

## THE MAST ACADEMY TRUST



| Meeting     | Venue             | Time   | Date                                 |
|-------------|-------------------|--------|--------------------------------------|
| Trust board | Virtual via Teams | 6.30pm | Wednesday 14 <sup>th</sup> July 2021 |

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| DFE | 10357163 |
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| Start of meeting | 18:29 |
| Close of meeting | 20:40 |

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

| Item  | Minutes  |                  |        |             |  |
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| 73 Apologies for absent and consent                                 | <p>RESOLVED: Apologies had been received from:</p> <ul style="list-style-type: none"> <li>• Martyn Jones with consent</li> <li>• Richard Sowerby with consent</li> <li>• Anthony Wilkinson with consent</li> </ul>   |                  |        |             |  |
| 74 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>   |                  |        |             |  |
| 75 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>   |                  |        |             |  |
| 76 Notifications of items to be brought up under any other business | <p>RESOLVED: The following items were raised for any other business.</p> <ul style="list-style-type: none"> <li>• Fire escape at Scissett Middle School</li> <li>• MUGA at Scissett Middle School</li> <li>• Minutes on website</li> </ul>   |                  |        |             |  |
| 77 Minutes for the meetings on 26 <sup>th</sup> May 2021            | <p>RESOLVED: All agreed the Minutes of the meeting held on 26<sup>th</sup> May 2021 be approved as a true record of the meetings.</p>  |                  |        |             |  |
| 78 Matters arising  | <p>The following items were discussed under matters arising.</p> <table border="1" data-bbox="544 1227 1385 2011"> <thead> <tr> <th data-bbox="544 1227 794 1301">Minute Reference</th> <th data-bbox="794 1227 1385 1301">Action</th> </tr> </thead> <tbody> <tr> <td data-bbox="544 1301 794 2011">26052021_M7</td> <td data-bbox="794 1301 1385 2011"> <p>Mr Field to clarify information regarding an offered donation from Redrow homes and report back to the Trustees in due course, prior to the next Trust Board meeting in July.</p> <p>Mr Field had provided a copy of guidance received from the DfE relating to the donation and examples of previous donations from Redrow homes to other educational establishments.</p> <p>Q: Would accepting this donation affect Scissett Middle School receiving capital planning money from the local authority?<br/>A: It is different to the 106 money and won't affect any money the school receives.</p> <p>Q: Are there any restrictions or considerations we need to be aware of?<br/>A: This is for publicity only.</p> </td> </tr> </tbody> </table> | Minute Reference | Action | 26052021_M7 | <p>Mr Field to clarify information regarding an offered donation from Redrow homes and report back to the Trustees in due course, prior to the next Trust Board meeting in July.</p> <p>Mr Field had provided a copy of guidance received from the DfE relating to the donation and examples of previous donations from Redrow homes to other educational establishments.</p> <p>Q: Would accepting this donation affect Scissett Middle School receiving capital planning money from the local authority?<br/>A: It is different to the 106 money and won't affect any money the school receives.</p> <p>Q: Are there any restrictions or considerations we need to be aware of?<br/>A: This is for publicity only.</p> |
| Minute Reference  | Action   |                  |        |             |  |
| 26052021_M7   | <p>Mr Field to clarify information regarding an offered donation from Redrow homes and report back to the Trustees in due course, prior to the next Trust Board meeting in July.</p> <p>Mr Field had provided a copy of guidance received from the DfE relating to the donation and examples of previous donations from Redrow homes to other educational establishments.</p> <p>Q: Would accepting this donation affect Scissett Middle School receiving capital planning money from the local authority?<br/>A: It is different to the 106 money and won't affect any money the school receives.</p> <p>Q: Are there any restrictions or considerations we need to be aware of?<br/>A: This is for publicity only.</p>   |                  |        |             |  |

