

THE MAST ACADEMY TRUST



Meeting	Venue	Time	Date
Trust board	Scissett Middle School	6.30pm	Wednesday 13 th July 2022

DFE	10357163
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Start of meeting	18:33
Close of meeting	20:47

Attendance	77%
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Present		In attendance	
Name	Role	Name	Role
Philip Marshall	Chair of Trustees	Melanie Humphreys	Executive Administrator
Philip Oldfield	Trustee	Sorrel Hellewell	Clerk
Dorcas Atkinson	Trustee	Natasha Greenough	CEO
Liz Godman	Trustee	Jason Field	CFO
David Webster	Trustee	Absent with Consent	
Gail Howe	Trustee	Name	Role
Tim Wade	Trustee	Anthony Wilkinson	Trustee
		Absent without Consent	
		Name	Role
		Richard Sowerby	Trustee

Item	Minutes
69 Apologies for absent and consent	<p>Due to chair election, the Executive Administrator chaired until the chair was elected (Refer to item 72).</p> <p>RESOLVED: Apologies had been received from:</p> <ul style="list-style-type: none"> • Anthony Wilkinson – Trustee <p>RESOLVED: Absent without consent were from:</p> <ul style="list-style-type: none"> • Richard Sowerby – Trustee <p>It was noted that Mr Wade will be joining slightly late.</p>
70 Declarations of interest	<p>RESOLVED: There was one declaration of interest from Mrs Howe regarding working for WYTA and sharepoint.</p>
71 Confidentiality reminder	<p>Trustees were reminded by the Executive Administrator that a Trustee role is confidential and all information and documentation shared should be treated as such.</p>
72 Representation	<p>The Executive Administrator noted there are two vacancies currently available on the Trust board. There is a live advertisement to fill these vacancies.</p> <p>The Executive Administrator noted Mr Jones who was a previous Trustee has now become appointed as a member for the Trust and is still retaining contact with the Trust.</p> <p>The Executive Administrator reported that a letter had been sent out on the 13th June 2022 to all Trustees requesting nominations for the Chair and Vice chair. Articles 82 states that Trustees will elect a Chair and Vice chair each school year from its number.</p> <p>Nominations on the day will only be accepted where no written nominations have been received prior to the meeting.</p> <p>The term period for the Chair and Vice chair elected this school year will be in place until the Trust Board meeting in July 2023.</p> <p>A nomination had been received by Mr Marshall to be Chair of Trustees.</p> <p>RESOLVED: Mr Marshall is elected as Chair of Trustees for the Mast Academy Trust from 13th July 2022 until the end of the academic year 2023.</p> <p>Mr Marshall took the chair for the remainder of the meeting and the election of the vice-chair process.</p> <p>A nomination had been received by Mrs Atkinson to be Vice-Chair of Trustees.</p>

