

THE MAST ACADEMY TRUST



Meeting	Venue	Time	Date
Trust Board	Scissett Middle School	6.30pm	Wednesday 27 th November 2019

Company ID	10357163
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Start of meeting	18:53
Close of meeting	21:08
Attendance	75%

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

Item	Minutes
<p>1 Election of the Chair</p>	<p>The clerk advised that request for nominations/self-nomination had been sent prior to the meeting.</p> <p>The clerk advised that a self nomination was received for Mr M Jones.</p> <p>RESOLVED: That nominations will only be accepted from Trustees present at the meeting, the Term of Office is until January 2021 and in the event of a tie a name would be drawn.</p> <p>Opportunity was given to the governing body to discuss nomination.</p> <p>Mr Wilkinson nominated Mr M Jones, 2nd by Mrs Jones.</p> <p>RESOLVED: Mr Martyn Jones elected to continue as Chair of Trustees for the Mast Academy Trust for 1 year with effect from Wednesday 27th November 2019.</p> <p>Mr Jones stated that this would be his last year as Chair of Trustees. He advised that the Trust had had a tough 12 months, and an expected tough year ahead. The vision is to continue progressing the Trust to what was set out to achieve – a well-run, well-funded, growing Trust. With the help and support of the Trustees, the direction of CEO and CFO the Trust this can be achieved.</p> <p>It was noted that Mr Jones expressed his thanks to Mrs Greenough for her hard work and dedication since taking the post of CEO.</p>
<p>2 Apologies for absence, consent and declarations of interest, confirmation of absence protocols</p>	<p>RESOLVED: Apologies had been received from Mr Oldfield and Mr Wade, with consent.</p> <p>RESOLVED: There were no declaration of interests declared.</p> <p>The Trust Board was asked to Confirm the Protocols on Apologies and Consent to Trustee Absence.</p> <p>RESOLVED: That the Trust Board will decide on whether to grant consent on an individual basis depending on the circumstances.</p>
<p>3 Election of Vice Chair</p>	<p>The clerk advised that request for nominations/self-nomination had been sent prior to the meeting.</p> <p>The clerk advised that a nomination had been received for Mr M Jones for Dr A Williams to be vice-chair.</p>

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	<p>RESOLVED: Dr Andy Williams elected to continue as Vice-chair of Trustees for the Mast Academy Trust for 1 year with effect from Wednesday 27th November 2019.</p>
<p>4 Representation</p>	<p>The following matters in representation were reported:</p> <ul style="list-style-type: none"> • Mrs B Birring has resigned as Trustee with effect from Friday 4th October 2019. <p>ACTION: CEO to arrange thank you card and flowers to Mrs Birring</p> <p>It was noted by the chair that the board need to complete a succession planning activity along with a review of the effectiveness as a Trust and Trust board.</p> <p>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>It was noted that there is a vacancy for 3 trustees.</p>
<p>5 Delegation of Authority</p>	<p>It was agreed that the previous Delegation of Authority be approved.</p> <p>RESOLVED: That providing all information was circulated electronically in the first instance and reported at the next meeting of the Trust Board that any 3 Trustees may be delegated authority for such decisions.</p>
<p>6 IT scoping document – to be presented by James Amber</p>	<p>Mr J Ambler (ICT Manager) attended the meeting to provide a presentation to the board on the scoping for progressing the Trust to use of Microsoft 365 platform and software. Mr Ambler had provided the presentation prior to the meeting which the Trustees could review - 271119 Office 365 Update</p> <p>Mr Ambler gave an overview of the document at the meeting, including:</p> <ul style="list-style-type: none"> • Funding achieved for support from Microsoft for the migration • Meeting planned with senior leadership and other key members of staff to build the scoping document with Microsoft. • Full training will need to be completed across the Trust. • Anticipation that it may be difficult to move all emails, calendars and files across.

