

THE MAST ACADEMY TRUST



Meeting	Venue	Time	Date
Trust Board	Video Conference	2.30pm	Wednesday 13 th May 2020

Company ID	10357163
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Start of meeting	14:33
Close of meeting	16:33
Attendance	86%

Present		In attendance	
Name	Role	Name	Role
Andy Williams	Trustee	Melanie Humphreys	Clerk
Liz Godman	Trustee	Jason Field	CFO
Martyn Jones	Chair of Trustees	Natasha Greenough	CEO
Helen Jones	Trustee		
Tim Wade	Trustee		
Philip Oldfield	Trustee		
Apologies received		Absent	
Name	Role	Name	Role
		Anthony Wilkinson	Trustee

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35	Apologies for absence, consent and declarations of interest	<p>Thank you to everyone to joining today, our first online meeting.</p> <p>The following Trustees were absent, with no apologies received:</p> <ul style="list-style-type: none"> • Mr A Wilkinson 								
36	Notification of items to be brought up under Any Other Business	<p>RESOLVED: the following items were raised as any other business:</p> <ul style="list-style-type: none"> • Kirkburton SIMS • Trust Structures 								
37	Minutes for the meeting on 27 th November 2019	<p>RESOLVED: That the minutes of the meeting held on 12th February 2020 be agreed as a true record of the meeting and agreed by those in attendance for the 12th February 2020.</p> <p>An approval signature will be obtained at the next governing body meeting.</p> <p style="background-color: #fff9c4;">ACTION: Approval signature for the minutes of 12th February 2020 required at the next Trust Board that is held in school.</p>								
38	Matters arising	<p>The following items were discussed under matters arising.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: black; color: white;"> <th style="text-align: left;">Minute Reference</th> <th style="text-align: left;">Action</th> </tr> </thead> <tbody> <tr> <td style="background-color: #e0e0e0;">120220_M21</td> <td>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. <i>RESOLVED: Item on agenda. Refer to item 46</i></td> </tr> <tr> <td style="background-color: #e0e0e0;">120220_M22</td> <td>Flowers to be arranged and sent to Mrs Mills. <i>RESOLVED: Complete</i></td> </tr> <tr> <td style="background-color: #e0e0e0;"></td> <td>Mrs Humphreys to add Trust Board representation and succession planning as an agenda point to the meeting on Wednesday 13th May 2020.</td> </tr> </tbody> </table>	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. <i>RESOLVED: Item on agenda. Refer to item 46</i>	120220_M22	Flowers to be arranged and sent to Mrs Mills. <i>RESOLVED: Complete</i>		Mrs Humphreys to add Trust Board representation and succession planning as an agenda point to the meeting on Wednesday 13 th May 2020.
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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. <i>RESOLVED: Item on agenda. Refer to item 46</i>									
120220_M22	Flowers to be arranged and sent to Mrs Mills. <i>RESOLVED: Complete</i>									
	Mrs Humphreys to add Trust Board representation and succession planning as an agenda point to the meeting on Wednesday 13 th May 2020.									

		<i>RESOLVED: Item on agenda. Refer to item 39</i>
	120220_M25	<p>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> <p><i>RESOLVED: Mr Jones to carry out Board effectiveness review once restructure proposals are discussed and concluded. Succession planning on agenda, Refer to item 39.</i></p>
		<p>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> <p><i>RESOLVED: Due to current COVID19 restrictions item deferred to next academic year</i></p>
		<p>Carry forward action 'Mr Jones to include governor engagement and training in the Trust review'.</p> <p><i>RESOLVED: Complete as part of Trust structures and operating timetable review.</i></p>
		<p>Carry forward action 'Mr Field to develop a collaborative 'family' financial model proposal and distribute to the board.'</p> <p><i>RESOLVED: Complete; are part of Trust structures review</i></p>
		<p>Standards and Effectiveness Committee Terms of Reference to be discussed in detail at the next Standards and Effectiveness Committee.</p> <p><i>RESOLVED: Due to lockdown the Standards and Effectiveness Committee was held via virtual conference and focused on urgent</i></p>

