

# THE MAST ACADEMY TRUST



Meeting	Venue	Time	Date
Members AGM	Scissett Middle School	3pm	Wednesday 11 <sup>th</sup> December 2019

Company ID	10357163
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Start of meeting	15:03
Close of meeting	16:34
Attendance	80%

Present		In attendance	
Name	Role	Name	Role
Peter Laurence	Member (Vice Chair)	Melanie Humphreys	Clerk
Christine Pickavance	Member (Chair)	Jason Field	CFO
Carol McDermott	Member	Natasha Greenough	CEO
Sue Lord	Member		
		<b>Absent with Consent</b>	
		Name	Role
		Martyn Jones	Chair of Trustees

1	Election of Chair	<p>Nominations for Chair were taken from the meeting.</p> <p><b>RESOLVED:</b> That Mrs C Pickavance be elected as Chair for a period of one year.</p>
2	Election of Vice chair	<p>Nominations for Vice Chair were taken from the meeting.</p> <p><b>RESOLVED:</b> That Mr Laurence be elected as Vice Chair for a period of one year.</p>
3	Apologies for absence, consent and declarations of interest	<p>Apologies for absence had been received from Mr M Jones. Apologies from Mrs Lord who will be attending but running a little late.</p> <p>There were no declarations of interest</p>
4	Notification of items to be brought up under Any Other Business	<p>There were no items declared under any other business</p>
5	Minutes of meeting held on 12 <sup>th</sup> December 2018	<p>The minutes were reviewed at the meeting.</p> <p><b>RESOLVED:</b> That the minutes of the meeting held on 12<sup>th</sup> December 2018 be approved and signed by the Chair as a correct record subject to the following amendments:</p> <ul style="list-style-type: none"> <li>• Page numbers to be corrected</li> <li>• Page 3 – amend ‘Trustees’ to ‘Members in the below statement. <del>Trustees</del> <i>Members were hands off but needed to know that there were 2 x good schools and 2 x outstanding schools.</i></li> <li>• Page 5 – amend the following: Mr Field reported that <del>this is a Statutory Account at the end of the Report.</del> the teaching school has a statutory accounts note in the annual accounts and reports of the Mast Academy Trust.</li> </ul>
6	Matters arising	<p>The following was discussed whilst reviewing the minutes.</p> <p>Q. How often to the audit committee meet and discuss the risk plan? A. They meet twice a year.</p> <p>Q. The 2:1 ratio how was this formed? A. This was part of our strategy to grow, further updates on growth will be discussed as part of agenda point 9.</p>

	<p>Q. Further to the point on Shelley school data, is this still the case?</p> <p>The data is still strong for Shelley First School, still above national average with the exception of one strand which is in line with national standards.</p> <p>Q. Is there any update for Birdsedge First School?</p> <p>A. This will be discussed as part of agenda point 9.</p> <p>Q. Has the move for Ms Conlon to Scissett Middle School gone well?</p> <p>A. Yes, very well. Mrs Conlon also does a day for the Trust in addition to supporting Birdsedge First School.</p> <p>Q. Who is heading up the teaching school?</p> <p>A. The teaching school is split between Springrove school and Shelley. Shelley manages the budget. This may change following changes planned by the DfE for teaching schools.</p> <p>Q. Have we recruited a Trustee for marketing?</p> <p>A. Yes we now have Mr Tim Wade in place.</p>
<p>7 Representation including Trust Board updates</p>	<p>The Mast governance structure was displayed on screen. Mr Field gave an update.</p> <p>Mr Field advised there had been a fair number of changes to the Trustees for the last 12 months.</p> <ul style="list-style-type: none"> <li>• Mr M Jones is re-elected Chair of Trustees</li> <li>• Dr A Williams is re-elected Vice-chair of Trustees</li> <li>• A number of Trustees have resigned ( Mrs Roughton, Mrs Granger, Mr Wilson, Mrs Biring)</li> <li>• Mrs Knowles resigned as part of CEO resignation.</li> <li>• We have appointed Mr Wade and Mr Oldfield</li> </ul> <p>Q. Are the vacancies being filled?</p> <p>A. We are looking to fill them, using Academy Ambassadors. Succession planning is a focus for the Trustees this year as we have some coming towards end of term in 2020.</p> <p>It was noted that it is difficult to recruit quality voluntary Trustees.</p> <p>Governance structure will be discussed in more detail in agenda point 8.</p>