| Item | Minutes |
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|  | <p>Q: How much money are we expecting to receive?<br/> A: It will be in the hundreds not thousands.</p> <p>It was noted by Trustees that the Trust needs to be mindful around any press releases that are made, the amount of money the school would receive.</p> <p>RESOLVED: All Trustees approve for this donation to go ahead on the conditions that the Mast has control over what PR comes out and approval is sought from the Chair and Vice-chair prior to acceptance.</p> |
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| <p>79 Standards, staffing and organisation</p> | <p>The following documents were provided prior to the meeting for Trustee consideration:</p> <ul style="list-style-type: none"> <li>• CEO summer term update 2021</li> <li>• Trust Staffing Committee 17JUNE21 draft v0.4</li> <li>• Trust Standards and Effectiveness Committee 17JUNE21 draft v0.3</li> </ul> <p>The CEO report covered:</p> <ul style="list-style-type: none"> <li>• Covid measures in schools</li> <li>• Covid impact data</li> <li>• Kirkburton Middle School update</li> <li>• Academic outcomes</li> <li>• Complaints</li> <li>• Trust Developments</li> <li>• Staff Well-being</li> </ul> <p>Mrs Greenough gave a brief explanation regarding her CEO update. The following points were noted:</p> <ul style="list-style-type: none"> <li>• Parents have been advised that current measures will continue until the end of term.</li> <li>• Middle schools need to set up testing centres in September and there will be staggered starts.</li> <li>• There have been concerns around the guidance provided for the management of outbreaks in the next academic year; the Trust are waiting for further guidance before finalising their plans.</li> <li>• There will be a full report on academic outcomes in the new academic year.</li> <li>• Reading was the focus area for this year and there have been strong progress made in this area. Phonics assessments achieved 80% at Shelley First School and 100% at Birdsedge First School. Special educational needs and disadvantaged (SEND) children have progressed less well – this will be a focus for next year.</li> </ul> |
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| Item                    | Minutes  |
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|                         | <p>Trustees were invited to ask questions prior to and during the meeting:</p> <p>Q: Have you received any reports from our schools following National Thank A Teacher Day?</p> <p>Q: Throughout the year, staff have received lots of positive praise and thanks. The staff were also happy to receive a Thank you from the Chair of the Trust Board. The Trust have got 500 Thank You cards with the Trust's motif printed and are sending a personal one to every member of staff and the Chairs of Governors alongside a well-being goody bag.</p> <p><u>Update from Mrs Atkinson chair of Staffing Committee:</u></p> <p>It was noted Mrs Atkinson felt the update from the Trust Operations Officer was very thorough. Resolutions have been provided in the agenda for Trustees, and a particular point to note is the approved change to disciplinary panel that will now be heard by Trustees in cases, which may constitute gross misconduct.</p> <p><u>Update from Mrs Godman chair of Standards and effectiveness committee:</u></p> <ul style="list-style-type: none"> <li>• The following key areas were highlighted: SEND children, and the increased focus required for our SEND children.</li> <li>• Stability and leadership, as there are new heads in 3 out of 4 schools and a change to leadership structure at Shelley First School</li> <li>• Training session proposed for curriculum in the next academic year for Governors.</li> </ul> <p>RESOLVED: Trustees noted receipt and their thanks for the CEO update.</p> |
| 80<br>Audit and finance | <p>The following documents were provided prior to the meeting for Trustee consideration:</p> <ul style="list-style-type: none"> <li>• H&amp;S KPI Reporting Summer 1</li> <li>• Internal scrutiny Summer 1</li> <li>• Trust Consolidated budget 2021/22 140721</li> <li>• Consolidation Balance sheet report 280621</li> <li>• Period 9 2020 cashflow</li> <li>• Trust MA period 2020/21</li> <li>• Mast – CFO report final 210714</li> </ul> <p>The CFO report covered:</p> <ul style="list-style-type: none"> <li>• Purpose</li> <li>• Financial performance for 2020 – 21</li> <li>• Budget proposal for 2021-24</li> <li>• Update on operations</li> <li>• Update on operations matters and reporting to the Audit Committee</li> </ul>  |

Mr Field summarised the CFO report, including the following:

- The financial year's performance of the Trust has been affected by a number of factors, reserves remain above policy levels
- The budget for the period 2021-22 returns a balanced budget..
- Three bids were successful for capital funding
- There has been a contribution by the council for playground and canopy at Scissett Middle School.
- All KPI's have been published.
- Catering contract is being procured currently and a strategy is now being put in place. The Contract will 'go live' as of September 2021.
- A procurement process is progressing for external audit services.

**ACTION:** Trustees from the finance and/or audit committee are to advise Mr Field if they can support the procurement process for external auditors.