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	<ul style="list-style-type: none"> • Start with one school first to monitor success and what lessons can be learnt. • To migrate central Trust the support provided to the pyramid would have to be migrated first. <p>Mrs Greenough advised that the migration had been discussed with all Headteachers and they should have allocated budget.</p> <p>It was noted that the Trustee agree to start with Scissett Middle School as the school is in a stable position.</p> <p>Mr Ambler advised that he planned to consider migrating the last 3 years data but will take on advice from specialists, and further advice of the best tool to use for migration.</p> <p>Q. What are the risks to disruption to education?</p> <p>A. There a very small risks to the day-to-day running in the classroom. The approach will be to run to the two platforms parallel for a short time to mitigate risks; data will be copied not moved.</p> <p>It was noted the Trustees expressed their thanks to Mr Ambler for work on this migration but also his expanded support across the Trust. Mr Ambler has recruited an apprentice to strengthen the centralised service.</p> <p>ACTION: 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>
7	<p>Notification of items to be brought up under Any Other Business</p> <p>The following item was noted under any other business.</p> <ul style="list-style-type: none"> • Kirkburton letter to parents
8	<p>Minutes for the meeting on 26th March 2019 and 10th July 2019</p> <p>It was noted that the following amends are to be made to the minutes from 10th July 2019:</p> <ul style="list-style-type: none"> • Minute 153 – add Mrs E Godman as sent her apologies for the meeting <p>RESOLVED: That the minutes of the meeting held on 10th July 2019 be agreed as a true record of the meeting and signed by the chair subject to the above amendments being made.</p>

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	<p>RESOLVED: That the minutes of the meeting held on 26th March 2019 be agreed as a true record of the meeting and signed by the chair.</p>
<p>9 Matters arising</p>	<p>Minute 154</p> <ul style="list-style-type: none"> The CEO to organise a best wishes card of thanks to Mr Wilson. <p>RESOLVED: Complete</p> <p>Minute 155</p> <ul style="list-style-type: none"> 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>RESOLVED: Complete. Further detail can be found in minute 8.</p> <p>Minute 156</p> <ul style="list-style-type: none"> A new date for the Audit Committee is to be set. <p>RESOLVED: Complete. The audit committee met on 29th August and 25th November 2019, with dates agreed for 2020. 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>RESOLVED: Complete. It was noted the board would like reassurance from Microsoft and invited them to the meeting on Wednesday 12th February 2020. Further detail can be found in minute 6. That the CEO tries one more approach to see if the school/ governing body are open to meeting our Trustees. <p>RESOLVED: Item to be carried forward</p> <p>ACTION: That the CEO tries one more approach to see if the school/ governing body are open to meeting our Trustees.</p> <ul style="list-style-type: none"> 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>RESOLVED: A presentation was shared prior to the meeting. Refer to minute 16.</p> <p>Minute 165</p> <ul style="list-style-type: none"> Mrs Humphreys to co-ordinate and sort one or two days for Trustees to visit all the Trust schools. Before the end of the year </p></p>

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	<p>RESOLVED: Activity to be completed in 2020.</p> <p>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>10 CEO report</p>	<p>Mrs Greenough provided the CEO report prior to the meeting which the Trustees could review - Nov 19 CEO report.</p> <p>Mrs Greenough gave an overview of the report inviting any questions.</p> <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. Staffing data 6. Summary of CEO's activity <p><u>Provisional school joining the Trust</u></p> <p>The school has been working alongside our existing schools, the Headteacher has attended peer reviews to observe but also share his knowledge on reading. The school and governors are keen to join the Trust.</p> <p>Q. Are they expecting a section 5?</p> <p>A. Yes - that does not change when you academise so it should not affect their outcome. We will do due diligence. It would be worthwhile the Trust investing in the school quickly so they can maintain their 'good' status.</p> <p><u>Additional standing item to report</u></p> <p>Mr Wilkinson requested a standing item to be added to the CEO report that outlines the trust wide projects, their resources, and overarching HR.</p> <p>It was noted that the review of the resource that the CEO and CFO require continues and evolves as the Trust grows without losing the individuality of the schools and standards of education of the children. The board request the CEO to advise within the report if she feels that as a trust they need invest more to achieve the Trusts vision and objectives. To include a 5-year plan on how we expect the schools to operate in 5 year's time, this model can be used to guide the LGBs and school of any change from the original set up.</p> <p><u>Parent Survey</u></p> <p>Q. When was the parent survey completed in Kirkburton?</p> <p>A. Only recently. The outcome for parent's perception of the school confirms what we all thought. 97% of parents agree that 'my child is happy at school'</p>