	Mrs Lord joined the meeting at 15:19.
<p>8 Strategy update</p> <ul style="list-style-type: none"> <li>• Update on recent Ofsted visits</li> <li>• Governance structure</li> <li>• Plans for 2020</li> </ul>	<p><b>Ofsted Visits and Governance</b></p> <p>Two schools in the trust have received Ofsted visits, Kirkburton Middle School and Scissett Middle School.</p> <p>The Ofsted reports were shared prior to the meeting on 'teams', the Kirkburton report was displayed on screen.</p> <p>Mrs Greenough advised that Kirkburton school had the first Ofsted visit. Immediately prior to the visits an historical safeguarding breach came to light relating to an incident reported 12 months prior. As this was an open case it had to be declared to the inspection team, due to this the school was informed early that their end outcome would be serious weaknesses or special measures, the final outcome was serious weaknesses. Had it not been for the safeguarding incident Kirkburton would likely have received requires improvement for quality of education and leadership, with behaviour &amp; attitudes and personal development rated good.</p> <p>Q. How are the school recovering?</p> <p>A. Due to the safeguarding breach we had to evoke disciplinary procedures with two members of the leadership team. There is now an interim leadership team in place, Mrs Greenough and Mrs Senior are currently in Kirkburton as executive headteacher and deputy headteacher respectively. Mrs Lord (Deputy at Honley High School) is seconded two days a week until Christmas as interim headteacher.</p> <p>As the headteacher at the time was due to retire, a recruitment process was already in place for which Mr C Taylor has been appointed and will start full time in January 2020.</p> <p>The staff morale is good. The school held a parent information evening. There seems to have been very little press interest.</p> <p>Mrs Greenough further advised that the Scissett Middle School outcome was good.</p> <p>It was noted the Trust has met with the RSC. The Trust is awaiting final letter but it is likely the Trust will receive a pre-termination letter instructing Kirkburton to stay with the Trust at the moment and this will be revaluated once actions are in place.</p> <p>Q. Has the RSC asked the governing body to stand down?</p> <p>A. No at present. The Trust standards and effectiveness committee are standing in whilst we upskill the governing body. Full governing body training has been applied for with</p>

the NGA, alongside chairs training. The chair from Scissett Middle School will work alongside the governing body and Mrs Godman (Trustee) is also supporting. The governing body are low on numbers but has been instructed not to recruit at this stage. The current governors have not been accessing the training provided e.g. equalities legislation and equality of education.

It was noted that the Trust currently have two strong governing bodies in the strong schools, and two weak governing bodies in the weaker schools. The Trust are completing a governing body structure review to improve standard and efficiencies of the governing bodies. The following is being considered:

- Merge the governing bodies where appropriate
- Shrink the numbers down and overlap with the Trust board
- Narrow down their responsibilities.

It was further noted that the structure of governance had been raised with the chairs to consider their ideas on how it can be improved.

It was also noted the scheme of delegation currently delegates a lot of accountability to the local governing bodies and this will be reviewed.

This will review will be completed in the Spring Term.

Q. Was anyone expecting the feedback from Ofsted that the teachers don't know how to structure a curriculum?

A. On review of the curriculum planning Ofsted found that it was not precise enough to support the curriculum reform. The school had completed an audit and had attended training, but the learnings had had not been transferred into the action plan.

The interim leadership have completed a full curriculum audit with plans in place for when Mr Taylor starts in January. There are further development plans for two of the subject leaders.

It was noted by the members that there are some good points in the Ofsted report for Kirkburton.

It was noted that the Trust are reflecting how the schools are governed and run.

Q. Is there any flexibility around the judgements by Ofsted? ,

A. Ofsted can agree transitional arrangements where they can give the school a year's grace but because of the

implementation of the curriculum was not strong enough transitional arrangements could not be applied.

Q. The safeguarding issues, are they better?

A. Yes, Mrs Senior is very strong. Mrs Greenough is confident she can implement what is required.

Q. Does Mrs Senior get any responsibility pay?

A. Mrs Senior has an additional allowance for trust work, and as acting deputy headteacher her pay scale has increased.

Q. Was the historical safeguarding issue known by the Trust or the governing body?

A. No.

RESOLVED: The members expressed congratulations to Mrs Greenough and the team at Scissett Middle school for their Ofsted outcome.

It was noted the whole governance structure across the Trust will be scrutinised

#### **Plans for 2020.**

Mrs Greenough distributed a draft summary of priorities for 2019-20. This initial draft is also available on teams.

Mrs Greenough review the detail of:

- How will we ensure standards of education with high standards of leadership and management
- How can we operate effectively to achieve our growth strategy so that we are sustainable
- How can we work collaboratively and communicate effectively to achieve our vision
- How will we ensure we develop our people aligned with our values

It was noted the trust are considering appointing a school improvement officer to ensure the trust have the accountability in schools. This will be an external appointment. Mrs Greenough is meeting with a candidate at the start of January to complete some interim work.

