108,100; Birdsedg First School, £7,000; and Kirkburton Middle School, £25,000, giving a Mast total of £231,798.</p> <p><b>Q. Is there any opportunity for grant support towards these projects?</b> A. Yes, we are looking at all possible ideas for additional support.</p> <p><b>Q. Is there any prioritisation/rationale as to which projects are funded?</b> A. No. We could potentially fund all the projects out of our £780k reserves. Nevertheless, I have asked for evidence that the projects could be sustainable in the schools' core budgets.</p> <p><b>Q. How do schools purchase, say laptops - individually or collectively?</b></p>	<p>CFO</p>

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	<p>A. We try to buy in bulk, with the schools signed up to an agreement.</p> <p><b>RESOLVED:</b> That approval be given to the submitted projects, and that the Trust Board notes that the CFO will discuss these with the appropriate schools when they plan to move the projects forward.</p> <p>The Chair thanked Mr Field for his report.</p>	
<b>164. RISK REGISTER</b>	<p>The Risk Register had been updated by the Chief Finance Officer. The appropriate sections would be reviewed by the relevant Committees in accordance with how they had been apportioned in the Scheme of Delegation.</p>	
<b>165. DATES OF FUTURE MEETINGS AND POSSIBLE AGENDA ITEMS.</b>	<p>It was noted that a calendar was being put together around the financial calendar, with extra meetings around Chairs of Governors. Melanie Humphreys would circulate the draft dates, which would include a Members Meeting on 18 September 2019.</p> <p>It was noted that the recommended number of Trust Board meetings was six per year, otherwise an explanation had to be given in our Accounts. There were currently four scheduled Trust Board meetings next year.</p> <p><b>Q. Is it possible to do a schedule of Trustees visits in September?- These could possibly be done in pairs.</b></p> <p>A. I (CEO) can arrange for Melanie Humphreys to co-ordinate and sort one or two days for Trustees to visit all the Trust schools.</p> <p><b>ACTION:</b> CEO/Melanie Humphreys accordingly.</p>	<p><b>Melanie Humphreys</b></p> <p><b>CEO/Melanie Humphreys</b></p>
<b>166. ANY OTHER BUSINESS</b>	<p><u>GDPR</u></p> <p>It was reported that GDPR visits were being undertaken to each Trust school and that the Chief Finance Officer would summarise the outcomes and report to the Audit Committee.</p>	<p><b>CFO</b></p>

Item	Minute	Action
<b>167. AGENDA, MINUTES AND RELATED PAPERS – SCHOOL COPY</b>	<b>RESOLVED:</b> That no part of the minutes be excluded from the copy to be made available at the School.	

The Chair closed the meeting at 9.15pm.