

MEDWAY ANGLICAN SCHOOLS TRUST (MAST)

DRAFT MINUTES OF A BOARD MEETING (STANDARDS & FINANCE FOCUS) HELD  
ON 16 JULY 2019 AT 18:30  
AT ST MARGARET'S JUNIOR SCHOOL

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

**IN ATTENDANCE:** Natalie Hobbs (MAST Clerk), Kirstin Barker (MAST CFO), HT of St Margaret's Junior School, Co-Chair of Governors of St Margaret's Junior School (for item 6 only)

Item	Main discussions and agreed actions	Action by
1	<b>Opening Prayer</b> The Chair led with a prayer.	
2	<b>Welcome and Apologies for Absence</b> All Directors were present. <b>The meeting was quorate.</b> Quorum is 3 or 1/3 (one third) of the number of appointed directors, whichever is highest. The Chair welcomed the LGB Representative from All Saints (Richard Jones) to the Board and all Directors voted unanimously to electing him as a Director on the Board.	
3	<b>Declaration of Business Interests Pertinent to Items on the Agenda</b> There were no new business interests declared.	
4	<b>Notification of matters to be considered under AOB</b> <ul style="list-style-type: none"> <li>- Mini Bus Lease</li> <li>- SRMA Report</li> <li>- Crowdfunding</li> <li>- CEO PM</li> </ul>	
5	<b>Chair's Correspondence</b> <ul style="list-style-type: none"> <li>- Academies Financial Handbook – Key Changes. The Key changes document was shared with the Directors prior to the meeting. Key areas are: cash flow needs to be incorporated, financial KPIs to be produced, audit committees (however it was discussed that the Trust do not currently have the numbers)</li> <li>- KCSiE 2019 Updated – The KCSiE guidance has been updated and will be circulated by the Clerk before September. The Safeguarding Policy will be updated and sent for approval at the next board meeting.</li> </ul>	Action
6	<b>St Margaret's Junior School – Presentation on Standards</b> <b>Supporting Information: St Margaret's Junior School Presentation on Standards</b> The HT of St Margaret's Junior School and one of the Co-Chairs of the St Margaret's LGB were present and provided the Board with a presentation on Standards at St Margaret's. This alongside the Data Pack provided by the CEO in advance of the meeting was welcomed by the Board and the following questions asked. Q – How close did outcomes match the predictions from the start of the year? A – The HT confirmed they were fairly close. Q – What does the in depth gap analysis show? A – The HT responded it shows a gender divide (boy heavy year groups), areas of focus need to be reading (understanding the questions), ensuring the school has a language rich curriculum and test techniques. Q – With the PP trend, what would progress show? A – The HT confirmed it would show 100% 2c and above in Y2 Q – The PP Strategy worked well last year. What part had the most impact?	

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	<p>A – The HT responded that focus on the emotional wellbeing. Q – How sustainable is the change of curriculum? A – The HT confirmed it will have to be sustained in a creative way as possible. Q – Did St Margaret's have an Easter Holiday Club? A – The HT confirmed it did not happen as it was felt it did not work well last year with the cohort. Other strategies were used. Q – Would you say the progress is more evident from Jan – May? A – The HT confirmed it was. Q – Everyone is working hard, is teacher workload recognised? A – The HT responded that yes, data drops have now reduced to 3 times a year, Directed time planned, PPA has stayed the same, we also have a wellbeing person coming in to run sessions. Q – What can the Trust do to support the HT? A – The HT responded 'keep her sane'. Q – How have the LGB held the school to account? A – The Co-Chair responded that they have kept the aspirational targets in mind so the results have not been a surprise. Q – What School Development has taken place? A – The HT responded that SLE Days, Cross Trust Moderations, Middle Leaders will now take responsibility for the Subject Plans. The school is working on developing capacity in the middle. Q – What are the predictions for Y5? A – The HT confirmed that they are at least the national combined. Q – How has the staffing structure changed for the new year? A – The HT outlined the changes which will take place. Q – Is the Acting DHT doing other duties? A – The HT confirmed she was. Q – Are the new HoYs being mentored? A – The HT confirmed they are being mentored by another member of staff.</p> <p>The Board thanked the HT and Co-Chair for their time and an informative presentation.</p>	
7	<p><b>Academic Standards – Risk Assessment from Latest Data – for All Schools</b> The CEO provided a verbal update on the academic standards for all of the schools within the Trust.</p> <p><u>EYFS</u> Strong at St James Best Ever at All Saints since conversion – improved significantly due to AHT spending the last year at the nursery. Weak at St Johns – from Sept there will be a Teach First teacher and the HT working in EYFS. This replaces the part time teacher employed in September 2018 who has now resigned.</p> <p><u>Phonics</u> St Johns – good improvement compared to 2018 more still to do but up 20%</p>	