Q. Where are you pitching the salary?

A. L14 – L18.

It was noted that following a meeting with the RSC the Trust is not able at this stage to grow by new schools joining. We

	<p>have a first school (similar to Birdsedge in its structure) that wishes to join, they have been working alongside the Trust since September, at this stage we will continue as an association.</p> <p>It was further noted that to support growth the Trust is considering the leadership strategy alongside the central support including HR management.</p> <p>Q. Who does the HR at the moment it?</p> <p>A. The Trust buy in consultancy and legal. The HR management will aim to standardise the application, joining and leaving process.</p> <p>It was noted that a communication strategy now in place with Microsoft teams with a plan to move the entire Trust to Microsoft 365.</p> <p>It was further noted that the Trust had started moving their strategy to develop support functions and consider leadership structures before meeting with the RSC, the Trust we able to share their progress and direction.</p> <p>It was noted that Kirkburton are likely to have a follow up Ofsted visit in January, and the Trust further meetings with the RSC.</p> <p>It was further noted the Trust board are actively involved and committees meeting are increasing.</p>
<p>9 Report updates</p> <ul style="list-style-type: none"> <li>• CEO report</li> <li>• CFO report</li> <li>• Outline data and results for schools</li> </ul>	<p><b>CEO report</b></p> <p>The CEO had been shared with the members prior to the meeting on teams.</p> <p>Mrs Greenough gave an overview of the report inviting any questions.</p> <ol style="list-style-type: none"> <li>1. Executive summary</li> <li>2. Current challenges for the trust</li> <li>3. Trust-level KPIs for each school</li> <li>4. School-level standards</li> <li>5. Staffing data</li> <li>6. Summary of CEO's activity</li> </ol> <p><u>Parent Survey</u></p> <p>It was noted the outcome of the parent survey for both schools was positive. Kirkburton school will continue to work with their parents.</p> <p>Q. Are you worried that 30% are bullied if 70% are not bullied</p>

A. Mrs Greenough is not alarmed by this result. It's about how well the perception of bullying by the parents and how the schools deal with it.

#### School reviews

Mrs Greenough advised that Birdsedge First school are not progressing as well as expected. She has completed a curriculum and peer review which highlighted this. The school has not moved on in the core areas and the wider curriculum underdeveloped. The underlining issue is related to planning, teachers are not following a plan. Birdsedge have been given time to work collaboratively with Shelley First School and have a B11 scheduled for April 2020. Birdsedge have been issued with a notice to improve within 12 months.

#### CIF

It was noted that new fire doors have been fitted in all schools using CIF. This had not been well managed by the company providing the service, the Trust are going to review the provision.

#### HR

It was noted there is an ongoing claim in Kirkburton Middle School. There are three disciplinary investigations with colleagues suspended. The Trust are providing support ongoing support to those colleagues.

Q. Do you have a staff survey?

A. Yes we've done a workload survey complete in July and a wellbeing survey recently completed.

#### KPIs

Mrs Greenough distributed the reports on school level analysis.

The following was noted:

- Early years outcomes have improved and are above national average
- Phonics are above national average in Shelley.
- KS1 lower than national average in Birdsedge, this is due to the historical teaching and the older children.
- KS2 maths has seen a significant improvement
- KS3 both schools made strong progress.

#### Pastoral

The attendance is above national average

A. Do you have any children in alternative provision?

Q. No. We have one child that is dual registered.



### **CFO report**

Mr Field provided the three dashboards prior to the meeting which the Trustees could review:

1. Trust MA period 12 201819
2. Jan1 to Oct31 cashflow
3. Trust MA period 1 201920

Mr Field gave summary of Trust MA period 12 201819.

Reserve: The total excluding WYTA has increased over the year, reserves are well over 10%.

Birdsedge and Kirkburton have deficits in year with increasing reserves in Shelley and Scissett. The Trust need to consider the wealth of the Trust as a whole.

Q. Do you have a target for reserves?

A. The target is 3 to 5 % and we are above this is at 10%.

Q. What will the extra cost have on reserves next year?

A. The current budget is continuing a sustained position, the Trust are reforecasting to plan how the additional costs will affect later this year.

It was noted there is an increase in money coming into the centre from Kirkburton due to the level of support they are receiving.

It was noted the reserves amount is expected to go down following reinvestment. The Trust have to consider the investment in training and upskilling, a school improvement officer and the central support for the schools.

Q. When the national pay rise announced, was this implemented?

A. Yes it was implemented.

It was noted that all schools are full with the exception of Birdsedge, funding is provided based on pupil numbers.

### **Outline data and results for schools**

This was completed within the CEO report update.

Mr Laurence left the meeting at 16:26.

10 Any other business	<u>Communication to members</u> RESOLVED: the CEO report will be circulated regularly to members.  It was noted that the Trust board have been supportive during this difficult time.  It was further noted the members are supportive of strengthening the central service.
11 Dates of future meetings and possible agenda items	RESOLVED: A further members meeting will take place on Wednesday 18 <sup>th</sup> December 2019. The purpose of this meeting will be to review the statutory accounts.