- An audit of cyber security is planned, and the audit committee will receive a report of the outcomes.

Q: Is the reference to pupil growth at Birdsedge after 2021-22 based upon what we know, i.e. is growth still a hoped-for situation or do we now have a more solid basis for this assumption?

A: It was noted that an extract from Kirklees' Capacity Planning had been provided to Trustees as part of the papers for this meeting.

#### Budget 2021 – 22:

The Trust Consolidated budget 2021-22 had been provided for Trustees, the following was noted:

- Budget setting principles were followed
- Scissett Middle School have gained an extra class for the next academic year, and they are still predicting a balanced budget.
- An assumption there will be a 2% pay increase for teachers
- Catch up recovering premiums haven't be accounted for in the current budget.
- The budgets for all schools look robust for the coming years
- WYTA will end this year; the executives are considering how some elements of this can be modelled in the Trust

**RESOLVED:** Trustees noted receipt and their thanks for the CFO report.

Update from Mr Webster chair of Finance Committee:

| Item                                 | Minutes  |
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|                                      | <ul style="list-style-type: none"> <li>Finance committee recommend the budget for approval areas that were identified requiring further consideration have been addressed.</li> </ul> <p>RESOLVED: All Trustees approve the budget of 2021_24 for submission.</p> <p><u>Update from Mr Oldfield chair of Audit Committee:</u></p> <ul style="list-style-type: none"> <li>The internal scrutiny programme is very well structured</li> <li>Health and safety audits have been completed with no reportable accidents</li> <li>Risk assessments are in place</li> <li>No reportable data breaches</li> <li>GDPR audits have been completed. There was 3 green and 1 amber (with measures in place to address).</li> <li>Cyber security is being addressed and the Audit committee will be considering disaster recovery at their next meeting.</li> </ul>  |
| 81 Trust Strategy and business model | <p>The following documents were provided on Teams prior to the meeting for Trustees' information:</p> <ul style="list-style-type: none"> <li>Business model 2021 brochure</li> <li>The Mast Academy Trust Strategic plan 21-25</li> </ul> <p>It was noted by the chairs of the three working groups that they felt it was a really good process and the documents were professional and captured the Trust vision and strategic plan. It was further noted the chair thanked all Trustees and the executive for engagement and input into this work.</p> <p>Mrs Greenough noted she has met with another CEO from a different trust and had discussions around associate partnerships, this will be considered when building the right process for the Trust.</p> <p>The following were noted around the strategic plan outlined:</p> <ul style="list-style-type: none"> <li>Growth alongside the strategic direction</li> <li>The objectives are for the next 4 years</li> <li>The key areas to build the objectives and key performance indicators</li> </ul> <p>Q. Do you think understanding the associate model and the commercial framework needs to be linked to risk?</p> <p>A. Yes, this is being considered. How the associated partnership rates will work, balancing out access to our frameworks and how the school improvement arm will operate.</p> <p>Q: Where do we see the growth?</p> <p>A: The Trust has outlined this in the strategic plan for growth. The preference is for schools to join the Trust, the first phase will be convertors followed by sponsorship status. "First of all, however, we need to achieve positive Ofsted rating for Kirkburton Middle School".</p> <p>Q: Do we have enough capacity within the Trust currently to</p> |