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		<p><i>items. Terms of reference are being re-aligned to agreed governance structure from September 2020, recommended terms of reference for all committees will be provided to the board for approval.</i></p>
		<p>Mrs Humphreys to update GIAS with Mrs Mills resignation. <i>RESOLVED: Complete</i></p>
		<p>Mrs Humphreys to update Trust structure document with Mrs Mills resignation and upload to website. <i>RESOLVED: Complete</i></p>
		<p>Mrs Humphreys to develop Trustee skills audit and provide on teams for Trustees to complete prior to the Wednesday 13th May 2020. <i>RESOLVED: Complete - Skills audit provided</i></p>
		<p>Trustee skills audit outcome added as an agenda item for Wednesday 13th May 2020, with a view to identify statutory competency links to Trustees and identify training needs. <i>RESOLVED: Item on agenda, Refer to item 45.</i></p>
	120220_M26	<p>Mr Greenough to break the GL assessment data down further to number of children and provide for the next Standards and Effectiveness committee. <i>RESOLVED: Item deferred until final outcome data is received.</i></p>
	120220_M28	<p>Dr Williams to meet with careers lead in the Trust. <i>RESOLVED: Arranged but has to postpone due to illness. Still to be completed. Action to be carried forward.</i> ACTION: Dr Williams to meet with careers lead in the Trust</p>

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	<p>120220_M30</p> <p>Mrs Humphreys to scope out idea and liaise with Mr Wade and Trustees for feedback on Trust News.</p> <p><i>RESOLVED: Action to be carried forward.</i></p> <p>ACTION: Mrs Humphreys to scope out idea and liaise with Mr Wade and Trustees for feedback on Trust News.</p>
<p>.39 Trust Board representation and succession planning</p>	<p><u>Recruitment of new Trustees.</u></p> <p>It was noted there is an advertisement currently on Academy Ambassadors to recruit four new Trustees. The deadline date for applicants is 26th June 2020.</p> <p>It was further noted we have received a CV from an interest applicant to become a Trustee of the board.</p> <p>Action: Mrs Humphreys to contact applicant to arrange a call with Mr Jones and Mrs Greenough.</p> <p><u>Trustees end of office in August/September 2020.</u></p> <p>It was noted there are three Trustees whose term of office ends in September 2020, with a further in January 2021. An indication is required from those Trustees if they are happy to renew for a further four year term.</p> <p>It was further noted that Mr Jones would like to take another term of office but would not wish to continue as Chair in the next academic year.</p> <p>ACTION: Mr Wilkinson, Dr Williams and Mrs Jones to advise if they are interested in a further term of office once their current term ends by the next meeting on Wednesday 8th July 2020</p> <p>ACTION: Representation to be an agenda point in the meeting on Wednesday 8th July 2020. Items to discuss are new Trustees and renewal of terms of office.</p> <p><u>Succession planning – recruitment</u></p> <p>It was noted this item will be discussed further once new Trustees identified, their skills, and the</p>

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	<p>completion of the skills audit with the current Trustees.</p> <p>ACTION: Succession planning to be an agenda point on the next meeting on Wednesday 8th July 2020. Items to discuss will be skills audit outcomes, new Trustee skills sets, succession planning and training required.</p> <p><u>Board training</u> Mrs Humphreys advised that after a discussion with the NGA there may be funding available for the Trust Board which could provide training across the Trust.</p> <p>It was noted that information is available for the Trustees to consider and advise if they would like to apply for the training and funding as a Board.</p> <p>ACTION: Mrs Humphreys to email details of the NGA board training to Trustees for consideration. Trustees to advise their thoughts for further discussion as a board. Trustees to also indicate if they would wish to be considered for chair training.</p>
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<p>40 COVID-19 update</p>	<p><u>Re-opening of schools</u> Mrs Greenough provided a verbal update following the government announcement on Sunday 10th May 2020 in relation to schools re-opening. The following points were provided:</p> <ul style="list-style-type: none"> • An initial letter was sent to parents on Monday 11th May advising the school will be in touch with guidance as soon as possible. • Further guidance has been released from the government • The guidance relates to reception, Y1 and Y6. Due to middle school phase, the Trust Y6 pupils are not in transition. The transition years within a middle school are Y5 and Y8. Mrs Greenough has discussed this with the RSC and ASCL, and was advised the year groups to return are not flexible. • The senior leadership teams are planning for year group return as per the announcement. • Due to the accommodation size of classrooms the schools may not be able to offer full provision, 10 pupils per classroom is a realistic amount. • Risk assessments are taking place
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- The unions are advising their members not to be involved in re-opening planning.
- The priority is to make sure the children and our staff will be safe, and vulnerable staff are protected.
- Currently the schools are not able to confirm an opening date of 1st June until full panning is complete.
- The Trust are advertising for extra cleaners, so they are on site throughout the day.
- PPE and hand sanitiser has been purchased, the Trust need to be careful on advising staff how to use on using PPE.
- The guidance is suggesting that schools open for reception, Y1 and Y6 initially, with all other years shortly after (2/3weeks).
- The leaders are investigating how to separate spaces and the rota for staffing.

