

## THE MAST ACADEMY TRUST



Meeting	Venue	Time	Date
Trust board	Scissett Middle School	6.30pm	Wednesday 29 <sup>th</sup> March 2023

DFE	10357163
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Start of meeting	18:30
Close of meeting	20:33

Attendance	100%
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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
Tim Wade	Trustee	Jason Field	CFO
Liz Godman	Trustee	Chris Taylor	Executive Headteacher
Anthony Wilkinson	Trustee	Tracy Pinnock	Chair of SFS governors
David Webster	Trustee	John Jolly	Chair of KMS governors
Ben Lunt	Trustee	Jane Turner-Brown	Governor at SMS
		Absent with Consent	
		Name	Role
		Absent without Consent	
		Name	Role

Item	Minutes
38 Apologies for absent and consent	<p>Welcome and introductions were made by all present in the meeting.</p> <p>RESOLVED: All Trustees were present at the meeting.</p> <p>Mr Marshall noted there were governors present at the meeting to observe the meeting as part of a peer review.</p>
39 Declarations of interest	<p>RESOLVED: There were no declarations of interest.</p> <p>Mr Marshall reminded Trustees if they have any new declarations of interest, they need to inform Mrs Hellewell.</p>
40 Confidentiality reminder	<p>Trustees were reminded by the Chair of Trustees that a Trustee role is confidential, and all information and documentation shared should be treated as such.</p>
41 Executive leadership in the middle schools	<p>Mr Taylor presented 'Middle School Developments Spring / Summer 2023' document and gave a brief explanation regarding each of the below slides:</p> <ul style="list-style-type: none"> <li>• The journey so far</li> <li>• Middle school leadership structure</li> <li>• Leadership teams</li> <li>• Roles within the organisation</li> <li>• School governance</li> <li>• The summer and beyond</li> <li>• Sats will take place week commencing 8<sup>th</sup> May 2023</li> </ul> <p><u>Questions</u></p> <p>Q: How do you feel the changes have been received by colleagues?</p> <p>A: There were some concerns from colleagues regarding the changes. There have been open discussions that have taken place and colleagues are now feeling more positive towards the change. Mr Taylor noted he has no major concerns and is positive for the future.</p> <p>Trustees noted a suggestion of having a Q&amp;A's document for colleagues. Mr Taylor noted there has been a staff group created at Kirkburton Middle School which enables staff to voice their opinion about concerns or questions they might have.</p> <p>Q: Within the new executive leadership structure is there still opportunities for staff to be able to move up in their roles?</p> <p>A: Yes, there will be opportunities for staff to progress within their role and opportunities to work in both middle schools.</p>

Q: As an executive headteacher have you got any concerns regarding the new structure?

A: It will be different leading both middle schools and not being as hands on in one middle school. It will take time to get used to the new role but there are no major concerns.

Q: Is there any support that Trustees can give you?

A: Currently no but if there is a time when support is needed, it's been noted to ask Trustees.

It was noted Trustees and the Mast team have Mr Taylor's best interests at heart, are aware of his workload and will be keeping an eye on him.

Mr Taylor noted there have been other changes happening within the Trust, for example the finance team are now all in the central team. This transition has gone well.

**ACTION: Mrs Hellewell to upload the Middle School development Spring / Summer 2023 presentation into the meeting folder.**

#### Key stage 2 outcomes

Mr Taylor presented 'Key stage 2 outcomes and beyond' document and gave a brief explanation regarding each of the below slides:

- SAT's 2022 – Expected standard
- SAT's 2022 – Higher standard
- Progress charts
- Progress Three year trends – KMS
- Progress Three year trends – SMS
- Find and compare schools
- KMS cohort of 2022 – KS1 to SATs
- SATs strategy 2022 – 2023: First School Links
- SATs strategy 2022 – 2023: Middle Schools
- SATs forecast

Q: If percentages are high or low in a subject, do you know why this is? As it would be useful to have more depth around this.

A: There isn't any specific answer as there are so many variables.

Q: What are the key things you took away from the visits to the other middle schools?