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	<p>RESOLVED: Mrs Atkinson is elected as Vice-Chair of Trustees for the Mast Academy Trust from 13th July 2022 until the end of the academic year 2023.</p> <p>Mr Wade joined the meeting at 18.41pm.</p>								
73	<p>Notifications of items to be brought up under any other business</p> <p>RESOLVED: There were no items brought up under any other business.</p>								
74	<p>Minutes for the meetings on 11th May 2022</p> <p>RESOLVED: All agreed the minutes of the meeting held on 11th May 2022 be approved as a true record of the meetings.</p>								
75	<p>Matters arising</p> <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="width: 20%;">Minute Reference</th> <th>Action</th> </tr> </thead> <tbody> <tr> <td>M61_11052022</td> <td> <p>Mrs Greenough to look at possible cost of living supplement options for staff within the Trust and also to look to see if any other Trusts are doing anything similar and to bring her findings to the staffing committee meeting in June.</p> <p>RESOLVED: This has been discussed and the Trust are looking further into this. Unions agreed a 2% uplift for support staff for 2021 which has been backdated to staff and unions are back in negotiations for 2022 uplift, this could be around 3%.</p> </td> </tr> <tr> <td>M62_11052022</td> <td> <p>Mrs Greenough to ask Headteachers to provide an overview of what actions will be taken following the results from the staff and pupil survey, so these can be discussed at the next Trust Board meeting which is taking place on Wednesday 13th July 2022.</p> <p>ACTION: Carry forward 'Mrs Greenough to ask Headteachers to provide an overview of what actions will be taken following the results from the staff and pupil survey' to the next Trust Board meeting, which is being held on Wednesday 5th October 2022.</p> </td> </tr> <tr> <td>M63_11052022</td> <td> <p>Mr Marshall to consider a 360 chair evaluation approach and action appropriately.</p> <p>RESOLVED: Complete refer to item 11</p> <p>Mr Marshall, Mrs Humphreys and Mrs Atkinson to consider the ratings of the self-evaluation and propose a development plan for the next Trust Board meeting which is being held on Wednesday 13th July 2022.</p> <p>RESOLVED: Complete refer to item 11</p> </td> </tr> </tbody> </table>	Minute Reference	Action	M61_11052022	<p>Mrs Greenough to look at possible cost of living supplement options for staff within the Trust and also to look to see if any other Trusts are doing anything similar and to bring her findings to the staffing committee meeting in June.</p> <p>RESOLVED: This has been discussed and the Trust are looking further into this. Unions agreed a 2% uplift for support staff for 2021 which has been backdated to staff and unions are back in negotiations for 2022 uplift, this could be around 3%.</p>	M62_11052022	<p>Mrs Greenough to ask Headteachers to provide an overview of what actions will be taken following the results from the staff and pupil survey, so these can be discussed at the next Trust Board meeting which is taking place on Wednesday 13th July 2022.</p> <p>ACTION: Carry forward 'Mrs Greenough to ask Headteachers to provide an overview of what actions will be taken following the results from the staff and pupil survey' to the next Trust Board meeting, which is being held on Wednesday 5th October 2022.</p>	M63_11052022	<p>Mr Marshall to consider a 360 chair evaluation approach and action appropriately.</p> <p>RESOLVED: Complete refer to item 11</p> <p>Mr Marshall, Mrs Humphreys and Mrs Atkinson to consider the ratings of the self-evaluation and propose a development plan for the next Trust Board meeting which is being held on Wednesday 13th July 2022.</p> <p>RESOLVED: Complete refer to item 11</p>
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Item	Minutes	
	M64_11052022	Have a single area focus on growth at the next Trust Board meeting, which is being held on Wednesday 13 th July 2022. RESOLVED: Complete refer to item 10
	M65_11052022	Sustainability and climate change to be added to all four committee agendas as an item for their meeting which are being held in June 2022 and for their finding to be discussed at the next Trust Board meeting which is being held on Wednesday 13 th July 2022. RESOLVED: Complete
	M67_11052022	Mrs Hellewell to add proposed dates 22/23 to each committee's agenda for their next committee meeting that are being held in June 2022. RESOLVED: Complete
76 Organisation update from collaborative team	<p>The following documents were provided prior to the meeting for Trustee consideration:</p> <ul style="list-style-type: none"> • July 2022 CEO report • Consolidated Budget Report Mast Academy Trust • Cashflow report period 9 • Consolidation Balance sheet report period 9 • Management Report Period 9 exc WYTA • Management Report Period 9 inc WYTA <p>July 2022 CEO report covered:</p> <ul style="list-style-type: none"> • Executive summary • Current challenges for the Trust • School level internal assessment information • Staffing update • Finance update (CFO) • Operations update (TOO) • Reporting • Summary of CEO activity <p>Mrs Greenough noted the following points from her CEO update;</p> <p><u>Executive summary</u></p> <ul style="list-style-type: none"> • Early years outcomes have been confirmed and key stage two outcome results won't be known until autumn term. • There are issues with key stage two assessment results nationally as some assessment papers have gone missing. This has affected a handful of children in one of the Trust's middle schools. • Reading and writing results have come out around national average and maths results were lower. • There was 100% in the phonics test in the autumn term and 86% for the phonics test in June. 	

