

THE MAST ACADEMY TRUST



Meeting	Venue	Time	Date
Trust Board	Scissett Middle School	6.30pm	Wednesday 12 th February 2020

Company ID	10357163
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Start of meeting	18:30
Close of meeting	21:13
Attendance	57%

Present		In attendance	
Name	Role	Name	Role
Andy Williams	Trustee	Melanie Humphreys	Clerk
Liz Godman	Trustee	Jason Field	CFO
Philip Oldfield	Trustee	Natasha Greenough	CEO
Tim Wade	Trustee	James Ambler	ICT Manager
		Bernard Dady	Tablet Academy (Microsoft)
Apologies received		Absent	
Name	Role	Name	Role
Martyn Jones	Chair of Trustees	Anthony Wilkinson	Trustee
Helen Jones	Trustee		

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<p>21 Microsoft 365 presentation – Mr Ambler and Mr Dady</p>	<p>Mr Amber and Mr Dady were present at the meeting to provide a report on the Migration to Microsoft 365. Prior to the meeting the following was provided on teams for the Trustees:</p> <ul style="list-style-type: none"> • MS 365 The Mast - Vision and Strategy BJD 280120 • MS 365 The Mast Trust Evaluation Report <p>Mr James introduced Mr Dady a freelance from Tablet Academy who is in attendance to advise us on Microsoft 365.</p> <p>Mr Dady advised he had taken the following actions to enable him to provide his recommendation in the report:</p> <ul style="list-style-type: none"> • Visited schools • Completed surveys • Talked to key stakeholders <p>Mr Dady progressed through the MS 365 The Mast - Vision and Strategy BJD 280120 presentation</p> <p>Q. How does the improvement in the technology in front of class aid our teachers?</p> <p>A. It is more engaging for your students, you can opt to have interactive screens with student devices, or using giant TVs and touch screen device technology to cast to the TV.</p> <p>Q. Is there any additional funding available for this?</p> <p>A. Not that we're aware of.</p> <p>It was noted the documents provide a good overview of what is required and the timescale, but they do not document detail or explain the affordability over the timescale and throughout the lifecycle</p> <p>It was noted that the total cost of ownership can be calculated upfront (and projected yearly), there are leasing arrangements available or supported personal ownership scheme.</p> <p>It was further noted that we should plan the ambition for the Trust and where the Trust wants to be and work back from it. Mr Dady can provide this.</p> <p>Q. How much do we spend on IT currently?</p> <p>A. This depends what is included within this. The exercise would be completed and compared to the forecast cost to upgrade to Microsoft 365.</p> <p>It was noted that you need to have a cultural commitment and the vision for the outcomes of the IT towards this plan, before costing so the Trust are aware of what they need to budget for.</p> <p>ACTION: Mr Ambler, alongside Mr Field, to finalise the draft strategy for Microsoft 365, the software, training, what equipment this would require (new and upgraded), along with</p>

