

THE MAST ACADEMY TRUST



| Meeting | Venue | Time | Date |
|-------------|-------------------|--------|--|
| Trust board | Virtual via Teams | 6.30pm | Wednesday 8 th December 2021 |

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| DFE | 10357163 |
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| Start of meeting | 18:31 |
| Close of meeting | 20:37 |

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| Attendance | 75% |
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| Present | | In attendance | |
|-----------------|-------------------|-------------------------------|------------------|
| Name | Role | Name | Role |
| Philip Marshall | Chair of Trustees | Melanie Humphreys | Clerk |
| Andy Williams | Trustee | Sorrel Hellewell | Clerk apprentice |
| David Webster | Trustee | Natasha Greenough | CEO |
| Liz Godman | Trustee | Jason Field | CFO |
| Gail Howe | Trustee | | |
| Martyn Jones | Trustee | Absent with Consent | |
| Richard Sowerby | Trustee | Name | Role |
| Dorcas Atkinson | Trustee | Tim Wade | Trustee |
| Nichola Thorpe | Trustee | Anthony Wilkinson | Trustee |
| | | Absent without Consent | |
| | | Name | Role |
| | | Philip Oldfield | Trustee |

| Item | Minutes | | | | | | |
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| 19 Apologies for absent and consent | <p>RESOLVED: Apologies had been received from:</p> <ul style="list-style-type: none"> • Tim Wade – Trustee • Anthony Wilkinson – Trustee <p>RESOLVED: Apologies had not been received from:</p> <ul style="list-style-type: none"> • Philip Oldfield – Trustee | | | | | | |
| 20 Declarations of interest | <p>RESOLVED: There was a declaration of interest from Mrs Howe regarding working for West Yorkshire Teaching Alliance (WYTA). This was likely to have no material impact and Mrs Howe remained in the meeting.</p> | | | | | | |
| 21 Confidentiality reminder | <p>Trustees were reminded by the Chair that a Trustee role is confidential and all information and documentation shared should be treated as such.</p> | | | | | | |
| 22 Notifications of items to be brought up under any other business | <p>RESOLVED: There were no items to be brought up under any other business.</p> | | | | | | |
| 23 Minutes for the meetings on 29 th September 2021 | <p>RESOLVED: All agreed the Minutes of the meeting held on 29th September 2021 be approved as a true record of the meetings.</p> | | | | | | |
| 24 Matters arising | <p>The following items were discussed under matters arising.</p> <table border="1" data-bbox="544 1240 1385 1659"> <thead> <tr> <th data-bbox="544 1240 794 1319">Minute Reference</th> <th data-bbox="794 1240 1385 1319">Action</th> </tr> </thead> <tbody> <tr> <td data-bbox="544 1319 794 1525">29092021_M6</td> <td data-bbox="794 1319 1385 1525">Carry forward 'Clerk to create an addendum to the schools visit policy on the role of a link Trustee' to the next meeting, which is being held on Wednesday 8th December 2021. RESOLVED: Complete: ratification required - refer to item 33.</td> </tr> <tr> <td data-bbox="544 1525 794 1659">29092021_M14</td> <td data-bbox="794 1525 1385 1659">All Trustees required to have all statutory requirement forms to be completed by Friday 22nd October 2021. RESOLVED: Complete</td> </tr> </tbody> </table> | Minute Reference | Action | 29092021_M6 | Carry forward 'Clerk to create an addendum to the schools visit policy on the role of a link Trustee' to the next meeting, which is being held on Wednesday 8 th December 2021. RESOLVED: Complete: ratification required - refer to item 33. | 29092021_M14 | All Trustees required to have all statutory requirement forms to be completed by Friday 22 nd October 2021. RESOLVED: Complete |
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| 29092021_M6 | Carry forward 'Clerk to create an addendum to the schools visit policy on the role of a link Trustee' to the next meeting, which is being held on Wednesday 8 th December 2021. RESOLVED: Complete: ratification required - refer to item 33. | | | | | | |
| 29092021_M14 | All Trustees required to have all statutory requirement forms to be completed by Friday 22 nd October 2021. RESOLVED: Complete | | | | | | |
| 25 Standards, staffing and organisation | <p>The following document was provided prior to the meeting for Trustee consideration:</p> <ul style="list-style-type: none"> • CEO update <p>The CEO report covered:</p> <ul style="list-style-type: none"> • Ofsted update • Peer reviews • Headteacher recruitment • Covid 19 update | | | | | | |

Ofsted inspection outcome for Kirkburton Middle School:

On behalf of the board of Trustees, it was noted their recognition and thanks to the Trust and to everyone who was involved in the outcome of the Ofsted inspection at Kirkburton Middle School. Trustees were reminded that the outcome is provisional and confidential and the final report will be shared when it is published.

