

MEDWAY ANGLICAN SCHOOLS TRUST (MAST)

DRAFT MINUTES OF A BOARD MEETING (STANDARDS FOCUS) HELD
ON 8 JANUARY 2019 AT 18:30
AT ALL SAINTS PRIMARY SCHOOL

PRESENT: Oliver Allen, Julia Clarke (Chair), Gill Mond, Steve Coleman, Hilary Sanders (CEO)

IN ATTENDANCE: Natalie Hobbs (MAST Clerk), Jo Strachan (HT All Saints), Janet Harsent (Chair of Governors All Saints) – for item 6 only.

Item	Main discussions and agreed actions	Action by
1	Opening Prayer The Chair led with a prayer.	
2	Welcome and Apologies for Absence All Directors were present. The meeting was quorate. Quorum is 3 or 1/3 (one third) of the number of appointed directors, whichever is highest.	
3	Declaration of Business Interests Pertinent to Items on the Agenda There were no new business interests declared.	
4	Terms of Reference The updated Terms of Reference for the Standards focused Board meetings were circulated prior to the meeting. A Director highlighted an amendment to the Chair which will be made (with regards to Quorum) and the Terms of Reference re-circulated. Another Director indicated that he had a document with a number of KPIs which could be useful for the Board to see in respect of these meetings and develop the ToR. He agreed to circulate the document after the meeting. All Directors agreed the Terms of Reference (pending one amendment and viewing the KPIs).	OA
5	Notification of matters to be considered under AOB <ul style="list-style-type: none"> - St James's Governance and Promotion of MAST within the Community - Flexible Working Request - Update on staff members Performance Management (per discussion at last Board Meeting) 	
6	All Saints Primary School – Presentation on Standards Supporting information: All Saints Standards Presentation. The HT of All Saints Primary School presented to the Directors on Standards at All Saints. During her presentation she highlighted the results, the strategies that had been put in place to increase the level of attainment at the school and how these strategies were working so far. The HT gave a candid summary of how the school had done and provided detailed analysis to back up her decisions on the strategies implemented. As part of her preparation for this presentation the HT had reached out to her SLT in order to obtain the latest information to aid her in providing up to date information to the Directors. The HT also used the latest IDSR and SPS from ASP. The Directors received the internal data, the IDSR and the SPS prior to the meeting. The HT then welcomed questions. A Director asked what has been put in place for Y1 children who have maintained or fallen below expected level? The HT responded that the Same Day Interventions would be used to tackle any areas which needed to be worked on. Read, Write Ink, CPD has been delivered to ensure that all staff are up to date in best practice in delivering phonics. This has had a significant impact on pupils' phonics progress during terms 1 & 2.	

MEDWAY ANGLICAN SCHOOLS TRUST (MAST)

DRAFT MINUTES OF A BOARD MEETING (STANDARDS FOCUS) HELD
ON 8 JANUARY 2019 AT 18:30
AT ALL SAINTS PRIMARY SCHOOL

<p>The CEO asked if the two step progress reporting in phonics is also showing similar impact in Y2. The HT confirmed that yes they do also use it for Y2 and it currently shows 4 children who have remained static and these children are in the Nuture group that has been set up for children who have complex needs and require a differentiated provision.</p> <p>The Chair asked what other gaps are being found in KS2 learning? The HT responded that the application of three or four step problems in mathematics is found to be difficult and as a consequence SATs problems such as these are being introduced to every lesson. This ensures that they are not waiting until Term 4 to introduce SATS type questions to the KS2 pupils.</p> <p>The Chair asked if the new venn diagram assessment tool having an impact? The HT confirmed yes it was as it easily shows those children who need additional support and therefore appropriate action and intervention (such as the same day interventions) can be taken quickly. The CEO also confirmed that this is running across the Trust.</p> <p>The Chair asked what is having the most impact with the PP children in terms of the PP Strategy and funding? The HT responded that giving the PP children the opportunity to attend the extracurricular activities the school provides is having a good effect on their confidence so therefore the enrichment side is having the most impact.</p> <p>The Chair asked why the trend has changed so dramatically for PP children in the most recent results – i.e. they are outperforming non PP children. The HT responded that the work that has been put into the PP children in offering opportunity etc has really made an impact. There was a culture change within the school since October 2017 and the impact it has had is showing. A Director confirmed that this is likely to continue given the work in place.</p> <p>The Chair asked the view of the CEO on the results. The CEO confirmed she was slightly concerned about the disparity between the SATS data and the teacher assessment for some children, however this is not unusual if they are still developing test resilience and technique. She does believe that we are beginning to see the impact of 2 years of hard work.</p> <p>A Director asked if the LGB have sight of the teacher assessment as well as the SATS data? The HT responded that they do not currently but this can be arranged. The Chair of Governors confirmed that the HT keeps the LGB well informed of the results in her Headteacher report (and agenda item) at the LGB Meetings termly.</p> <p>The CEO asked if the HT had instigated the arrangement of moderation across the Trust? The HT confirmed she had and she wanted to ensure that more moderation happens this year. The HT then asked a Director working for another Trust if there could be a cross Trust Moderation to aid the school (and indeed the other schools in MAST). The Director responded that they could join the next Moderation arranged and provided the HT with the date. The CEO and the HT will take this forward.</p> <p>The Director also offered to conduct a PP review of the school to see if the school could be doing anything differently/better. The HT welcomed this with thanks.</p> <p>The Chair asked if the school had met its Term 2 milestones per the SIP? The HT responded they had not unfortunately. EYFS met, Y1, Y2 not met, Y3 met, Y4 not met (3% down = 1 child), Y6 not met. The targets were very challenging targets and</p>	CEO
---	-----