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	<p>cost benefit analysis/budget required. Including proposals if equipment is leased or bought.</p> <p>Mr Ambler and Mr Dady left the meeting following their presentation.</p>				
<p>22 Apologies for absence, consent and declarations of interest</p>	<p>Apologies had been received from Mr Jones and Mrs Jones, with consent. Dr Williams will chair this meeting in Mr Jones absence.</p> <p>Mr Wilkinson is absent from the meeting, no apologies have been received.</p> <p>RESOLVED: There were no declaration of interests declared.</p> <p>The following was noted as an update to representation:</p> <ul style="list-style-type: none"> • Mrs A Mills has resigned as Trustee, effective from 12th February 2020. <p>ACTION: Flowers to be arranged and sent to Mrs Mills.</p> <p>Dr Williams advised that there are currently four Trustee vacancies, along with a number of Trustees coming towards the end of term.</p> <p>RESOLVED: Representation and succession planning to be added as an agenda item for the meeting on Wednesday 13th May 2020.</p> <p>ACTION: Mrs Humphreys to add Trust Board representation and succession planning as an agenda point to the meeting on Wednesday 13th May 2020.</p>				
<p>23 Notification of items to be brought up under Any Other Business</p>	<p>RESOLVED: the following items were raised as any other business:</p> <ul style="list-style-type: none"> • Review of CEO salary • Photocopier at Birdsedge • Governance Structures 				
<p>24 Minutes for the meeting on 27th November 2019</p>	<p>RESOLVED: That the minutes of the meeting held on 27th November 2019 be agreed as a true record of the meeting and signed by the vice chair.</p>				
<p>25 Matters arising</p>	<p>The following items were discussed under matters arising.</p> <ul style="list-style-type: none"> • Actions review and updated <table border="1" data-bbox="571 1899 1386 1964"> <thead> <tr> <th data-bbox="571 1899 724 1933">Minute Reference</th> <th data-bbox="724 1899 1386 1933">Action</th> </tr> </thead> <tbody> <tr> <td data-bbox="571 1933 724 1964"></td> <td data-bbox="724 1933 1386 1964"></td> </tr> </tbody> </table>	Minute Reference	Action		
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	27112019_M4	<p>CEO to arrange thank you card and flowers to Mrs Birring.</p> <p>RESOLVED: Complete</p>
	27112019_M4	<p>Mr Jones to liaise with all Trustees to gain feedback on succession planning, the effectiveness of the Trust and effectiveness of the board. A report will follow to provide to the members and board.</p> <p>RESOLVED: Mr Jones is not present at the meeting to provide an update.</p> <p>ACTION: Carry forward action 'Mr Jones to liaise with all Trustees to gain feedback on succession planning, the effectiveness of the Trust and effectiveness of the board. A report will follow to provide to the members and board'.</p>
	27112019_M6	<p>Mr J Ambler and Microsoft to return to the meeting on Wednesday 12th February to give full detail of scoping document and project plans for the migration.</p> <p>RESOLVED: Complete. Refer item 21.</p>
	27112019_M9	<p>That the CEO tries one more approach to see if the school/ governing body are open to meeting our Trustees.</p> <p>RESOLVED: The school this relates to are reconsidering their position to convert to an academy.</p> <p>Mrs Humphreys to contact individual Trustees to understand the schools and focus of visits they would like to complete in the Spring/Summer term of 2020.</p> <p>RESOLVED: Action to be completed after the Mast Development Day.</p> <p>ACTION: Carry forward action, 'Mrs Humphreys to contact individual Trustees to understand the schools and focus of visits they would like to complete in the Spring/Summer term of 2020'.</p>
	27112019_M10	<p>Mr Jones to include governor engagement and training in the Trust review</p> <p>RESOLVED: Mr Jones is not present at the meeting to provide an update.</p>

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		<p>ACTION: Carry forward action 'Mr Jones to include governor engagement and training in the Trust review'.</p>
	27112019_M11	<p>Mr Field to develop a collaborative 'family' financial model proposal and distribute to the board.</p> <p>RESOLVED: This item links to governance review currently in discussions, this will be completed following the outcomes of the Mast Development Day on the 3rd March 2020.</p> <p>ACTION: Carry forward action 'Mr Field to develop a collaborative 'family' financial model proposal and distribute to the board.'</p>
	27112019_M12	<p>Mrs Humphreys to place Terms of reference in Trustee files and email to advise complete. Committees/Chair to review and advise.</p> <p>RESOLVED: Approvals had been received from the committees for:</p> <ul style="list-style-type: none"> • Audit Committee • Finance Committee • Staffing Committee • Trust Board • Local Governing Body <p>Further discussions area required on the scope for the standards and effectiveness.</p> <p>ACTION: Standards and Effectiveness Committee Terms of Reference to be discussed in detail at the next Standards and Effectiveness Committee.</p>
	27112019_M13	<p>Mrs Humphreys to obtain approval for use of absent Trustee email address on GIAS</p> <p>RESOLVED: Complete, GIAS to be updated with Mrs Mills resignation.</p> <p>ACTION: Mrs Humphreys to update GIAS with Mrs Mills resignation.</p>
		<p>Mrs Humphreys to update structure to change Mrs Greenough to Accounting Officer</p> <p>RESOLVED: Complete. The structure chart requires update for Mrs Mills resignation. Mrs Humphreys advise she had also made contact with Academy Ambassadors. They are aware of our requirement to recruit a further 3 or 4</p>

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		Trustees, owing to excessive demand the service in our region is 'paused' and trusts that are being put on a waiting list. ACTION: Mrs Humphreys to update Trust structure document with Mrs Mills resignation and upload to website.
		Trustee statutory specific responsibilities to be identified and circulate to Trustees for allocation. RESOLVED: This was circulated on 3 rd December 2019 to the Trustees. An activity should take place to identify skills within the board to ensure correct allocation and identify any gaps. ACTION: Mrs Humphreys to develop Trustee skills audit and provide on teams for Trustees to complete prior to the Wednesday 13 th May 2020. ACTION: Trustee skills audit outcome added as an agenda item for Wednesday 13 th May 2020, with a view to identify statutory competency links to Trustees and identify training needs.
	27112019_M14	Agenda item of Mast Development plan at the Trust Board meeting on Wednesday 12 th February. RESOLVED: Refer item 29
	27112019_M16	Agenda item of The Trust marketing strategy at the Trust Board meeting on Wednesday 12 th February. RESOLVED: Refer item 30
26	CEO report	Mrs Greenough provided the CEO report prior to the meeting on teams which the Trustees could review – Feb 20 CEO report. The CEO report contain detail under the headers: <ol style="list-style-type: none"> 1. Executive summary 2. Current challenges for the trust 3. Trust-level KPIs for each school 4. School-level standards 5. Pastoral standards 6. Staffing data 7. Trust Wide projects/developments 8. Summary of CEO's activity