A: It was noted that all of the actions that they are currently doing were already in our middle school's development plan for this year or next year. This showed that the schools are on the right track and now the schools have links with other middle schools. Within the primary school visits, it was valuable to investigate their curriculum focus, look at their expectations and to have conversations around outcomes.

Item	Minutes
	<p>Q: Now the schools are seeing improvement in the maths outcomes, do you see this having an impact in the English outcomes?</p> <p>A: There are no alarm bells ringing currently. A joint moderation session is due to take place, which the schools will be able to see any outcomes from this.</p> <p>Mrs Greenough noted SATs are taking place in May.</p> <p><b>ACTION: Mrs Hellewell to upload the Key Stage 2 outcomes and beyond presentation into the meeting folder.</b></p>
<p>42 Representation</p>	<p>Mr Marshall noted the sad news of a Member passing away in early February 2023.</p> <p>It was noted that there has been three new Members appointed in February and March 2023. All three Members were previously Trustees and are welcomed back into the Trust.</p> <p>Mr Marshall noted he was previously a Member but has now stepped down and he will continue to attend the Members meetings in his role as Chair of Trustees.</p> <p>Mr Marshall noted Mr Wade's term ended on 25<sup>th</sup> March 2023.</p> <p>Mr Wade confirmed he would like to renew his term for 4 years.</p> <p>There was a vote with Trustees and all Trustees approved Mr Wade to renew his term as a Trustee for another 4 years.</p> <p><b>RESOLVED: Mr Wade to be appointed as a Trustee from 25<sup>th</sup> March 2023 to 24<sup>th</sup> March 2027.</b></p> <p>Mr Marshall noted Mr Oldfield's term ends on 23<sup>rd</sup> May 2023.</p> <p>Mr Oldfield confirmed he would like to renew his term for 4 years.</p> <p>There was a vote with Trustees and all Trustees approved Mr Oldfield to renew his term as a Trustee for another 4 years.</p> <p><b>RESOLVED: Mr Oldfield to be appointed as a Trustee from 23<sup>rd</sup> May 2023 to 22<sup>nd</sup> May 2027.</b></p>
<p>43 Notifications of items to be brought up under any other business</p>	<p><b>RESOLVED: There were no items brought up under any other business.</b></p>
<p>44 Minutes for the meetings on 7<sup>th</sup> December 2022.</p>	<p><b>RESOLVED: All agreed the minutes of the meeting held on 7<sup>th</sup> December 2022 are approved as a true record of the meetings.</b></p>