- Shelley First School are above national average in their key stage one outcomes and they were also moderated this year.
- Birdsedge First School were below national average but this is due to one child and there are action plans in place to help the child catch up.
- Scissett Middle School were moderated this year.
- The Trust improvement plan has been updated with outcomes and outlined challenges
- Discussion will be held with the pyramid schools and plans are in place to which all schools are on board to all try and improve key stage two outcomes.
- The first maths network took place today for the first schools.
- The target for the key stage two outcomes for the middle schools are 75% this year, 82.5% next year and 90% the year after.
- Both of our first schools have a target of 90% for key stage one outcomes for next year.

Q: The children who have missing papers, how does this overall effect the data?

A: There hasn't been much clarity given yet but the school has been told the children's results will be based on the score they were predicted.

Q: If the children whose papers are missing are high performers, would this have a huge impact on the schools overall results?

A: It wouldn't have a huge effect on the percentage, it's more upsetting for the children and parents affected.

Current challenges for the Trust

- Birdsedge First School have four children starting in reception in September and eight children leaving in year 5.
- Neither first school have received their Ofsted inspection call.
- The Trust is hoping for both of our first schools to receive good ratings.

Q: Does the Trust believe the Ofsted outcome for Birdsedge First School will determine whether parents pick that school for their child?

A: Yes the Trust does believe this, especially in the area the school is.

Q: What is the trend with Ofsted inspections currently?

A: Prior to Covid there were 20% of schools nationally who were outstanding and now it has been said to be no more than 10%.

School improvement arm

There has been some delays regarding the school improvement arm and the Trust is going to re-visit this in the autumn term.

The Local Authority will help to promote network events as they are only able to provide maths and English. The Trust will be working collaboratively with the local authority moving forward.

Q: With the RSC re-structuring, does the Trust need to look at building new relationships?

A: Yes it does, the Trust has emailed their new link person around two weeks and are still waiting for a response. There will be two co-leaders in the Trust's region.

Mrs Greenough noted the Trust received a welcome letter from the new Regions Group.

ACTION: Mrs Greenough to respond to the welcome letter from the Regions Group to try and engage a conversation.

Staffing update

- There are no open grievances
- There is one disciplinary
- There are three open complaints, two are being dealt with at an informal stage and one has been escalated.
- There are no open capabilities.

Finance update (CFO)

Mr Field noted the following points on management accounts;

- Up to period 9 the Trust is in a strong financial year to date.
- The Trust has a surplus excluding WYTA and capital expenditure.
- All CIF (Condition Improvement Funding) bids were unsuccessful.
- There has been good progress made in each school regarding capital plans for summer.
- The Trust has reserves of £1,000,000 and an income of £8,000,000.
- Cashflow has declined over the period and this was expected.

Budget 2022-25

The Trust consolidated budget 2022 – 2025 had been provided for Trustees, the following points were noted;

- Birdside First School has a deficit budget and a plan for the next coming few years. The school has a reserve of around £200,000, which is large for a school of their size. The school is focusing on providing a SEND (Special Educational Needs and Disabilities) provision and are hoping for a good Ofsted rating. There is a large housing development being built not far from the school, which could see some children wanting to join the school.
- The Trust has a large pot of reserves, this isn't what the Trust wants and is being looked at to how this can be spent within the schools. Some of the money will be spent on investing in capital plans.

- The School Improvement Officer is leaving the Trust in December, this position will be considered for the future and if any saving can be made
- The Trust is in a strong financial position.
- Kirkburton Middle School have lost a big year group but are due to expect a good size year group next year and are looking at a break even budget for this year.
- Scissett Middle School lagged funding will be pushed through in the budget, they will have a large surplus next year which will even off to a balanced budget for the year after.
- Shelley First School has a large surplus, management is being streamlined, there is 27 pupils coming up in reception and there are long term plans for their classing structure to move to 30 pupils per year group.

Q: What is the ideal level of reserves for the Trust?