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|                                | <p>take on more schools?<br/> A: The Trust has developed a costed model for when more schools join (up to twelve schools).</p> <p>Q: How much notice time is there if a school was going to join the trust?<br/> A: It would be around 6 months, the current collaborative model will enable us to adjust the hours as expansion is required.</p> <p>It was noted the Trust has sent the draft documents to the Regional Schools Commissioner (RSC).</p> <p>RESOLVED: Trustees ratify the Mast Academy trust Strategic plan 2021 to 2025.</p> <p>RESOLVED: Trustees ratify the Mast Academy trust Business Model.</p> <p>It was noted a special thanks on behalf of the Trust Board to Mrs Humphreys for all of her hard work in regards to these documents.</p>  |
| 82 Risk Register               | <p>The 'Mast_RiskRegister_SummerT3_academic year 20_21' was shared with Trustees prior to the meeting for review and discussion.</p> <p>It was noted there have been no further adjustments since last board meetings and committees have all ratified their areas.</p> <p>The clerk noted that there has been an additional tab added to the risk register, where risks that are identified from governing bodies meetings are added to this part of the risk register.</p> <p>It was noted by Trustees that the wording of the risk relating to Ofsted needs to be re-considered and adjusted to focus on the impact of teaching and educational standards.</p> <p><b>ACTION: The executive team to look at the re-wording of Ofsted risk and this to be considered at the next Standards and Effectiveness committee in the Autumn term.</b></p> <p>RESOLVED: Notwithstanding the adjustments requested for the Autumn term; Trustees approve the risk register for this academic year and the additional merging risks areas.</p> |
| 83 Annual review of procedures | <p>The following documents were provided on Teams prior to the meeting for Trustees' information:</p> <ul style="list-style-type: none"> <li>• The Mast Academy Trust SoD July 2021_draft</li> <li>• Service Level Agreement July 2021 v2.0 Draft</li> <li>• MAST board of Trustees ToR July 2021 v4.0 Draft</li> <li>• MAST LGB ToR Sept 2021 v4.0 Draft</li> </ul>  |

| Item                      | Minutes   |
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|                           | <p><u>Scheme of delegation</u><br/>The following points were noted:</p> <ul style="list-style-type: none"> <li>• Further proposed adjustments have been made to spend approval and documentation</li> <li>• The panel for hearing a disciplinary is normally within the governing bodies but this is now proposed to be moved to the Trust board.</li> </ul> <p><b>ACTION:</b> Duties to the equality Act 2021 and governors to be informed of the SEND reports to be added to the scheme of delegation in the Autumn term for proposal to the Standard and Effectiveness committee.</p> <p><b>RESOLVED:</b> Notwithstanding the adjustments requested for the Autumn term; Trustees approve the scheme of delegation with the proposed amendments.</p> <p><u>Service Level Agreement</u><br/>It was noted there has been no change to the service level agreement and the Trust are proposing this document as it stands.</p> <p><b>RESOLVED:</b> Trustees approve the service level agreement document.</p> <p><u>Terms of reference</u><br/>It was noted there were a few amendments made in regards to wording for local governing body and policies.</p> <p><b>RESOLVED:</b> Trustees approve ratification of the terms of reference document.</p> |
| 84 Governance 2021 – 2022 | <p>The following documents were provided on Teams prior to the meeting for Trustees' information:</p> <ul style="list-style-type: none"> <li>• Improvement capacity framework for Trust-governance outcomes</li> <li>• Improvement capacity framework for Trust-governance priorities</li> <li>• Link governance Mast 21_22</li> <li>• Mast skills audit 2021</li> <li>• TB configuration document 21_22</li> </ul> <p><u>Capacity framework</u></p> <p>The focuses for next year on the capacity framework are:</p> <ul style="list-style-type: none"> <li>• Collaborative working and civic responsibility</li> <li>• Self-review</li> <li>• Board effectiveness</li> </ul> <p><b>RESOLVED:</b> Trustees are happy to move forward with these actions in the coming academic year.</p> <p>Committees for next academic year</p>   |



| Item                | Minutes  |
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|                     | <p>Committee Trustees for the academic year 21_22 and provided in the Trust board configuration document. It was noted the chairs of committees will be elected at the first meeting of the academic year.</p> <p><u>Link governance roles</u></p> <p>Link Trustee roles were confirmed for the academic year 21_22 and provided in the Trust board configuration document.</p> <p>There was a discussion between Trustees in regards to having more information and guidance about what their link role should entail.</p> <p>Q: Should we have a policy in regards to this?<br/>A: This can be looked at in more depth and a proposal could be given to Trustees at their next meeting in the autumn term.</p> <p><b>ACTION: Clerk to create an addendum to the school visits policy on the role of a link Trustee.</b></p> <p><u>Skills audit</u></p> <p>It was noted that the outcomes of the skills audit reflect that governing bodies are in a stronger position since last year, with a broader range of skills, knowledge and expertise, due to recruitment and training activity during the year.</p> <p>Received: Trustees noted receipt of the skills audit for governing bodies 2021.</p> |
| 85 Trustee activity | <p>Trustees' attendance at the recent training provided by the Trust is noted in the configuration document.</p> <p>It was further noted that the planned Trustee visits had been cancelled due to the growth of the pandemic in the local area.</p> <p>No further activity has taken place.</p>   |
| 86 Policies         | <p>The following policies were noted as approved and ratified at the Board Committees:</p> <ul style="list-style-type: none"> <li>• Governor school visits policy</li> <li>• The Mast Academy Trust Safer Recruitment policy June 2021 v2.0</li> <li>• The Mast Academy Trust Staff well-being policy June 2021 v1.0</li> <li>• The Mast Academy Trust working from home policy June 2021 v1.0</li> </ul> <p><b>RESOLVED:</b> The policies listed above were noted by the</p>  |