MEDWAY ANGLICAN SCHOOLS TRUST (MAST)

DRAFT MINUTES OF A BOARD MEETING (STANDARDS FOCUS) HELD
ON 8 JANUARY 2019 AT 18:30
AT ALL SAINTS PRIMARY SCHOOL

	<p>there is progress however not enough currently to meet the targets. The reasons why have been explained in the presentation.</p> <p>The Chair asked how the nursery children were progressing? The HT explained how the teachers and nursery staff were utilising the preschool RWI package to tap into learning. The HT also spoke of the visits for the Rising 3s to come to the school once a week which was an opportunity for all of the nursery Rising 3s to attend, not just the ones who are due to join All Saints Primary in September.</p> <p>The Chair and Board recognised the hard work of the HT and the AHT on the nursery since it opened.</p> <p>A Director asked how teacher wellbeing is being managed? The HT confirmed that staff morale is high and that the teachers do work hard – however this is because they want to see the improvement. This is a change from last year and is partly due to the change in staffing structure the HT implemented. The CEO confirmed it is also due to the leadership the HT displays.</p> <p>The Chair asked if there was a holiday club in the school plans this year? The HT confirmed she had asked parents at the end of Term 1 and received a positive response. She has subsequently written to parents again and the deadline for responses is next week.</p> <p>The Chair asked how the LGB monitors the Standards of the school? The Chair of Governors responded and confirmed that at the beginning of every LGB Meeting there is a subject leader presentation to inform the governors of their specialist subject. In addition, the Chair of Governors outlined the plan for monitoring visits and reporting back at each meeting. The Chair of Governors highlighted that the governors are given the opportunity to look at the children’s books before each LGB Meeting.</p> <p>The Chair asked the Chair of Governors if the SIP Milestones are monitored by the governors and the Chair of Governors responded that they do and confirmed that the HT report also outlines the progress against the SIP.</p> <p>The Chair asked the HT if the LGB hold her to account? The HT responded that they do. The CEO confirmed that there is a balance at All Saints between challenge and support from the LGB.</p> <p>The Chair of Directors thanked the HT and Chair of Governors for their presentation. The HT of All Saints and the Chair of Governors for the All Saints LGB then left the meeting.</p> <p>The Directors discussed the standard of the presentation from the All Saints HT and disclosed they were very impressed. A Director asked the CEO if we could direct the other schools to produce a presentation (powerpoint) when attending the Standards focused Board Meeting. The CEO confirmed she would discuss this with the HTs.</p>	CEO
7	<p>Academic Standards – Risk Assessment from MAST Action Plan and Latest Data for All Schools</p> <p>The CEO gave a verbal report on the Academic standards of all schools in terms of risk assessment against the MAST Action Plan.</p> <p>The CEO confirmed that currently risk varies across the schools in the Trust. The recent mock SATs have been gap analysed and outcomes feedback to year group leads who will put in place focused teaching to address the issues. Some issues are around test technique e.g. not showing working in mathematics which could then</p>	

MEDWAY ANGLICAN SCHOOLS TRUST (MAST)

