

THE MAST ACADEMY TRUST



Meeting	Venue	Time	Date
Trust board	Virtual via Teams	6.30pm	Wednesday 29 th September 2021

DFE	10357163
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Start of meeting	18:30
Close of meeting	20:00

Attendance	50%
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Present		In attendance	
Name	Role	Name	Role
Anthony Wilkinson	Trustee	Melanie Humphreys	Clerk
Andy Williams	Trustee	Sorrel Hellewell	Clerk apprentice
Tim Wade	Trustee	Natasha Greenough	CEO
Liz Godman	Trustee	Jason Field	CFO
Gail Howe	Trustee		
Philip Marshall	Trustee	Absent with Consent	
		Name	Role
		Dorcas Atkinson	Trustee
		Nichola Thorpe	Trustee
		David Webster	Trustee
		Martyn Jones	Trustee
		Absent without Consent	
		Name	Role
		Richard Sowerby	Trustee
		Phillip Oldfield	Trustee

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1	Apologies for absent and consent	<p>RESOLVED: Apologies had been received from:</p> <ul style="list-style-type: none"> • Dorcas Atkinson was absent with consent • Nichola Thorpe was absent with consent • David Webster was absent with consent • Martyn Jones was absent with consent <p>RESOLVED: Apologies had not been received from:</p> <ul style="list-style-type: none"> • Phillip Oldfield was absent without consent • Richard Sowerby was absent without consent 								
2	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>								
3	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>								
4	Notifications of items to be brought up under any other business	<p>RESOLVED: There were no items brought up under any other business.</p>								
5	Minutes for the meetings on 14 th July 2021	<p>RESOLVED: All agreed the Minutes of the meeting held on 14th July 2021 be approved as a true record of the meetings.</p>								
6	Matters arising	<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="text-align: left;">Minute Reference</th> <th style="text-align: left;">Action</th> </tr> </thead> <tbody> <tr> <td>14072021_M80</td> <td>Trustees from the finance and/or audit committee are to advise Mr Field if they can support the procurement process for external auditors. RESOLVED: Complete</td> </tr> <tr> <td>14072021_M82</td> <td>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. RESOLVED: To be discussed in the Standards and Effectiveness Committee meeting which is being held on Monday 4th October 2021.</td> </tr> <tr> <td>14072021_M83</td> <td>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</td> </tr> </tbody> </table>	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. RESOLVED: Complete	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. RESOLVED: To be discussed in the Standards and Effectiveness Committee meeting which is being held on Monday 4 th October 2021.	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
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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. RESOLVED: To be discussed in the Standards and Effectiveness Committee meeting which is being held on Monday 4 th October 2021.									
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		to the Standards and Effectiveness committee. RESOLVED: To be discussed in the Standards and Effectiveness Committee meeting which is being held on Monday 4 th October 2021.
	14072021_M84	Clerk to create an addendum to the school visits policy on the role of a link Trustee. ACTION: To be carried forward to the next meeting, which is being held on Wednesday 8 th December 2021.
	14072021_M87	CFO to develop strategies on refurbishment of the MUGA and provide to the Trust board at the earliest opportunity. RESOLVED: Refer to the CFO report in item 8.
7	Standards, staffing and organisation	<p>The following document was provided prior to the meeting for Trustee consideration:</p> <ul style="list-style-type: none"> September 2021 CEO report <p>The CEO report covered:</p> <ul style="list-style-type: none"> Executive summary Current challenges for the Trust Trust-level KPIs School level internal assessment information Staffing update Summary of CEO's activity <p>Mrs Greenough gave a brief explanation regarding her CEO update. The following points were noted:</p> <ul style="list-style-type: none"> Kirkburton Middle School was the first school in West Yorkshire to host the vaccine programme and Scissett Middle School was second. School attendance is broadly in line with the national average, which is 92%. There is an improvement plan in place for Kirkburton Middle School, weaknesses are being improved and the school is now in a good position for an Ofsted visit. Birdsedge First School had their opening evening this week, which was really positive. The Trust is going to write to request for an Ofsted inspection to take place there. The Trust governance is strong. In the next two terms governance support and subject hubs will be looked in to in more depth. Birdsedge First School and Kirkburton Middle School are both strengthening schools in the KPI's. Shelley First School and Scissett Middle School are both secure on their KPI's. Shelley has a slight vulnerability due to staff absence but more support from the Trust has been given and this will be ongoing until needed. All data results relating to the learning outcomes in our schools are generally positive. Children have lost