A: For the Trust 10% is a reasonable figure.

Q: Are other first schools in the area low on pupil numbers in reception too?

A: Yes this is nationwide.

- Both middle schools had 12-14 appeals each and only one appeal was approved for each school.
- Kirkburton Middle School will be taking on five extra pupils this academic year and are going to consultation next year to increase their pan.
- Due to the current inflation with pay rises, gas and electric costs, these could have an impact of the budgets but the Trust are still happy with the budgets that are being proposed.
- The budgets will be submitted by 26th July 2022.

RESOLVED: All Trustees approve the budget of 2022_25 for submission.

Operations update (TOO)

Reporting

- There has been significant procurement activity taking place throughout the year.
- MIS (Management Information Systems) are being looked at across all schools as the Trust would like all schools to be on the same system. All contracts will carry on until there end date and then this will be revisited.
- There has been a new IT manager brought in and a new contract with IT system.
- A HR partner has been appointed and will be working for the Trust three days a week, term time only. There will be a handover period for support and the Trust will still receive legal support.
- Some CIF bids projects are being appealed. These will be unlikely successful as only 20% were won last year nationally.

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	<ul style="list-style-type: none"> • An inspection is taking place regarding the MUGA and additional there are potential funding opportunities elsewhere for the MUGA. • Asset management plans will be continued to be used next academic year. • Scaffold has been brought and this is already showing savings. • Catering continues to be successful. The kitchen at Birdsedge First School is going to be re-installed and Kirkburton Middle School are looking at purchasing a minivan to serve food outside. • Meal prices are going to rise along line with Kirklees. • Business service and operational service levels are now agreed and will come in to place in September. • Grounds maintenance is working well. • There is a new help desk being implemented for the site team. <p><u>Sustainability and climate change</u></p> <ul style="list-style-type: none"> • There will be a presentation around this at the annual governors' conference. • The Trust Operations Officer has been working on gathering a group of school representatives and identifying what actions need to take place with each committee. • There will be KPI's being implemented. • Next year more awareness will be raised around sustainability and climate change. <p>Q: How many children have free school meals? A: There are quite a few children who have free school meals within the Trust, actual numbers are now reported by individual schools</p> <p>Q: Was the security breach physical? A: No it was a data breach.</p> <p>Q: Are there any trends or areas of concern in two complaints referenced? A: Yes they are, both concerns relate to how staff have managed female pupils and matters of dress.</p>
<p>77 Updates from committees</p>	<p><u>Update from Mrs Godman, Chair of the Standards and Effectiveness Committee.</u></p> <p>Mrs Godman noted there was a discussion in the standards and effectiveness committee meeting around staffing and standards and effectiveness committee joining together. The standard and effectiveness committee feel this would be a good opportunity moving forward.</p>

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	<p><u>Update from Mrs Atkinson, Chair of the Staffing Committee.</u></p> <p>Mrs Atkinson noted there was a discussion in the staffing committee around staffing and standards and effectiveness committee joining together. The staffing committee are very supportive of this opportunity.</p> <p><u>Update from Mr Webster, Chair of the Finance Committee.</u></p> <p>Mr Webster noted there has been some delays in funding for the schools and some schools have used some of their reserve money until the funding is received.</p> <p><u>Update from Mr Wade, Chair of the Audit Committee.</u></p> <p>Mr Wade noted the following points;</p> <ul style="list-style-type: none"> • The Trust have a new IT provider and this is going well. • Discussions were held around sustainability and climate change and for the audit committee they have an understanding on where the Trust currently is. • Internal scrutiny has taken place and safeguarding audits are complete.
78 Focus on Growth	<p>The 'Mast Academy Trust Strategic Plan 21-25' document was shared on screen in the meeting;</p> <p>Mrs Greenough noted the following points;</p> <ul style="list-style-type: none"> • The principles of growth have been agreed • The Trust is planning sponsorship application submission but needs to understand to proceed following the change from RSC to Regions Group. • The timeline in this document is going to be changed in line with the white paper, as it is now suggested all schools to be academies by 2030. • The challenges are most schools who wanted to convert to an academy have already done so. • The government noted that where there are no strong Trusts, the local authority will have to have their own Trusts • The Trust is pulling together a marketing pack and are looking at networking with other schools to build Trust. <p>Q: Do you know why some governors may not want to join a trust? A: There are various reasons which will be unique to each school and governing board.</p> <p>It was noted that the governors in our Trust would be great advocates of the MAT system and could meet with other school governors</p>