DRAFT MINUTES OF A BOARD MEETING (STANDARDS FOCUS) HELD
ON 8 JANUARY 2019 AT 18:30
AT ALL SAINTS PRIMARY SCHOOL

	<p>gain 1 of 2 possible marks; not reading the questions carefully in the comprehension test and as a result failing to provide a precise answer. Pupils need more work in both KS2 schools on developing vocabulary and using it precisely to match its meaning.</p> <p>The CEO confirmed that at St Johns the standards are picking up in Phonics however the SENCo is currently absent and this may be an extended absence.</p> <p>The CEO confirmed that standards at St James's are variable with at least consistently good or better teaching in most classes, but variable standards are due to historic quality of teaching, as identified by Ofsted in February 2018. Teaching is carefully monitored and triangulated and assessment processes will be reviewed.</p> <p>A Director stated that he was really concerned about leadership capacity. The CEO confirmed that she would taking a more strategic role going forward and leadership capacity is being monitored in each school across the Trust.</p> <p>The Chair asked if we have capacity within the Trust to add capacity by transferring some tasks currently undertaken by the CEO? The CEO confirmed there isn't the funding for that currently. The CFO has increased her days to 4 days a week and the Clerk is doing an additional 4 hours a week to help with the St James transfer and the CEO regularly works over her contracted hours.</p> <p>The CEO proposed to take 5.75% centre recharge from St James's so put back into the Centre, as is standard across the Trust. The CEO also proposed to increase the top slice from next year or keep the top slice the same and review items that are paid for from the Centre (KAPE HR, PSF, etc). The Chair stated the priority now would be to build the Centre.</p> <p>The Directors discussed other schools joining the Trust. The CEO confirmed that there may be more growth but unlikely before Sept 2020.</p> <p>The Chair stated that the priority for the Trust is support for the CEO role. Finance systems will be reviewed to achieve the most efficient ways of working centrally. The CEO needs to be able to undertake their strategic role by distributed leadership undertaken as allocated. It is recognised that there has been additional management needs within all schools in the last year which the CEO has supported.</p> <p>The Chair confirmed it was positive that the CEO was revisiting tasks and roles with HTs at the next CEO/HT meeting.</p>	
8	<p>Attendance Standards – including trends</p> <p>Attendance at St Johns is better than it was – trend is upwards. The CEO believes they have improved their skills at managing attendance, their systems are tighter. Attendance at St Margaret's is also better – due to the work done by the new SENCo and the FLO.</p> <p>The CEO confirmed that the attendance isn't a big issue across the Trust as it once was. There were no questions from the Directors.</p>	
9	<p>Vulnerable Pupils – impact of funding</p> <p>St Johns have a number of vulnerable children they are working with and with the SENCo being off currently this may cause some disruption in the short term. The CEO will speak to the SENCo's at St Margaret's and St James's to see if they can provide interim support.</p>	

MEDWAY ANGLICAN SCHOOLS TRUST (MAST)

DRAFT MINUTES OF A BOARD MEETING (STANDARDS FOCUS) HELD
ON 8 JANUARY 2019 AT 18:30
AT ALL SAINTS PRIMARY SCHOOL

	The CEO confirmed that the SEN Capital Funding application is due by April and will be exploring this with the HTs and SENCos.	
10	Safeguarding The CEO confirmed that Safeguarding is effective at all schools and all staff have been trained. There is a new Education Safeguarding Lead at Medway.	
11	CEO Evaluation of Overall Effectiveness The CEO confirmed that all schools are currently Good and actions/support taken where appropriate. All schools are dealing with their Ofsted Action points from their Ofsted reports last summer.	
12	<p>St James's Update</p> <p>The CEO confirmed that on GIAS St James's is now appearing under MAST. The Chair confirmed that the website for the school had not been fully updated as it still referred to being part of TWT. The CEO responded that that was being dealt with by the IT / website people.</p> <p>The CEO advised the Directors that the transfer of St James's to MAST had cost MAST £19,000 in legal fees due to the complexities surrounding the transfer. In addition, St James's and Diocese have incurred legal fees.</p> <p>The Chair asked if the bank account access had been changed post transfer. The CEO confirmed that this had been actioned and mandates changed. There are two bank accounts for St James's – the Natwest (historic) one and the new Lloyds bank account. Once the cessation accounts have been completed, the historic bank account will be closed.</p> <p>The CEO confirmed that the BC claim had been signed off by the loss adjuster finally so the claim has now been closed. The school build has been signed off completely. The CEO advised that by Christmas, they signed the CSA, MFA, SFA and the commercial transfer agreement. All apart from the Commercial transfer agreement have been couriered to DfE and the CEO posted the Commercial transfer agreement to the solicitors herself.</p> <p>The CEO confirmed that the Pensions Audit figures are still to come from KCS and the only other outstanding item is the TR1 form which is a land registry document for the playing field. The other solicitors are still to send the signed TR1 to MAST solicitors.</p> <p>The CEO advised there is a large piece of work to be done on the cessation accounts. The CFO will be meeting with the Leigh Academy Trust CFO and the old Business Advisor to discuss how this will work and then Kreston Reeves will be involved. The CEO hopes that by the beginning of March the accounts will be ready for the Cessation Audit. The CEO confirmed she would update the Directors with any further developments.</p> <p>The Chair recognised the hard work that has gone into it and referred to Matt Morley's email which stated "I am delighted that these pupils can now benefit from a secure and stable education within MAST".</p> <p>The Chair asked when the next LGB Meeting for St James's was. The CEO confirmed it would be 5pm on the 30 January 2019. The CEO and Chair confirmed they would attend and take the Scheme of Delegation along. The Office Manager would continue to clerk the meeting. The CEO confirmed the LGB was very small after a</p>	CEO