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	<p>All Saints – very good progress since year start; up 12- 15% St James – very good above national and sustaining previous strengths. One child arrived shortly before the check otherwise percentages would have been higher.</p> <p><u>KS1</u> All Saints – broadly national results but need to get GD results up. They hit their predictions. The Chair asked if there was some modelling that the other schools could use? The CEO responded that there were barriers in terms of unique leadership styles from one area but strategies are shared as part of CEO/HT discussions. St Johns – Good results for homegrown pupils. There are many challenges in Y2.</p> <p><u>Alternative Provision requirement due to changing demographic</u> There is a need for an Alternative Provision elsewhere to help the challenging group of pupils as this is having an impact on pupils and teachers. The Chair asked if there is Alternative Provision elsewhere for the interim. The CEO confirmed there was not. All Faiths only take Hoo and Strood pupils. It would potentially cost £50k ourselves to set it up ourselves. The CEO outlined her view on the need for an Alternative Provision. A Director asked if the Alternative Provision could cater other pupils from other schools? The CEO responded it could and be a revenue generation idea. A Director asked if other schools do this? The CEO confirmed that she has looked into this but they have been set up only for their own pupils. The Chair asked if the Directors would be willing to support the CEO exploring options into setting up Alternative Provision? All Directors voted in agreement. The CEO confirmed that the Homeschool Agreement and Behaviour Policy should include being sent to another school as an option, if all other strategies have been tried.</p> <p><u>KS2</u> All Saints – 22% rise, reading 3% above national, maths at national, PP 92% reading. Strategy shared across the Trust. St Margaret's – what impact of the squeeze on PP funding going to have on Standards? The CEO outlined she had met with the HT and outlined the structure of TA support. St James – not impressive in results for year 6. They have a very good Y6 teacher who couldn't have done any more. Pixel has now been stopped as it looks like there is no impact from the system. Also historically there has been weak teaching in lower KS2.</p>	CEO
8	<p><b>Approval of Minutes of a Board Meeting held on 14 May 2019 plus Confidential Notes</b> <b>Supporting information: Draft Minutes Board Meeting 14 May 2019 and Confidential Notes</b> The minutes and confidential minutes of the previous meetings held on <b>14 May 2019</b> were approved as an accurate records and signed as such by the Chair.</p>	

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9	<p><b>Matters arising from the Minutes of the Board Meeting on 14 May 2019</b> All action points had been actioned.</p>	
10	<p><b>Trust Recruitment and Membership Consideration of Director Appointments</b></p> <ul style="list-style-type: none"> <li>- Nicola Carey-Shine</li> <li>- Jon Carthy</li> <li>- Dean Marsh</li> <li>- Jo Marchant</li> </ul> <p>The Directors discussed the above potential director appointments. It was agreed that the following individuals would be invited to the September Board Meeting:</p> <ul style="list-style-type: none"> <li>- Jon Carthy</li> <li>- Jo Marchant</li> </ul> <p>After some discussion, it was decided not to proceed with appointments of Nicola Carey-Shine and Dean Marsh.</p>	Chair
11	<p><b>Finance Update</b></p> <p>In advance of the meeting the CFO had kindly provided the Management Reports (to end of May 2019), a summary for each school, balance sheets for each school, and the 3-year budget proposals. The CFO also gave an update on each school and the Centre at the meeting. The following questions were asked:</p> <p>Q – A Director noted the change in finances (money in/money out) for St John’s since the Finances were taken back into the Centre. The predicted deficit is a lot smaller than anticipated.</p> <p>Q – A Director asked if it would make sense to keep an eye on all schools to help with their deficit.</p> <p>A – The CEO confirmed they looking closely at all schools although other schools are managing their finances a lot better.</p> <p>The Directors discussed the SEN funding crisis and the impact on all school budgets. If the funding had been received the deficit would not have been as much or at all in some cases.</p> <p>Q – On the 3-year projection, are the reserves all in?</p> <p>A – The CFO confirmed the reserves have not all been calculated so not to panic. The Auditors have confirmed the Trust is in a healthy position.</p> <p>The CFO confirmed the assumptions for staffing costs are: 2% rise, no income increase and the incremental drift.</p> <p>The CEO outlined that pupil numbers have been left as they are at most of the schools, apart from St James. The Chair asked if the demographic of the Hoo Peninsula would support the local schools that are existing with the recent press regarding Stoke Primary. The CEO confirmed that numbers would support two schools as full but not three. The pupil numbers are realistic with all schools.</p> <p>A Director asked what the HR and Legal fees relate to on the MAST Management Accounts. The CFO confirmed it was to do with St James.</p> <p>A Director asked if we added a 5<sup>th</sup> school to the Trust, would the legal fees be roughly the same. The CEO confirmed they would be. The aim is to get a very large school in by September 2020.</p>	