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	<p>It was noted that it may be useful to get an external body to complete the next annual survey for all schools.</p> <p><u>CIF</u></p> <p>The most recent CIF project has been very frustrating for the schools.</p> <p>Q. Were there any H&S risks because of the work?</p> <p>A. Yes they was, but there are not now. There is still snagging work to complete through the schools.</p> <p>It was noted that the CFO is looking to source a different company for next year. The board supports this action.</p> <p><u>Governance and engagement and training</u></p> <p>Mrs Greenough advised this as a risk. The governing bodies are not fully accessing training we provide.</p> <p>ACTION: Mr Jones to include governor engagement and training in the Trust review</p> <p>It was noted that the Trust need to review governance as a whole, governing bodies currently have a lot of delegation and accountability needs to be applied.</p> <p><u>Shelley First School</u></p> <p>Q. Is Shelley First school in the Ofsted window?</p> <p>A. Yes, it will be.</p> <p>Q. How are they dealing with the two areas that are in amber?</p> <p>A. The action plan in school is currently too detailed, with a risk of losing sight of the big items to focus on, they have been requested to look at this. They have risks in planning and curriculum as well as behaviours for learning.</p> <p>Q. How do we impress upon the LGB what the risks are?</p> <p>A. At the chair of governors meetings the Trust should make it clear what their expectations are.</p> <p>Q. Is there a problem with attendance at the governing body?</p> <p>A. No the Shelley governing body are stable.</p> <p>It was noted that the CEO is finding that the information Headteacher's are required to pass the LGB is not being given or not passed on objectively, this being stressed at the peer reviews. The governing body are reliant on the quality of the information they receive so they can challenge appropriately.</p>
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	<p><u>School results</u></p> <p>It was noted that the schools should be congratulated on their performance.</p> <p><u>Staffing</u></p> <p>Q. What is the progress of the current disciplinaries?</p> <p>A. There are three running concurrently. One person suspension has been lifted and person is returning to school with further action. The remaining two there have been points raised by LADO, which we will have further information following the next meeting. Letters have been sent to the members of staff advising of the delay.</p>
11 CFO report	<p>Mr Field provided the three dashboards prior to the meeting which the Trustees could review:</p> <ol style="list-style-type: none"> 1. Trust MA period 12 201819 2. Jan1 to Oct31 cashflow 3. Trust MA period 1 201920 <p>Mr Field gave summary details of the reports</p> <p><u>Trust MA period 12 201819</u></p> <p>Revenue YTD: The Trust has a slight surplus of £2,378. The teaching school has spent the revenue on the CIF issues. The Mast needed to make a good surplus of between 2.5% to 4%.</p> <p>Birdsedge First school was forecasting a worse deficit than the YTD financial position.</p> <p>It was noted that this puts the Trust in a good position financially.</p> <p>Reserve: The total excluding WYTA has increased over the year, reserves are well over 10%.</p> <p>It was noted that as a Trust they should consider investing this money. The results are suggesting those schools that are performing well overall also perform well in managing their budget.</p> <p>It was also noted that if the Trust invested across the Trust, the individual schools are ultimate beneficiaries of what the Trust does. Any investment that the Trust make to leadership capability all schools will benefit.</p> <p>It was noted that the Trust has a power to pool the reserves but that lead to taking the control away from the schools. The board discussed that the Trust should move to collaborative 'family' across all schools and Trust, with the Trust having</p>