| Item                                  | Minutes   |
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|                                       | <p>Trust Board.</p> <p>RESOLVED: Trustees confirm approval of school specific staff well-being policy that has been created by a school separate to the Trust well-being policy.</p>  |
| <p>87 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"> <li>• Academy Trust Handbook 2021</li> <li>• Keeping Children Safe in Education (KCSIE) 2021</li> <li>• Ofsted Inspection Handbook</li> <li>• Academies Accounts Direction 2020 to 2021</li> </ul> <p>RESOLVED: Trust Board noted receipt of these documents</p> <p>Mrs Greenough noted that Trustees can sign up to the Confederation of Schools Trust (CST) for updates and training.</p>   |
| <p>88 Any other business</p>          | <p><u>Minutes on website</u></p> <p>It was noted as a Trust we are not required to publish minutes on our website but we need to state that these can provided if requested. Currently the minutes are published online but not papers.</p> <p>RESOLVED: Trustees approve the Trust should continue to publish all minutes on the website and a note should be added that other papers may be provided on request.</p> <p><u>Planning permission fire escape.</u></p> <p>It was noted that the funding for the fire escape has been granted at Scissett Middle School .At this stage planning permission is required, which may delay the progression of the work.</p> <p>RESOLVED: Trustees approved for this work to go ahead and apply for retrospective planning permission</p> <p><u>Multi use games area (MUGA)</u></p> <p>A discussion was held around the MUGA at Scissett Middle School. It was noted this is a risk which is increasing. There are a series of meetings being held to discuss what works needs to be done etc.</p> <p><b>ACTION: CFO to develop strategies on refurbishment of the MUGA and provide to the Trust Board at the earliest opportunity.</b></p> |

| Item   | Minutes  |
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| <p>89 Future dates for meetings of the Trust Board</p>                             | <p>RESOLVED: That future meetings of the Trust Board would take place on:</p> <ul style="list-style-type: none"> <li>• Wednesday 29<sup>th</sup> September 2021 at 6.30pm</li> <li>• Wednesday 8<sup>th</sup> December 2021 at 6.30pm</li> <li>• Wednesday 30<sup>th</sup> March 2022 at 6.30pm</li> <li>• Wednesday 11<sup>th</sup> May 2022 at 6.30pm</li> <li>• Wednesday 13<sup>th</sup> July 2022 at 6.30pm</li> </ul> <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. Consideration will also be given to 'hybrid' meetings, i.e. where meetings are held in school but can be attended remotely by Trustees who are unable to attend 'in person' and to continuing holding committee meetings remotely.</p> |
| <p>90 Agenda, minutes and related papers to be excluded from published version</p> | <p>RESOLVED: An area in item 88 has been excluded from the minutes for confidential reasons as processes are still taking place.</p>   |

## Summary of Actions

| Minute Reference | Action   |
|------------------|--|
| 14072021_M80     | Trustees from the finance and/or audit committee are to advise Mr Field if they can support the procurement process for external auditors.   |
| 14072021_M82     | The executive team to look at the re wording of Ofsted risk and this to be considered at the next Standards and Effectiveness committee in the Autumn term.  |
| 14072021_M83     | Duties to the equality Act 2021 and governors to be informed of the SEND reports to be added to the scheme of delegation in the Autumn term for proposal to the Standards and Effectiveness committee. |
| 14072021_M84     | Clerk to create an addendum to the school visits policy on the role of a link Trustee.   |
| 14072021_M87     | CFO to develop strategies on refurbishment of the MUGA and provide to the Trust board at the earliest opportunity.   |