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	<p>Q: Is the Trust looking at single schools or other Trusts to join? A: The Trust are looking for individual schools to join or standalone academies.</p> <p>The Trust's next steps are;</p> <ul style="list-style-type: none"> • To have 15 schools in the Trust by 2030. • Map out a clear plan on how this will happen and have a plan A and plan B ready. • Change the suggestion of having two new schools join the Trust in the first 12 months and phase it out to be more realistic. • There will be an annual look at the plan and see the progress the Trust has made on the plan. <p>RESOLVED: Trustees are happy with where the Trust currently is and with the action plans that have been suggested.</p>
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<p>79 Governance updates and 22/23 planning</p>	<p><u>Assurance visits</u></p> <p>Mrs Howe gave a brief explanation around her visit at Scissett Middle School.</p> <p>Mrs Godman noted she visited Shelley First School to meet with the new Headteacher. Mrs Godman was very impressed with the amount of work that has already been completed and feels the new Headteacher will be a great asset to the school and the Trust.</p> <p>Mrs Atkinson noted she visited Shelley First School to meet with the new Headteacher. Mrs Atkinson was really pleased with how the new Headteacher has brought staff on board with the new changes, there will be a new classing structure and plans are all well mapped out and clear to see and understand.</p> <p>Mr Marshall noted he has visited both the middle schools and has dates booked in to visit the first schools. These visits are primarily to meet with headteachers to seek feedback on the Trust, for example on the central services the schools receive.</p> <p><u>Training attended and other training</u></p> <p>Mr Marshall noted he attended NCSC Cyber security training for school staff.</p> <p><u>360 for chair of Trustees</u></p> <p>Mrs Atkinson noted the overall results of the Chair's 360 appraisal were pleasing and Mr Marshall noted he will look</p>
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	<p>through the results and see what areas he needs to focus on moving forward as Chair of Trustees.</p> <p><u>TB self-review</u></p> <p>Mrs Humphreys noted there was a meeting held between herself, Mr Marshall and Mrs Atkinson to look through the documents and put some actions in place for Trustees to consider. There has been some progress made against some actions and the other actions will be monitored throughout the year.</p> <p><u>Governance 22_23 committee and links</u></p> <p>Mrs Humphreys noted the staffing committee and standards and effectiveness committee will become a joint committee in the new academic year.</p> <p>RESOLVED: All Trustees approve for both committees to join together.</p> <p>RESOLVED: Trustees confirmed the committee members for the academic year 22/23.</p> <p>It was noted the chair of committees will be elected at the first meeting of the academic year.</p> <p><u>Configuration document 22/23</u></p> <p>Link Trustee roles were confirmed for the academic year 22_23 and provided in the Trust Board configuration document.</p>
80 Trust evaluation and direction	<p><u>Progress against SEF and draft 22-23</u></p> <p>Mrs Greenough noted the following points;</p> <ul style="list-style-type: none"> • The SEF document is based on the current Mast capacity framework about expectations for academy trusts. • The team has rated themselves against the criteria and all the team are happy with their actions they have. • There has been two new sections for governance and finance and health added to the SEF document. <p>The 'Overview of Priorities and performance 22-23 was shared on screen for Trustees to see.</p> <p>Mrs Greenough noted the key areas on the following sections;</p> <ul style="list-style-type: none"> • Goals • Priorities 22/23 • Success criteria 22/23