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	<p>central control providing services and resources with complete transparency for the schools.</p> <p>Anthony Wilkinson left the meeting at 20:13.</p> <p>RESOLVED: A financial review will form part of the effectiveness review. A proposal is required for Mr Field to support this review</p> <p>ACTION: Mr Field to develop a collaborative 'family' financial model proposal and distribute to the board.</p> <p><u>Jan1 to Oct31 cash flow</u></p> <p>The cash flow remains stable, same position at the end to the start, with a spike when the CIF funding was received.</p> <p>The schools are in a similar position with no medium term cash issues.</p> <p><u>Trust MA period 1 201920</u></p> <p>Reserves: SMS & SFS have surplus plan with a deficit plan in KMS and BFS. Kirkburton deficit will increase as the proposed changes means the Trust cost will increase to 6%, Kirkurton are working to reforecast.</p> <p>It was noted the schools will have to complete the Schools Resource Management Self Assessment Document, this is planned for the Spring term.</p>
12 Committee reports	<p><u>Staffing Committee</u></p> <p>The last staffing committee was held on Monday 11th November 2019.</p> <p>The content and outcomes of the meeting have been covered in the CEO report.</p> <p><u>Audit Committee</u></p> <p>The last audit committee was held on Monday 25th November 2019. Mrs Mills provided a summary:</p> <ol style="list-style-type: none"> 1. Reviewed electronic declaration of interest form and contact details and agreed managements proposal to use this approach for upcoming declarations. Recommend to Board RESOLVED: Board approved for use 2. GDPR reports at school level. Two completed with remaining two to complete next term. Agreed report to Board in May 2020, via Audit Committee 3. Audit report from Mazars. Noted adequate assurance report with six minor housekeeping points. Noted some potential opportunity to look at streamlining processes going forward.

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	<p>4. Overall approach to risk management and audit assurance process. Discussed current risk register and compilation. Proposed that risks owned by each identified sub committee, that risks should be reviewed every meeting (standing agenda item), that audit committee would receive minutes of sub committees. Discussed a session on overall risk register at Board in future</p> <p>5. Terms of reference. The audit committee received Terms of reference for each sub committee for information. RESOLVED: Board approved Terms of reference to be reviewed by committees and chair. Provide feedback before end of term ACTION: Mrs Humphreys to place Terms of reference in Trustee files and email to advise complete. Committees/Chair to review and advise</p> <p>6. Master policy document. Mrs Humphreys and Mr Field describes new process for managing review of master policies in terms of updating in terms of revised DfE guidance and monitoring compliance against review. Policies centrally managed by Mrs Humphreys.</p> <p>Mr Field advised that the DfE now require Trustee emails on GIAS (Get information about schools) as part of the academies financial handbook.</p> <p>RESOLVED: All Trustees present approved use of their personal email address. ACTION: Mrs Humphreys to obtain approval for use of absent Trustee email address on GIAS.</p> <p>Mr Field advised the he was pulling together an internal control program document for controls throughout the Trust. This will be shared once available.</p> <p>Q. Do individual schools report their risks? A. Not at present. Mr Field advised that a process would need to be developed for this without becoming to onerous for the schools. RESOLVED: Include risk management in schools as part of the financial review.</p>
13 To appoint trustees with specific responsibilities	<p>The Trust governance structure have shown on screen for discussion.</p> <p>ACTION: Mrs Humphreys to update structure to change Mrs Greenough to Accounting Officer.</p> <p>A discussion on what the links for Trustees should be with reference to the statutory requirements.</p>