Q. How firm is the guidance to what we have to contractually have to do to provide education, could we not open Y6?

A. We need to risk assess what we can provide, if we felt it wasn't safe to open we wouldn't open. There is much feedback from professional associations that it is not safe to open on 1st June.

Q. What are the thought on first schools in relation to reception and Y1 as it is problematic for children who don't understand social distancing?

A. Mrs Knowles has been discussing this with a number of colleagues. Birdsedge First School is easier as the year groups are small and it is a large school in comparison. Shelley First School is much more of a challenge.

Q. Have there been any surveys sent out to parents to gather views?

A. Not yet, the schools are hoping to share with them the plan then gather feedback. We have seen an increase in key workers accessing places, but some parents are saying they are not sending their child back at this stage.

ACTION: Weekly progress to be provided to the Trustees before 1st June 2020. A further video call to be arrange prior to the opening date to confirm plans in place.

Emergency Decision Making

Mrs Humphreys advised the Trustees that as a MAT the board need to agree and approve the principle and circumstances in which decisions can be made by individuals in cases of urgency (where a delay would be likely to be seriously detrimental to the interests of the school, a pupil, a parent or member of staff).

A discussion was held by the Trustees and the following agreed unanimously:

RESOLVED: The emergency decision making agreed today would be in place until the end of the academic year at which time it will be reviewed.

RESOLVED: The only time the below process would take place is in a situation where a delay would be likely to be seriously detrimental to the interests of the school, a pupil, a parent or member of staff. All other decisions will and must follow the normal quorum process for decision making as identified in the terms of reference, scheme of delegation and Articles of Association.

RESOLVED: Any decision made in cases of urgency must be reported immediately following to the Board of Trustees and/or Governing Body, as appropriate.

RESOLVED:

The scheme of delegation must be referred to determine the level of decision approval required.

RESOLVED:

The following process, in the order stipulated, will be in place for a situation where a delay would be likely to be seriously detrimental to the interests of the school, a pupil, a parent or member of staff:

1. **Were a full board/GB quorum cannot take place**, a minimum of 3 members of the board/GB must be convened.

This will constitute;

- Executive lead (Headteacher in schools)
- Chair (Chair of Trustees for the Trust, Chair of governor for the schools)
- One other (Trustee for the Trust / Governor – non staff for the school)
- The decision must be reported back to the appropriate board/body immediately following.

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	<p>2. For a very urgent decisions, only when point 1 cannot be applied:</p> <ul style="list-style-type: none"> - In school - the Headteacher must consult with the CEO. - Trust - the CEO must consult with the Chair of Trustees. - The decision must be reported back to the appropriate board/body immediately following. <p>3. For emergency situation, only when point 1 and 2 cannot be applied:</p> <ul style="list-style-type: none"> - In school - the Headteacher to make the decision. - Trust – the CEO to make the decision. - The decision must be reported back to the CEO and appropriate board/body immediately following. <p>4. For decisions required where the Headteacher is not available (COVID-19 illness), the deputy must consult with the CEO before any decision is taken and follow above process; point 1 to 3.</p> <p>RESOLVED: For a decision on the opening of the school the Headteachers must consult with the CEO as part of the planning. The Board of Trustees and Governing Bodies must be informed of the decisions.</p> <p>RESOLVED: Each body can agree their process for COVID-19 illness of the members of their board/body.</p> <p>RESOLVED: The Trust Board will follow the below delegation process for absence due to COVID-19 illness:</p> <ol style="list-style-type: none"> 1. Chair 2. Vice Chair 3. Another Trustee 4. CEO 5. CFO
41 CEO report	<p>Mr Jones invited Mrs Greenough to provide key points of her reports and further questions from the Trustees.</p> <p>The May 20 CEO report was made available to Trustees on teams prior to the meeting.</p>