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	<p>A Director asked if there was scope to use reserves from another school for school improvement? The CEO confirmed the schools would not be ready for that now but it has been considered for the future.</p> <p>The Directors agreed the central recharge at 5.75%. Is there potential to increase this? The CEO confirmed that in the future yes but not right now.</p> <p>The Directors approved the 3-year budget. The information for the BFR was approved. The CFO agreed to send round the completed BFR to the Board.</p> <p><u>Utilities Procurement</u></p> <p>The CFO outlined recent discussions with Energy suppliers and the Westbrook Trust regarding the Utility quotes. The current contracts end on the 30 September so the quotes, when received, will have to be emailed round to the Board Directors to approve as this will happen during the summer holidays. The SMRA recommended Zenergy as one provider but they are taking time to respond as there are two Trusts in one building (at St Margaret's). The Directors agreed to respond to the CFO on the Utilities quotes.</p>	
12	<p><b>Expenditure items for sign off</b></p> <p>The Chair confirmed that the Directors had approved the following items of expenditure by email.</p> <ul style="list-style-type: none"> <li>- St Johns Fire Doors</li> <li>- Roof Payment of £20k</li> <li>- Speech Therapy cost of £22k</li> </ul>	
13 & 14	<p><b>CEO Evaluation of Overall Effectiveness / CEO Verbal Update</b></p> <p>The CEO outlined that the HT at St James was now leading Health and Safety across the Trust as she was actually more qualified than the LA Health and Safety person. The Fire Doors at St Johns will be done during the summer. UPDATE – further to recent emails from the CEO the fire doors will not be completed during the summer at St Johns. They should hopefully be installed in the October break. The CEO is working extremely hard on this. The Board have expressed their disappointment in Ingleton Wood and Aran Services.</p> <p>In terms of the Risk Register, St Johns Finance has been reduced from high risk to medium. The CEO would like to add Capacity to the Risk register as the Trust Centre is extremely stretched currently.</p> <p>In terms of Safeguarding, this is compliant. There are a small number of children who are causing concern because of their behaviour which can be aggressive. This is being managed and risks are assessed.</p> <p>Action plans will be rewritten over the summer and can be brought to Board next year.</p> <p>The restructure at St Johns has been completed with the Office Assistant/Receptionist reducing hours to 25 hours a week and the SENCO reducing to 2 days at St Johns and 2 days at All Saints.</p> <p>The CEO confirmed there could be a potential appeal regarding the redundancy. The Board thanked the CEO for all of her hard work this year.</p>	
15	<p><b>Update on SIAMS Inspection at All Saints</b></p>	

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	<p>It was agreed that this inspection report had been discussed at the previous meeting. The Chair asked when the other schools were likely to have their SIAMS inspections. The CEO confirmed it would be before Christmas.</p> <p>A Director asked if the good practice was being shared across the Trust. The CEO confirmed it was.</p> <p>The Chair confirmed that further to her attendance at the RDBE conference it was made clear that very few schools will achieve Excellent in their SIAMS inspection.</p>	
16	<p><b>Policies</b></p> <p>There were no policies to approve at this meeting.</p>	
17	<p><b>Governance</b></p> <p>Prior to the meeting the minutes of the LGBs had been circulated to all Board Directors. All Directors agreed that there lacked challenge in the St Johns minutes and at times in the All Saints minutes. All Directors could see the challenge in the St Margaret's minutes. As St James is currently clerked by another individual it was not possible to share these minutes. The CEO did confirm that the new Chair of Governors at St James is very good so they are developing nicely. They need to separate the operational from strategic. The Chair asked if the clerking would come to the centre? The CEO confirmed it would however it may take a little time.</p> <p>A Director asked if the St Johns Governing Body had supported the restructure? The CEO confirmed they had.</p> <p>The Chair confirmed that there will be a Governor Induction planned for the next Academic Year.</p>	
18	<p><b>AOB</b></p> <p><u>Mini Bus Lease</u> – The CEO had been receiving quotes for mini bus leases. They have also had a demonstration (with the HTs). Operating lease for 5 years and insurance will be £800-£1000 per year. The leasing company also provides training for the drivers. The mini bus would be parked overnight at St James. The Chair asked how it would be shared between the schools. The Directors discussed using a calendar booking system, first come first served etc. Risk Assessments as usual will be put in place. The Directors agreed the quote.</p>	
19	<p><b>Date and time next meeting</b></p> <p>The next Board meeting on the <b>12 September 2019 at 6.30pm at St Margaret's.</b></p>	
20	<p><b>Confidentiality</b></p> <p>i. Of discussed agenda points</p> <p>Some discussions under agenda items 7,13, 14 and 18 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>	
21	<p><b>Close of meeting</b></p> <p><b>The meeting closed at 9.30pm</b></p>	

**Action Points**

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Chair	10	Chair to email Jon Carthy and Jo Marchant to invite them to September Board Meeting
CFO	11	CFO to share final information input into BFO with Directors
CEO	7	Explore Alternative Provision options
CEO	5	Safeguarding Policy to be brought to September board meeting

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