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	<p>Mrs Greenough gave an overview of the report inviting any questions. The following key point were highlighted.</p> <p><u>Executive summary.</u></p> <p>Significant focus and time has been spent on governance structure and model, alongside the central team and Headteachers. This an agenda item on the Mast Development Day.</p> <p><u>Kirkburton Middle School</u></p> <p>The Trust have now receive a 'Minded to Terminate' notice for Kirkburton. Information has been sent to the RSC and a follow up meeting in planned for 25th February 2020. All the processes are now in place, audits have been completed, action plans are in place and the focus now is on embedding this in the culture.</p> <p>A section 8 monitoring visit is expected imminently from Ofsted.</p> <p><u>Birdsedge First School</u></p> <p>Birdsedge have seen progress. The leadership has been amended to the Executive Headteacher 1 day a week, with the Assistant Headteacher 5 days a week out of class, this is driving significant improvements. The school will be on track to have a positive Ofsted inspection in December</p> <p>There are concerns about the sustainability and viability of the school, there are low numbers for next academic year. A meeting is planned In March to review staffing structures for September 2020.</p> <p>Q. Is the catchment area big?</p> <p>A. No, there is no building development in the area and most people stay in the area.</p> <p>The school are working on promotion strategies and specialist provisions to make the school attractive to out of catchment families.</p> <p><u>Growth</u></p> <p>Mrs Greenough has been approached by a number of schools enquiring on joining the Trust. At this stage the Trust cannot grow, but considerations and discussions are being made to encourage interest parties to be associate members to the Trust.</p> <p><u>Teaching school alliance</u></p> <p>A meeting has taken place, with another planned, with the teaching school alliance to secure the model of accountability, exploring where the finances sit moving forward.</p>
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	<p><u>Trust level KPIs</u></p> <p>The quality of teaching in Kirkburton is an area for significant focus.</p> <p>Birdsedge have a significant level of amber as the capacity doesn't support the requirements, the Trust are supporting this.</p> <p>School-level standards analysis – early indications for 2020</p> <p>Mrs Greenough explained the comparisons in the data.</p> <p><u>EYFS</u></p> <p>Q. Can you advise the data calculated?</p> <p>A. EYFS is where there expecting them to be by the end of the year.</p> <p>Q. Do we have good information from nursery providers?</p> <p>A. This is not consistent. School baseline is lower than the nursery suggests.</p> <p>Mrs Greenough is planned to visit Shelley First School to review this data.</p> <p>It was noted there has been significant improvement in phonics.</p> <p><u>KS1</u></p> <p>It was noted that Birdsedge results have increased significantly.</p> <p>Q. To what extent is an actual improved %, does this reflect what the school is doing or just related to the cohort?</p> <p>A. The data comparison from phonics to KS1 demonstrates the progression for the cohort.</p> <p><u>KS2</u></p> <p>It was noted that the cohort at Kirkburton are a weaker year group for English.</p> <p>Both middle schools have a weaker cohort for Maths.</p> <p>The cohorts are less academic at baseline.</p> <p>It was noted that the figures don't tell us the number of children as well as the %, to enable Trustees to look at the anticipations of the progress of the children.</p> <p>ACTION: Mr Greenough to break the GL assessment data down further to number of children and provide for the next Standards and Effectiveness Committee.</p> <p><u>Pastoral</u></p>
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	<p>For 2018/19 the attendance is above national average, with persistent absence lower. There were no exclusions, there were a number of fixed term exclusions – this is below national average.</p> <p>For the Autumn term 19/10 attendance is down in Kirkburton (due a sickness bug), persistent absence is increasing (being monitored)</p> <p><u>Staffing update</u></p> <p>The Trust are currently advertising an apprentice administrative role to increase capacity.</p> <p>The Trust are currently working with 3 different School Improvement officers to try this role out.</p> <p>There is a proposed requirement for premises and health and safety/site management to increase capacity in the central teams.</p> <p>Q. Do they sit comfortably in the Trust budget?</p> <p>A. We would have to increase the school contribution. A lot of this resource is people operating in a different way.</p> <p>RESOLVED: This will be discussed further as a conclusion from the Mast Development Day.</p> <p><u>KPI reporting model</u></p> <p>The CEO is proposing to move the reporting to a standardised the approach, and categorise the schools.</p> <p>Q. What is the process around the ‘minded to terminate’ notice?</p> <p>A. We need to demonstrate improvements made within the school, if this is successful they will remove the notice.</p> <p>Q. What’s the timescale?</p> <p>A. This is expected to be 18 months, following a section 5 Ofsted visit.</p>
27 CFO report	<p>Mr Field provided the CFO report prior to the meeting on teams which the Trustees could review</p> <ul style="list-style-type: none"> • MAST - FD Draft Report 12-02-20. • Jan to Jan cashflow • Balance Sheet period 4 <p>It was noted that he accounts were submitted on time with minor issues in terms of audit management letter. Mr Field reminded Trustees that purchase of alcohol is not allowed. It was further noted that the audit returns were on time.</p>