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	<p>Mrs Greenough highlighted the following points:</p> <ul style="list-style-type: none"> • Mrs Greenough is in the process of writing to staff you have stepped up during the COVID-19 emergency situation. Those staff identified have been exceptional and have supported not only their schools but the entire schools within the Trust. • The report details the key challenge the Trust and schools have faced during this time • A staff survey has been completed, the results indicate that staff have experienced the benefits of being in a MAT. • Mrs Greenough and Mrs Senior had a call with the HMI in relation to Kirkburton which went well. We will not receive a written record but they are happy with the steps taken on safeguarding. <p>The Trustees expressed their thanks to Mrs Greenough, Mr Field and Mrs Humphreys for their work during this emergency period. The team have really demonstrated the values and collaboration of the Trust.</p> <p>Q. The visit from educational expert is on hold – do we have an idea of timescale adjustment?</p> <p>A. There is no timeframe at present. It is expected that no inspections will take place this academic year; they may start in September. We have requested the visit ASAP for Kirkburton.</p>
42 CFO report	<p>Mr Field that the main items had been covered in a previous meeting on 28th April 2020.</p> <p>The report Board finance report 22.4.2020 was available on teams for Trustees.</p> <p>Mr Field noted the following items as additional points:</p> <ul style="list-style-type: none"> • Period 8 is closed, the reports will come out shortly. • The Business Managers have done a good job getting back on track

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	<ul style="list-style-type: none"> • School budget meetings are scheduled with each of the schools next week. A presentation to Trust Board and Governing Bodies will follow. • Cost will have been made whilst closed; we will now need to spend more on enhanced cleaning and other aspects once opened, therefore their may be additional costs <p>Q. What about trips?</p> <p>A. .We are confident we will get that cost back but it does impact on cash flow.</p> <p>It was noted Mr Field will liaise with Mr Oldfield to review ongoing finances.</p> <p>It was noted in the Audit Committee that the Trust could claim excess costs back. The costs will be identified (if ethically right) and Mr Field will put in a claim.</p>
<p>43 Committee reports</p>	<p>Minutes can be found in the committee channel folders on teams</p> <ul style="list-style-type: none"> • Staffing Committee – 2nd March 2020 • Standards and Effectiveness – 24th March 2020 • Audit Committee – 5th May 2020 <p>RESOLVED: Trustees to review the minutes and any questions can be referred to the chair of that Committee.</p>
<p>44 Risk Register</p>	<p>Mr Field reviewed a presentation that had been provided on teams in the Audit Committee channel. 'Audit committee report 05.5.2020'</p> <p>The presentation provided an updated on:</p> <ul style="list-style-type: none"> • Risk register – High impact risks • Risk register –Other risks • Risk register – New risks • Risk register – Next steps <p>Mr Field wished to confirm the board are happy with the approach to Risk Register proposed.</p>

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	<p>It was noted the board must get into habit of reviewing those areas relevant to the committee. The risks and mitigating plans to be provided to the audit committee; reporting to the board once a year.</p> <p>RESOLVED: The Risk Register to be included as a standing item on all committee agendas and a once a year annual review on the board.</p> <p>ACTION: Add risk register as a standing item to all committee agendas going forward and once a year on the board.</p>
<p>45 Trustee skills audit</p>	<p>Mr Jones advised completing the skills audit would enable the Trust Board to identify skills gaps.</p> <p>Mrs Humphreys advised a skills audit document was on teams for completion. Two responses have been received.</p> <p>ACTION; Trustees to complete the skills audit by end of May to review in June, and discuss at next board on Wednesday 8th July 2020.</p>
<p>46 Microsoft 365</p>	<p>Mrs Greenough provided an update on the Migration to Microsoft 365:</p> <ul style="list-style-type: none"> • Trustees, governors and central team have been completed • SMS will be next, followed by the other schools • The closing of gmail accounts will take place in September • Staff are being trained remotely • Advocates in the schools are being trained for cascade to other staff • Emails will be first, followed by file migration <p>It was noted that the Trust need to get everyone onto a common platform to ensure complying with GDPR.</p>
<p>47 Policies in review and due for review</p>	<p>Mrs Humphreys advised there are number of policies were in review at varying stages, and coming into review. Trustees will be requested to review in the next half term, identified by the Committee members.</p>