It was noted there is a RSC (Regional School Commissioners) meeting due to take place on Friday 10th December. The Trust will request the note of termination to be lifted, to discuss the Trust sponsorship status and the options of the Trust growth.

Mrs Greenough noted the Trust have prepared a press statement once the report has been released.

Trustees noted they would like to know the outcome of the RSC meeting.

ACTION: Mrs Greenough / Mr Marshall to let Trustees know the outcome from the RSC meeting which is being held on Friday 10th December 2021.

Proposed pay scale:

Q: Regarding new Headteacher at SFS (Shelley First School), is this proposed pay scale in line with existing? Given the Assistant Headteacher is shortly going on maternity leave as well as the school having an impending Ofsted inspection, has the pay scale been put in place to ensure that it is someone that can 'hit the ground running'?

A: The current Headteacher is on L21, but this is in recognition of the fact that she is a National Leader of Education.

Q: How common is our 3 school pyramid system of education in the country and does this affect salary benchmarking generally if there is a small population to truly compare like with like on salaries and skills? Is pupil roll a more common benchmark?

A: Pupil roll is the most common benchmark. There is a benchmarking tool whereby you add in the number of pupils within each key stage; the number of pupils with Special Needs and it pulls out a range. The range for this role is L10 to L21 so schools of the same size would offer a salary in this range. I have lowered it from L21 to L18 to recognise that there is no Year 6 and therefore SATs accountability, but have lifted it from the bottom of the range to try and attract the right calibre of candidate. Most leadership roles in teaching have a 5 point range.

RESOLVED: All Trustees approve the pay scale as outlined in the CEO report for the new Headteacher at Shelley First School.

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| | <p>Update from Mrs Godman chair of Standards and Effectiveness Committee:</p> <ul style="list-style-type: none"> • Main focus was on Special Educational Needs and Disability (SEND), the full attainment and progress data. • Discussed ways on how to record sexualised behaviour and harmful behaviours which is the Pastoral and Wellbeing group focus. • Discussed not pressuring the schools with a lot of visits. • Mrs Godman will be attending Birdsedge First School and Scissett Middle School with the lead of safeguarding to look at SEND and safeguarding. In addition and SEND visit is planned at Kirkburton Middle School (KMS). • Looking at collaborating with link Governors and the link Trustees. <p>Update from Mrs Atkinson chair of Staffing Committee:</p> <ul style="list-style-type: none"> • Discussion on the engagement survey, which was positive and had some constructive suggestions. • Recognition that the staffing structure is working and is having positive impact. • Discussed annual performance management and approval of appraisals. • Discussion the teacher pay award. <p>RESOLVED: Trustees ratify the national pay award for teaching staff.</p> <p>RESOLVED: Trustee ratify pay scale progression as recommended by Headteachers.</p> <p><u>CEO appraisal</u></p> <p><u>Mrs Greenough and Mrs Field left the meeting temporarily for this item.</u></p> <p>Mr Marshall noted that he and two other Trustees carried out the CEO appraisal and considered the objectives that were set for the CEO. They all agreed these objectives were fully met. Mr Marshall subsequently met with another Trustee to carry out a pay review and presented the proposed outcome to the Board.</p> <p>RESOLVED: All Trustees approve the proposal of the CEO moving to the next grade in the scale.</p> |
| 26 Audit, Finance and Operations | <p>The following documents were provided prior to the meeting for Trustee consideration:</p> <ul style="list-style-type: none"> • Mast – CFO update final 211208 • Cashflow report period 2 • Management report period 2 • Procurement Strategy 2021 – 2022 (November) v2 |

- Internal scrutiny Autumn 1
- KPI Template 21 – 22 Autumn 1

The CFO report covered and Mr Field summarised the key points of:

- Purpose
- KPI scorecard for operation and service level visits
- Financial update
- Operational update
- Approval of the report and accounts

Mr Field summarised the CFO report, including the following:

KPI scorecard:

- The scorecard covers GDPR (General Data Protection Regulation), accidents and training and internal service level with site management and IT service.
- The Trust has implemented help desks in site management and IT.
- There have been a few issues around IT support, and since this has been known, there has been training given on customer service.

Q: When is the outcome of the CIF (Condition Improved Funding) bids known?

A: This is normally in April / May time but it has been end of June the last two years.

RESOLVED: Trustees noted updates on:

- The KPI assurance process.
- The financial position at the year end
- The progress of the internal scrutiny programme.
- The progress of CIF bids
- The progress against the procurement programme.
- The provision of laptops to schools and proposals for distribution.
- The submission of the Land and building collection tool (LBCT) and the School Workforce Census (SWFC) in line with DfE deadlines.