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	<p>ACTION: Trustee statutory specific responsibilities to be identified and circulate to Trustees for allocation.</p>
<p>14 Mast development plan</p>	<p>This item is deferred to the meeting on Wednesday 12th February 2019.</p> <p>ACTION: Agenda item of Mast Development plan at the Trust Board meeting on Wednesday 12th February.</p>
<p>15 Schools Resource Management Self Assessment Document</p>	<p>Mr Field provided the Schools Resource Management Self Assessment Document prior to the meeting which the Trustees could review.</p> <p>Defer to minute 12.</p> <p>Mr Field advised that all schools in the trust are required to complete and submit this document.</p>
<p>16 The Trust marketing strategy – Mr Tim Wade</p>	<p>This item is deferred to the meeting on Wednesday 12th February 2019.</p> <p>ACTION: Agenda item of The Trust marketing strategy at the Trust Board meeting on Wednesday 12th February.</p>
<p>17 Policies to be ratified and policies due for review</p>	<p>Mrs Humphreys advised the following policies require ratification following approval from committee trustee.</p> <ul style="list-style-type: none"> • Safeguarding • SEND • Health and Safety • Whistleblowing <p>RESOLVED: All policies approved.</p> <p>Mrs Humphreys advised the following policies require trustee allocation within the relevant committee.</p> <ul style="list-style-type: none"> • Pay Policy • Staff Appraisals <p>RESOLVED: Mrs Humphreys to allocate to Trustee within the committees. Staff Appraisals – Mr A Wilkinson. Pay Policy – TBA.</p> <p>Mrs Humphreys advised the following policies require trustee allocation pending a review from the CEO or CFO.</p> <ul style="list-style-type: none"> • The Mast Data Protection Policy • The Mast Academy Disciplinary Policy • The Mast Academy Supporting Pupils with Medical Needs • The Mast Academy Trust Charging and Remissions Policy • The Mast Academy Trust Financial Regulations Policy

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	<ul style="list-style-type: none"> • The Mast Academy Trust Freedom of Information Policy • The Mast Academy trust NQT Policy • The Mast Academy Trust statement of allegations of abuse against staff • The Mast Academy Trust Children with health needs who cannot attend school policy • The Mast Academy Trust Personal relationships at work policy <p>RESOLVED: Mrs Humphreys to allocate to Trustee following CEO/CFO review.</p> <p>It was noted that when sending the policy to Trustee they request:</p> <ul style="list-style-type: none"> • Is this a new policy or a review. • If it is a statutory policy • Guidance to where the statutory requirements can be found in relation to the policy. <p>Mrs Godman left at 20:58</p>
18 Any other business	<p>Mrs Greenough provided the letter to parents prior to the meeting that the Trustees could review.</p> <p>Mrs Greenough distributed the final Ofsted papers for Kirkburton and Scissett.</p> <p>RESOLVED: The Trustees approved the letter to parents.</p>
19 Dates for future meeting and possible agenda items	<p>RESOLVED: The next Trust Board meeting will take place on Wednesday 12th February 2020.</p> <p>Agenda items to include:</p> <ul style="list-style-type: none"> • Microsoft 365 scoping document and project plan • The Mast development plan • The Mast marketing strategy
20 Agenda, minutes and related papers	<p>That no part of these minutes, agenda or related papers be excluded from the copy to be made available on the website.</p>

Summary of Actions

Minute Reference	Action
27112019_M4	CEO to arrange thank you card and flowers to Mrs Birring
27112019_M4	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.
27112019_M6	Mr J Ambler and Microsoft to return to the meeting on Wednesday 12 th February to give full detail of scoping document and project plans for the migration.
27112019_M9	That the CEO tries one more approach to see if the school/ governing body are open to meeting our Trustees.
	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.
27112019_M10	Mr Jones to include governor engagement and training in the Trust review
27112019_M11	Mr Field to develop a collaborative 'family' financial model proposal and distribute to the board.
27112019_M12	Mrs Humphreys to place Terms of reference in Trustee files and email to advise complete. Committees/Chair to review and advise
	Mrs Humphreys to obtain approval for use of absent Trustee email address on GIAS
27112019_M13	Mrs Humphreys to update structure to change Mrs Greenough to Accounting Officer
	Trustee statutory specific responsibilities to be identified and circulate to Trustees for allocation.
27112019_M14	Agenda item of Mast Development plan at the Trust Board meeting on Wednesday 12 th February.
27112019_M16	Agenda item of The Trust marketing strategy at the Trust Board meeting on Wednesday 12 th February.