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	<p>Mr Field provided a summary presentation - Board report 12.2.2020 – on screen and reviewed the following slides:</p> <ul style="list-style-type: none"> Budget provision revenue <p><i>A correction is applied to the slide of pensions grant should be pay grant.</i></p> <p>It was noted that the outcome enables the Trust to have the flexibility to make investments.</p> <p>It was further noted by the Trustees that Kirkburton has been provided a lot support from the Trust, which shows a good commitment from the Trust to their schools.</p> <ul style="list-style-type: none"> Cashflow <p>It was noted that there may be opportunity to invest money and make more returns.</p> <ul style="list-style-type: none"> Minimum cash levels by the school Balance sheet 31.12.19 – assets <p>It was noted it is now a specific requirement of the Academies Financial Handbook to share the balance sheet with Trustees.</p> <p>It was noted that the buildings are owned by the LA and leased by the Trust, they are of no value to the Trust.</p> <ul style="list-style-type: none"> Balance sheet 31.12.19 – liabilities Balance sheet 31.12.19 – funds Other updates <p>Mr Field showed a model of the Integrated Curriculum Financial Planning on screen.</p>
28 Committee reports	<p>Mr Oldfield left the meeting at 20:16, the meeting remains quorate.</p> <p><u>Standards and effectiveness.</u></p> <p>A standards and effectiveness committee was held on 13th January 2020 which sole focus was to review the progress of the statement of action for Kirkburton Middle School.</p> <p>It was advised by Dr Williams and Mrs Godman this was a very positive meeting.</p> <p>It was noted that Mrs Senior had made significant progress, and dedicated a lot of time and work, ensuring safeguarding practices are secure.</p> <p>The meeting also reviewed attendance, behaviour, classroom issues and careers education.</p> <p>Dr Williams noted that as a link Trustee to careers he will arrange a visit with the careers lead in the Trust.</p> <p>ACTION: Dr Williams to meet with careers lead in the Trust.</p>

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29 Mast development plan	<p>The Mast Development Plan summary draft had been provided prior on teams for the Trustees to review.</p> <p><i>A discussion in relation to Governance structure was confidential and has been removed from the minutes.</i></p>
30 The Trust marketing strategy – Mr Tim Wade	<p>Mr Wade provided the Trust marketing strategy to Trustees prior to the meeting on teams.</p> <p>Mr Wade reviews the presentation and invited feedback.</p> <ul style="list-style-type: none"> • The position of the Trust • Celebrate great stories • Brand hierarchy • Implementation of brand hierarchy • Marketing activity <p>It was noted that the stories are key to promoting positive messages about the Trust.</p> <p>Mrs Humphreys gave an update on initial thoughts about using the website, and linking to school website, to publish a termly Trust news.</p> <p>ACTION: Mrs Humphreys to scope out idea and liaise with Mr Wade and Trustees for feedback on Trust News.</p> <p>A discussion was held on potential to source Trust branded minibuses to use across the schools.</p>
31 Policies to be ratified and policies due for review	<p>Mrs Humphreys advised the following policies require ratification following approval from committee trustees.</p> <ul style="list-style-type: none"> • The Mast Academy Disciplinary Policy – Mr Jones approved • The Mast Academy Supporting Pupils with Medical Needs – Mrs Godman approved • The Mast Academy Trust Charging and Remissions Policy – Mr Wade approved • The Mast Academy Trust Financial Regulations Policy – Mr Oldfield approved • The Mast Academy Trust Pay Policy – Mr Jones approved • The Mast Academy Admissions Policy – Mr Jones approved • The Mast Academy Trust Capital & Revenue Reserves Policy – Mr Oldfield approved • The Mast Academy Trust Investment Policy – Mr Oldfield approved