RESOLVED: Trustees approve the condition improvement funding (CIF) contributions as outlines in the CFO report.

RESOLVED: Trustees approve the proposed process for the approval of the accounts and confirm that the Chair of the Board of Trustees and the Accounting Officer (CEO) will sign off the accounts after final amendments are agreed with the auditors as

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| | <p>presented at the Members meeting on Wednesday 15th November 2021. RESOLVED: Trustees approve the submission of the Academy Accounts Return by the Accounting Officer following the review and audit by BHP (external auditors).</p> <p>Update from Mr Webster chair of Finance Committee:</p> <ul style="list-style-type: none"> • Auditors are on track and Finance Committee are happy. <p>Update from Mr Marshall on the Audit Committee:</p> <ul style="list-style-type: none"> • Mr Philip Oldfield has stepped down as chair and Mr Wade has stepped in as Chair of Audit Committee. • Discussion around IT security and potential security issues and being mindful of this. |
| <p>27 Trust Board Focus and discussion</p> | <p>Mrs Greenough noted the following around Consent and Healthy Relationships:</p> <ul style="list-style-type: none"> • Ofsted created a report around sexual abuse within schools. The finding of the report that young people are growing up in the world where peer on peer pressure is high and there are risks of sexual exploitation and abuse. • Schools need to tackle Consent and Healthy relationships and assume these things are happening even if there is no evidence that they are. <p>The Trust has:</p> <ul style="list-style-type: none"> • Run training for all staff (including lunchtime supervisors in some schools) • Integrated sexism and sexual abuse and online abuse into the pastoral data report • Conducted a review with the children in different gender groups. • Created plans and woven into the personal development curriculum. <p>In the upcoming year the Trust are looking at holding an information evening / having a fair with stalls.</p> <p>Q: Is there a role for the pyramid by broadening the reach? A: Yes there is. If the Trust holds a community event this would be offered out to the wider community.</p> <p>It was noted by Trustees that this could be aimed towards social clubs like Brownies, Cubs etc. and sports clubs.</p> <p>RESOLVED: Trustees support the concept of an information evening to progress forward.</p> |
| <p>28 Trust Strategic development</p> | <p>Mrs Greenough noted the following;</p> <ul style="list-style-type: none"> • There has been a number of meetings that have taken place by the Trust discussing how to move the school improvement arm forward financially. In relation to WYTA |

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| | <p>(West Yorkshire Teaching Alliance) there is further meeting being held in January. There were discussions around the financial and legal implications of the dissolution of WTYA.</p> <ul style="list-style-type: none"> • Within the School improvement Business model, there has been some subject hubs set up and a Governance support arm which is a model of best practice. <p>Trustees note in general terms there is always going to be a need for training (staff and governor) model set up that was of benefit to the Trust. Before anything is closed careful consideration must be given to the risks with WTYA.</p> <p>RESOLVED: A separate committee to be established to analyse the proposed business model for the school improvement arm.</p> <p>ACTION: Executive Administrator to email Trustees to see if they would be interested in joining the volunteer group to look at the school improvement arm Business model.</p> <p>Mrs Greenough noted the following around the Trust’s growth strategy:</p> <ul style="list-style-type: none"> • The Trust would consider growth once 75% or more of the schools within the Trust were good or better. • The Trust will speak to the RSC about sponsorship. <p>A discussion was held on future growth of the Trust and delegation of responsibility relating to this.</p> <p>Q: Would sponsorship be viable and beneficial for the Trust? A: Aspects of sponsorship would protect the Trust. In the meeting on Friday with the RSC the Trust will raise questions about sponsorship status.</p> <p>RESOLVED: Trustees approve the Executive team taking a ‘light touch’ due diligence with school(s) identified as potential converters, plus taking steps to apply for sponsorship.</p> |
| 29 Risk Register | <p>The ‘Mast_RiskRegister_AutumnT1_academic year 21_22’ was shared with Trustees prior to the meeting for review and discussion.</p> <ul style="list-style-type: none"> • Risk ID 46 has been reduced to low. This risk will be archived going forward. • Risk ID 50 has been kept at medium risk. • Risk ID 51 has been reduced to low. • All other risks are maintained. <p>ACTION: Trust board membership to be added to the risk register in the Spring term.</p> <p>Trustees had a discussion around Growth of the Trust and</p> |