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	<p>Mrs Greenough noted these key areas will be put in next year's improvement plan, if Trustees are happy with the overall priorities for 22/23.</p> <p>Q: Will there be an audit on how the Trust are from now to next year regarding sustainability and climate change? A: Yes, the Trust Operations Officer is looking in to having a KPI on sustainability and climate change.</p> <p>Q: Is there anything that needs to be added to the risk register around this? A: No there isn't as there are already risks on the risk register around this. There are discussions on a termly basis around the risk levels.</p> <p>RESOLVED: Trustees approved the draft improvement plan outline.</p>
81 Policies	<p>The following policies were noted for approval and ratification by the Trust Board:</p> <ul style="list-style-type: none"> • The Mast Academy Trust Complaints and Procedures July 2022 • The Mast Academy Trust statement of allegations of abuse against staff June 2022 <p>RESOLVED: All Trustees approve and ratify all the above policies.</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 Curriculum Policy Mast version June 2022 • The Mast Academy Trust Data Protection Policy June 2022 • The Mast Academy Trust Medical Referrals Policy June 2022 • The Mast Academy Trust Online Safety Policy June 2022 • The Mast Educational Visits Policy June 2022 • The Mast Master School Emergency Plan Policy June 2022 • The Mast Academy Trust Expenses Policy June 2022 <p>RESOLVED: The policies listed above were noted by the Trust Board.</p>
82 Risk register	<p>The 'Mast_RiskRegister_SummerT2_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 21, 51, 90 and 91 are kept at a maintained

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	<p>level.</p> <ul style="list-style-type: none"> • Risk ID 50 proposed to archive <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 ratified the risk register for the end of the academic year.</p>
<p>83 Annual review and procedures</p>	<p>The following documents were provided on Teams prior to the meeting for Trustees' information:</p> <ul style="list-style-type: none"> • MAST Board of Trustees ToR Sept 2022 • MAST LGB ToR Sept 2022 • Service Level Agreement July 2022 • The Mast Academy Trust SoD T3 2022 <p><u>Scheme of delegation</u></p> <p>Mrs Humphreys noted adjustments relating to governance and admissions where proposed to be made.</p> <p>RESOLVED: Trustees ratify the scheme of delegation with the proposed amendments.</p> <p><u>Service Level agreement</u></p> <p>Mrs Humphreys noted the service level agreement has been reviewed and updated by the Trust central team. There were a few minor changes to clarify certain points.</p> <p>RESOLVED: All Trustees ratify the service level agreement.</p> <p><u>Terms of reference</u></p> <p>Mrs Humphreys noted the following points;</p> <ul style="list-style-type: none"> • An area is being added in the term of reference around virtual and hybrid meetings in governance. • There are no other major changes. <p>RESOLVED: All Trustees ratify the terms of reference documents for the next academic year.</p>
<p>84 Important documents to note</p>	<p>The following documents had been provided to Trustees prior to the meeting for information:</p> <ul style="list-style-type: none"> • Keeping children safe in education • Education recovery • Working together to improve school attendance

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	RESOLVED: Trust Board noted receipt of the document.
85 Any other business	RESOLVED: There were no items brought up under any other business.
86 Future dates for meetings of the Trust Board	<p>RESOLVED: That the next meeting of the Trust Board would take place on:</p> <ul style="list-style-type: none"> • <i>Wednesday 5th October 2022 at 6.30pm</i> • <i>Wednesday 7th December 2022 at 6.30pm</i> • <i>Wednesday 29th March 2023 at 6.30pm</i> • <i>Wednesday 24th May 2023 at 6.30pm</i> • <i>Wednesday 12th July 2023 at 6.30pm</i>
87 Agenda, minutes and related papers to be excluded from published version	RESOLVED: A matter discussed in items 76 and 78 has been excluded from the minutes for confidential reasons.

Summary of Actions

Minute Reference	Action
M75_13072022	Carry forward 'Mrs Greenough to ask Headteachers to provide an overview of what actions will be taken following the results from the staff and pupil survey' to the next Trust Board meeting, which is being held on Wednesday 5 th October 2022.
M76_13072022	Mrs Greenough to respond to the welcome letter from the RSC to try and engage a conversation.