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	<ul style="list-style-type: none"> • The Mast Academy trust NQT Policy – Mr Wilkinson approved • The Mast Academy Trust statement of allegations of abuse against staff – Dr Williams approved • The Mast Academy Trust Personal relationships at work policy – Mrs Godman approved <p>RESOLVED: All policies are ratified</p> <p>The following policies require urgent approval from Mr Oldfield.</p> <ul style="list-style-type: none"> • The Mast Data Protection Policy • The Mast Academy Trust Freedom of Information Policy <p>RESOLVED; Mrs Humphreys to follow up with Mr Oldfield. Once Mr Oldfield has approved policies to be place on ‘teams’ and Trustees notified to review and confirm individual ratification by a set date. Following this the policies will be ratified.</p> <p>It was noted that the Mast Academy Trust Children with health needs who cannot attend school policy has been identified within the current Medical Referral’s policy, therefore does not require ratification.</p>
32 Any other business	<p><u>Review of CEO salary</u></p> <p>Mrs Greenough left the meeting at this stage due to declarations of interest.</p> <p>Dr Williams passed on the recommendation of the appraisal committee that following the satisfactory completion of Mrs Greenough’s annual appraisal conducted by Mr Jones, Dr Williams, Mrs Godman and Miss Potter (Chair of Governors, Scissett Middle School) that an increase be made to her salary (back dated to September 2019) for both the Executive Headteacher role and CEO role.</p> <p>RESOLVED: Pay award is approved.</p> <p><u>Birdsedge Photocopier</u></p> <p>The Trustees are being asked to approve the lease/prucahse of a printer(s) for Birdsedge First School, the Governing body were not able to approve as the last meeting was not quorate.</p> <p>Options;</p> <ol style="list-style-type: none"> 1. Lease two photocopiers - £199.95 per quarter 2. Buy one photocopier and one printer <p>Mr Field advised it would be cheaper to progress with option 2 when the lifespan of a photocopier is considered.</p>

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	<p>RESOLVED: Birdsedge First School to buy one photocopier and one printer.</p> <p><u>Governance Structure</u></p> <p>A discussion was held on the proposed governance structure, excluded from the minutes due to confidentiality.</p>
<p>33 Dates for future meeting and possible agenda items</p>	<p>RESOLVED: The next Trust Board meeting will take place on Wednesday 13th May 2020.</p>
<p>34 Agenda, minutes and related papers</p>	<p>RESOLVED: Due to confidentiality a discussion point in item 29 is excluded from the minutes copy to be made available on the website.</p>

Summary of Actions

Minute Reference	Action
120220_M21	Mr Ambler, alongside Mr Field, to finalise the draft strategy for Microsoft 365, the software, training, what equipment this would require (new and upgraded), along with cost benefit analysis/budget required. Including proposals if equipment is leased or bought.
120220_M22	Flowers to be arranged and sent to Mrs Mills.
	Mrs Humphreys to add Trust Board representation and succession planning as an agenda point to the meeting on Wednesday 13 th May 2020.
120220_M25	Carry forward action 'Mr Jones to liaise with all Trustees to gain feedback on succession planning, the effectiveness of the Trust and effectiveness of the board. A report will follow to provide to the members and board'.
	Carry forward action,' Mrs Humphreys to contact individual Trustees to understand the schools and focus of visits they would like to complete in the Spring/Summer term of 2020'.
	Carry forward action 'Mr Jones to include governor engagement and training in the Trust review'.
	Carry forward action 'Mr Field to develop a collaborative 'family' financial model proposal and distribute to the board.'
	Standards and Effectiveness Committee Terms of Reference to be discussed in detail at the next Standards and Effectiveness Committee.
	Mrs Humphreys to update GIAS with Mrs Mills resignation.
	Mrs Humphreys to update Trust structure document with Mrs Mills resignation and upload to website.
	Mrs Humphreys to develop Trustee skills audit and provide on teams for Trustees to complete prior to the Wednesday 13 th May 2020.
	Trustee skills audit outcome added as an agenda item for Wednesday 13 th May 2020, with a view to identify statutory competency links to Trustees and identify training needs.
120220_M26	Mr Greenough to break the GL assessment data down further to number of children and provide for the next Standards and effectiveness Committee.
120220_M28	Dr Williams to meet with careers lead in the Trust.
120220_M30	Mrs Humphreys to scope out idea and liaise with Mr Wade and Trustees for feedback on Trust News.