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| | <p>whether this is a risk that needs to be on the risk register.</p> <p>ACTION: Growth risks to be added to the risk register in the Spring term.</p> <p>RESOLVED: The risks at board level were reviewed, discussed and approved.</p> <p>RESOLVED: The risk register approvals were noted from the committees.</p> <p>RESOLVED: Trustees approve the risk register for term 1 of the academic year.</p> |
| 30 Scheme of delegation | <p>The 'The Mast Academy Trust SoD Oct 2021' was shared prior to the meeting.</p> <p>Mrs Humphreys noted the following;</p> <p>The Scheme of delegation has gone through all of the committees and there was three areas that have proposed change. These were below</p> <ul style="list-style-type: none"> • SEND (Special Educational Needs and Disabilities) • Staffing charter • Cyber security <p>RESOLVED: Trustees approved the Scheme of delegation adjustments.</p> |
| 31 Emergency decision making protocol | <p>The 'Emergency Decision Making Protocol 21_22' document was shared prior to the meeting.</p> <p>Mrs Humphreys noted the Trust are proposing to have the Emergency decision making protocol policy in place permanently within the Trust and asked Trustees for their opinion on the proposed changes and the review cycle.</p> <p>There was a discussion between Trustees around the Emergency decision making protocol and the proposal the Trust has made.</p> <p>RESOLVED: Trustees ratify the Emergency Decision making protocol 21_22 policy and agreed this should be reviewed annually.</p> |
| 32 Trustee activity | <p>There was no activity noted by Trustees.</p> |
| 33 Policies | <p>The following policies are requested for ratification:</p> <ul style="list-style-type: none"> • The Mast Academy Trust Managing Aggressive Behaviour From Parents Careers Visitors |

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| | <ul style="list-style-type: none"> • Trustee_school_visits_addendum <p>Q: On the 'The Mast Academy Trust Managing Aggressive Behaviour From Parents Careers Visitors' it doesn't say how an incident is managed at that currently moment, could we add a paragraph in the policy stating what is expected of staff when in that situation?</p> <p>A: Yes this is a good idea and will be added.</p> <p>RESOVLED: All Trustees approve delegation of ratification to Mrs Atkinson 'The Mast Academy Trust Managing-Aggressive-Behaviour-From-Parents-Careers-Visitors' policy once the recommended amendments have been made.</p> <p>RESOLVED: All Trustees approve and ratify the school visit policy.</p> <p>The following policies were noted as approved and ratified at the Board Committees:</p> <ul style="list-style-type: none"> • The Mast Academy Trust Admission Policy 2021_23_Oct 2021 final • The Mast Academy Trust Code of Conduct Nov 2021 v4.0 Final • The Mast Academy Trust Complaints Policy and Procedure Oct 2021 v4.0 Final • The Mast Academy Trust ECT Induction Policy v3.0 Oct 2021 final • The Mast Academy Trust Grievance Policy Nov21 v.40 final • The Mast Academy Trust Leave of Absence policy Nov21 v4.0 final • The Mast Academy Trust Whistleblowing Policy v4.0 Nov21 final • The Mast Equalities Statement Sept21 v4.0 final • The Mast Academy Trust Disciplinary Policy Nov21 v4.0 Final <p>RESOLVED: The policies listed above were noted by the Trust Board.</p> <p>Mrs Humphreys noted the Admission policy for academic year 2023_24 is in consultation for an increase in pupil admissions number at one school.</p> |
| 34 Important documents to note | <p>The following documents had been provided to Trustees prior to the meeting for information:</p> <ul style="list-style-type: none"> • School uniform statutory guidance • School_resource_management_self_assessment_checklist_notes_for_2021-22 <p>RESOLVED: Trust Board noted receipt of these documents.</p> |

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| 35 Any other business | <p>Mrs Greenough noted there has been a slight outbreak of Covid in one of the schools and this is being dealt with effectively.</p> <p>RESOLVED: There were no 'any other business' items.</p> |
| 36 Future dates for meetings of the Trust Board | <p>RESOLVED: That future meetings of the Trust Board would take place on:</p> <ul style="list-style-type: none"> • Wednesday 30th March 2022 at 6.30pm • Wednesday 11th May 2022 at 6.30pm • Wednesday 13th July 2022 at 6.30pm <p>It is hoped that the meetings can be held in the school. This will be determined nearer the time based on the current guidance for COVID-19.</p> |
| 37 Agenda, minutes and related papers to be excluded from published version | <p>RESOLVED: A matter discussed in item 25 has been excluded from the minutes for confidential reasons.</p> |

Summary of Actions

| Minute Reference | Action |
|------------------|---|
| 08122021_M25 | Mrs Greenough / Mr Marshall to let Trustees know the outcome form the RSC meeting, which is being held on Friday 10 th December 2021. |
| 08122021_M28 | Executive Administrator to email Trustees to see if they would be interested in joining the volunteer group to look at the school improvement arm Business model. |
| 08122021_M29 | Trust board membership to be added to the risk register in the Spring term. |
| | Growth risks to be added to the risk register in the Spring term. |