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<p>48 Any other business</p>	<p><u>SIMs</u></p> <p>Kirkburton Middle school wish to move their information management system to, this is a significant cost and requires Trust Board approval. The cost of SIMS is £20K for the migration and £10KPY licensing fee for a contracted period of 5 years.</p> <p>It was noted that the school proposed to removed FROG and Integris; savings will be made here. (£5.5k PY and £2K PY respectively)</p> <p>Q. Are we going to see any mitigating savings? A. Scissett Middle School pay for CPD of SIMs; Kirkburton will not be buying into that. They will save £7.5K PY.</p> <p>It was noted that the Integris system is hard to navigate therefore there would also be a time cost saving.</p> <p>RESOLVED: The Trust Board unanimously approve SIMs to be bought for Kirkburton Middle School.</p> <p><u>Trust structures – questions by those not able to attend 30th April 2020</u></p> <p>Mr Jones provided an update that the proposed structure had been presented to the Chairs of governing bodies. Overall this was well received and supported. There were some questions that we are gaining answers on and will provide back to the Chairs and Trustees,</p> <p>It was noted the next stage of the process is to finalise the CEO role. The Trustees have Tuesday 19th May at 2.30pm to discuss this and review the structure again.</p> <p>Following this the process for communication will be agreed.</p> <p>It was further noted the Executive Trust team are developing the new scheme of delegation, a brief overview was provided on screen during the meeting. This will be sent to Trustees once complete for input.</p>
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<p>49 Dates of future meeting</p>	<p>RESOLVED: The following dates are identified for upcoming meetings:</p> <p>Staffing Committee – Monday 8th June 2020 – 9am Audit Committee – Tuesday 30th June 2020 – 6pm Trust Board – Wednesday 8th July 2020 – 6.30pm</p> <p>The time and location will be confirmed nearer the dates of the meetings if social distancing requirements continue.</p>
<p>S50 Agenda, minutes and related papers</p>	<p>RESOLVED: That no part of these minutes, agenda or related papers be excluded from the copy to be made available at the School.</p>

Summary of Actions

Minute Reference	Action
M37_13052020	Approval signature for the minutes of 12 th February 2020 required at the next Trust Board that is held in school.
M38_13052020	Dr Williams to meet with careers lead in the Trust.
	Mrs Humphreys to scope out idea and liaise with Mr Wade and Trustees for feedback on Trust News.
M39_13052020	Mrs Humphreys to contact the applicant to arrange a call with Mr Jones and Mrs Greenough.
	Mr Wilkinson, Dr Williams and Mrs Jones to advise if they are interested in a further term of office once their current term ends by the next meeting on Wednesday 8 th July 2020
	Representation to be an agenda point in the meeting on Wednesday 8 th July 2020. Items to discuss are new Trustees and renewal of terms of office.
	Succession planning to be an agenda point on the next meeting on Wednesday 8 th July 2020. Items to discuss will be skills audit outcomes, new Trustee skills sets, succession planning and training required.
	Mrs Humphreys to email details of the NGA board training to Trustees for consideration. Trustees to advise their thoughts for further discussion as a board. Trustees to also indicate if they would wish to be considered for chair training.
M40_13052020	Weekly progress to be provided to the Trustees before 1 st June 2020. A further video call to be arrange prior to the opening date to confirm plans in place.
M44_13052020	Add risk register as a standing item to all committee agendas going forward and once a year on the board.
M45_13052020	Trustees to complete the skills audit by end of May to review in June, and discuss at next board on Wednesday 8 th July 2020.