MEDWAY ANGLICAN SCHOOLS TRUST (MAST)

DRAFT MINUTES OF A BOARD MEETING (STANDARDS FOCUS) HELD
ON 8 JANUARY 2019 AT 18:30
AT ALL SAINTS PRIMARY SCHOOL

	<p>number of resignations so they would need to recruit. The LGB membership would be approved at the next Board meeting.</p> <p>The Chair asked how we could engage with the community and asked where MAST was with promoting MAST to them? The CEO confirmed that a newsletter had been sent out to all parents and the CEO offered to meet them on the playground if they wanted to speak with her. The KM Newsletter had been out to the school and had published an article celebrating the completion of the build. The CEO plans to invite the KM back out to the school in the near future.</p> <p>The Chair asked if any statement had been made publicly regarding TWT. The CEO confirmed there had not.</p> <p><u>Further update provided from CEO email dated 10 Jan to all Directors.</u></p> <p>Governance Update - They are looking forward to meeting Julia at the 30th January meeting and will be re-planning dates of meetings to fit in with data captures etc. They are keen to go through the scheme of delegation to know their responsibilities. The Chair has written to local businesses to recruit to the governing body - has one foundation governor to bring forward as a new governor; plus, she had proactively written to parents before Christmas and has 2 parents interested in the two governor posts. This means that governing body will then only have 2 vacancies - both foundation. I have suggested contacting the councillor who proactively asked to come out and visited Fay and I in the summer to see how the build was going and what the challenges were for a small rural school - if he accepts that would fill one of the remaining two vacancies.</p>	CEO
13	<p>AOB</p> <p>Saved as a Confidential Note</p>	
14	<p>Date and time next meeting</p> <p>The date of the next meeting is the Standards focused Board meeting with St Johns on the 5 March 2019 at 6.30pm. Currently it is booked to be at St Margaret's but the location will be confirmed nearer the time.</p> <p>Future meetings are:</p> <p>Board Meeting (Finance) – 14 May 2019 – 6.30pm</p> <p>Board Meeting (Finance & Standards – St Margaret's) – 16 July 2019 – 6.30pm</p>	
15	<p>Confidentiality</p> <p>i. Of discussed agenda points</p> <p>Some discussions under agenda items 7, 12, and 13 were deemed to be confidential, and recorded as such. These Confidential Notes will be sent to the Chair only, to forward with discretion to Board Members.</p>	
16	<p>Close of meeting</p> <p>The meeting closed at 9.10pm</p>	

Action Points

MEDWAY ANGLICAN SCHOOLS TRUST (MAST)

DRAFT MINUTES OF A BOARD MEETING (STANDARDS FOCUS) HELD
ON 8 JANUARY 2019 AT 18:30
AT ALL SAINTS PRIMARY SCHOOL

Oliver Allen	4	Share KPI document with Board of Directors
Hilary Sanders	6	Cross Moderation with the Westbrook Trust arrangements for MAST – ensure all schools invited.
	6	Speak to HTs (St Johns, St Margs and St James) regarding the expectation to do a ppt on Standards for the Board when they are called for. Now completed
	12	Update Directors with any St James transfer or governance updates.
	12	Invite KM Newspaper out to St James'

DRAFT