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	<p>3.1months of learning in maths and 3.9months of learning in English. SEND is a key focus this year as they are below their baseline.</p> <ul style="list-style-type: none"> • Lots of training videos have been created and one main focus is around personal development. <p>Trustees were invited to ask questions prior to and during the meeting:</p> <p>Q: How is it working with strategic leads? A: It is going really well. Strategic leads from the middle schools have visited first schools to discuss the curriculum in further depth.</p> <p>Q: When are the opening evenings? A: Kirkburton Middle Schools is on Thursday 30th September and Scissett Middle School is on Thursday 14th October.</p> <p>Q: With regards to the SEND children across the Trust, given that there is an issue in terms of outcomes and progress-does the Trust plan to look at tracking this group more closely this year outside of the GL assessments so that we can monitor the impact of the schools' work on progress for this group? A: Softer tracking mechanisms will be looked at to avoid excessive data collections, which can sometimes provide false reassurance. Some surveys will be looked at being conducted and pupil focus group conversations and ensure pupils with a SEND are observed in learning – as well as 'book looks'.</p> <p>It was noted Trustees expressed their thanks to Mrs Green for her time as Chair of governors at Kirkburton Middle School and for all of her hard work.</p> <p>Trustees noted receipt of the CEO report.</p>
8 Audit and finance	<p>The following documents were provided prior to the meeting for Trustee consideration:</p> <ul style="list-style-type: none"> • Mast – CFO final report final 210929 • KPI template 21-22 • Mast SMRA report 07092021 • Savings report Mast SMRA 07092021 <p>The CFO report covered:</p> <ul style="list-style-type: none"> • Purpose • Finance update • Operations meeting and scorecard <p>Mr Field summarised the CFO report, including the following:</p> <ul style="list-style-type: none"> • External audit procurement processes have taken place over summer and have tendered for several suppliers. • The new auditors are called BHP and there has been a saving of around £12,000.

- The accounting system has been updated.
- The Trust deficit won't be as significant as previously predicated.
- All school budgets are set and distributed.
- SRMA report. The Report was complimentary about the Trust, senior management, Trustees and governance. It recommends consideration to the teacher contact ratio.

Q: Was there anything in the SRMA report that you did not expect?

A: No, we were already aware of everything that was noted in the report.

Q: How secure do you feel about expected pupil numbers moving forward?

A: The new structure within the curriculum has created capacity meaning that children are getting a high-quality education whilst the school continues to forecast a 'break even' in year position. This will be kept under annual review when we look at budget setting.

Further points were noted:

- There has been no further activity with regards to the donation from Redrow housing. We don't expect any activity in the future, and this matter is now closed.
- The new catering contract is now in place, the transition went really well. Staff and pupils have given positive feedback.
- Staff absence insurance has been renewed and the cost has been reduced from last years.
- HR provision has been renewed and we have had a £4,000 saving.

Site Management and IT:

- Regular meetings with heads are happening and discussions around the service they are receiving.
- IT still needs to in bed some of their services and training is needed.
- A new HR partner has been appointed
- 365 migration is ongoing.

Condition fund projects

Over the summer the following has taken place:

- Shelley First School has been rewired
- Birdsedge First School has had a new roof
- Scissett Middle School is having a new fire escape and new rugby club building.

It was noted that a new operational scorecard section has been added to the scorecard. This will track any cyber security breaches.

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	<p>Trustees were invited to ask questions prior to and during the meeting:</p> <p>Q. What are the next steps for the MUGA at Scissett Middle School?</p> <p>A. The monitoring of the MUGA condition is ongoing, it is currently a low and negligible risk. A conditional improvement funding will be bid for this year.</p> <p>Q. Can you confirm that the new KPI report, including a catering KPI measure will be circulated to Trustees as part of the regular reporting?</p> <p>A. Yes</p> <p>Trustees noted receipt of the financial and operation update and the KPI document</p>
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<p>9 Trust collaborative focus</p>	<p>Trust improvement objectives:</p> <ul style="list-style-type: none"> • The Trust has reviewed the self-evaluation and updated our successes. • Information has been pulled out and put into priorities key performance indicators 21-23. <p>Mrs Greenough noted headlines will be taken and put into the CEO report each term. These headlines will be rated and discussions made on progress.</p> <p>Service survey:</p> <ul style="list-style-type: none"> • This was a positive report. • The two areas that was pulled out from the survey were ICT and school improvement. • Both of these areas are in the school improvement plan for this year. <p>Q: Within the ICT provision, is this due to the external provider not delivering? Is this in the Trust control or external supplier control?</p> <p>A: A ticketing system has been implemented. The issue is more around training people on how to use this system and use this consistently. There has been a meeting with the ICT team around using the system. There has been good progress made but there is more to be done.</p> <p>Q: There was 10 responses to the survey, how many people were invited to fill this out?</p> <p>A: It was sent out to the senior leadership team, trustees and governors.</p> <p>Q: Will this survey be sent out each year? And is there anything we can do to get the response rate up?</p> <p>A: An idea is to give more warning of the survey being sent out and also to put a note in the governing body meeting</p>
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	<p>prior to distribution.</p> <p>Q: How the senior executive plan to build on this and strengthen further?</p> <p>A: Certain areas have been picked out which were slightly lower and these will move into our action plan. The team continues to work hard to resolve issues around ICT and the development of our school improvement arm, will also improve the School Improvement aspect.</p> <p>The two collaborative priorities for this year are:</p> <ul style="list-style-type: none"> • SEND • Relationships, health and sexual education. <p>Everyone will work together to drive these.</p>
<p>10 Trust Board Focus and discussion</p>	<p>Reading and the wider curriculum presentation:</p> <ul style="list-style-type: none"> • Mrs Greenough discussed the main points of the PowerPoint. • It was noted that the progress data is included in the presentation and will be provided in more detail to the Standards and Effectiveness Committee <p>Q: Were there any learning points you have picked up from this process?</p> <p>A: It was the way we managed this and it was a collaborative focus across the Trust by schools and our governing boards. It became a priority at the governor meetings. Heads could see the value for their own school individually and it was empowering for them receiving the information and having access to the support across the Trust.</p> <p>Q: These are great results. As you focused on one area, are there any other areas that fell behind?</p> <p>A: Yes SEND, but it wasn't as a result of a diversion of resources. The ability to share ideas, resource and working together led to a greater impact.</p>
<p>11 Trust Strategic development</p>	<p>It was noted that the Trust CEO met with another CEO and had a discussion around associated membership. They charge £10,000 flat fee for access to their provision.</p> <p>The Trust has looked at the school improvement arm and how this can be made cost-effective.</p> <p>It was further noted that most external interest for the Trust services has been around governance support.</p>
<p>12 Trustee activity</p>	<p>It was noted that school visits are welcomed by all Trustees.</p> <p>If Trustees would like a visit to be arranged, please contact</p>

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	<p>Mrs Humphreys.</p> <p>Mrs Godman noted herself and the lead of SEND are going to each school after Christmas to look at their SEND and safeguarding provisions.</p> <p>It was noted the Local Authority are doing a safeguarding review at Kirkburton Middle School on 4th October 2021.</p> <p>The annual conference was postponed last year. It has been decided that the Trust will provide some information online and then hold a networking event in December. Details of this event will be sent to Trustees once confirmed.</p> <p>The chair noted he had attended a 'chair and CEO event' organised by the Regional Schools Commissioner.</p>
<p>13 Polices</p>	<p>The following policies were noted as approved:</p> <ul style="list-style-type: none"> • The Mast Academy Trust Safeguarding and Child Protection Policy • The Mast Academy Trust Guest Speaker Policy <p>RESOLVED: All Trustees approve and ratify the above policies.</p>
<p>14 Statutory requirements completion</p>	<p>Mrs Humphreys advised that a number of Trustees had completed the listed requirement, but some were still outstanding</p> <ul style="list-style-type: none"> • Declarations of Interest • Code of Conduct • ICT usage user agreement • Re declaration of suitability 21_22 <p>ACTION: All Trustees required to have all statutory requirement forms completed by Friday 22nd October 2021.</p>
<p>15 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"> • NGA admissions code changes 2021 – 20210820 • School admissions code 2021 <p>RESOLVED: Trust Board noted receipt of these documents</p>
<p>16 Any other business</p>	<p>RESOLVED: There were no 'any other business' items.</p> <p>It was noted there are The Mast thank you cards available if Trustees would like to write one to members of staff.</p>

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<p>17 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"> • Wednesday 8th December 2021 at 6.30pm • 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>
<p>18 Agenda, minutes and related papers to be excluded from published version</p>	<p>RESOLVED: A matter discussed in item 8 has been excluded from the minutes for confidential reasons.</p>