Item	Minutes
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	<p>Subject to amends being made in the following section:</p> <ul style="list-style-type: none"> <li>Add wording former colleague into item 20.</li> </ul>																
45 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: #444; color: white;"> <th style="width: 20%;">Minute Reference</th> <th>Action</th> </tr> </thead> <tbody> <tr> <td>M4_07122022</td> <td> <p>Mrs Waddington and Mrs Akhtar to let Trustees know their “wish list” for their schools. RESOLVED: Mr Marshall noted this is ongoing.</p> </td> </tr> <tr> <td></td> <td> <p>Trustees to let Mr Marshall know of any presentation topics they would like to take place at the upcoming Trust board meetings. RESOLVED: Complete. If any Trustees have any other suggestions please let Mr Marshall, Mrs Hellewell or Mrs Humphreys know.</p> </td> </tr> <tr> <td>M8_07122022</td> <td> <p>Mrs Greenough to circulate the cost-of-living crisis document to all Trustees. RESOLVED: Complete</p> </td> </tr> <tr> <td>M11_07122022</td> <td> <p>Mrs Hellewell to send all Trustees safeguarding quiz once available. RESOLVED: Complete</p> </td> </tr> <tr> <td>M12_07122022</td> <td> <p>Mrs Greenough to investigate the no profit organisation in Honley suggested by Mr Wilkinson, which could help the Trust with their marketing strategy. RESOLVED: Complete</p> </td> </tr> <tr> <td>M13_07122022</td> <td> <p>Mrs Humphreys to add strike action on the risk register as a new risk. RESOLVED: Complete</p> </td> </tr> <tr> <td>M18_07122022</td> <td> <p>Mrs Hellewell to send Trustees the dates of the school’s peer reviews and for Trustees to let Mrs Hellewell know if they would like to attend one of the governing body meetings. RESOLVED: Complete</p> </td> </tr> </tbody> </table>	Minute Reference	Action	M4_07122022	<p>Mrs Waddington and Mrs Akhtar to let Trustees know their “wish list” for their schools. RESOLVED: Mr Marshall noted this is ongoing.</p>		<p>Trustees to let Mr Marshall know of any presentation topics they would like to take place at the upcoming Trust board meetings. RESOLVED: Complete. If any Trustees have any other suggestions please let Mr Marshall, Mrs Hellewell or Mrs Humphreys know.</p>	M8_07122022	<p>Mrs Greenough to circulate the cost-of-living crisis document to all Trustees. RESOLVED: Complete</p>	M11_07122022	<p>Mrs Hellewell to send all Trustees safeguarding quiz once available. RESOLVED: Complete</p>	M12_07122022	<p>Mrs Greenough to investigate the no profit organisation in Honley suggested by Mr Wilkinson, which could help the Trust with their marketing strategy. RESOLVED: Complete</p>	M13_07122022	<p>Mrs Humphreys to add strike action on the risk register as a new risk. RESOLVED: Complete</p>	M18_07122022	<p>Mrs Hellewell to send Trustees the dates of the school’s peer reviews and for Trustees to let Mrs Hellewell know if they would like to attend one of the governing body meetings. RESOLVED: Complete</p>
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46 Organisation updates from collaborative team	<p>The following documents were provided prior to the meeting for Trustee consideration:</p> <ul style="list-style-type: none"> <li>March 2023 Operational Update</li> <li>Autumn term TIP update trustees</li> <li>Balance sheet report period 5</li> <li>Cashflow report period 5</li> <li>Consolidated management accounts – pd 5 board</li> </ul> <p>Mrs Greenough noted the following points from March 2023 operational update:</p> <p><u>Executive summary</u></p> <ul style="list-style-type: none"> <li>The executive team has been nominated for executive team of the year award and Mrs Humphreys has been nominated for governance professional of the year award.</li> </ul>																

The executive team will be going to London in June to the award ceremony.

All Trustees noted the March 2023 operational update report was positive.

#### Current challenges for the Trust

- Leaflets have been handed out to a local development company who are currently building a large number of houses relatively close to Birdsedge First School. These leaflets will be handed out to all customers who buy or look round the housing development.
- Birdsedge First School are relaunching Tree Tops which is a session that is run for children aged 2 and upwards.

Q: Now both the head of school at Scissett Middle School and the headteacher at Birdsedge First School are going to become Ofsted inspectors, is there an impact on capacity within both the schools?

A: Capacity has been factored into the new executive leadership model for Scissett Middle School and there is a new leadership model which will be implemented at Birdsedge First School in September to ensure there isn't a negative impact to capacity at either school.

Q: Are there anymore dates known for further strike action?

A: No there aren't any definite dates known. All unions have gone to ballot. There are talks taking place around working conditions and performance related payments.

#### Finance update

Mr Field noted the following points:

- The Trust are in a different position financially than expected due to pay awards and funding.
- The Trust are predicting an £18,000 deficit which is noted in period 5 management accounts.

Mr Field handed out a document 'Pay versus funding – DfE view' to all Trustees in the meeting.

- The pay award for teachers is looking to be 4.5% and support staff is £1,925.
- Energy costs should reduce substantially over the upcoming months.
- All assumptions will be put into the schools' budgets.
- Period 6 management accounts have been uploaded in Teams and are ready to be viewed.
- The Trust currently have a good level of reserves.
- Curriculum is being looked at in both middle schools.
- Finance and Operations meetings have been taking place over the last few weeks.

- Actions have been put in place to try and gain more money to pay the catering subsidy and to mitigate some of the impact of inflation.

Q: If the government are only budgeting for 4.5% pay award and it becomes 6.5%, will the Trust have to cover the 2% short fall?

A: Yes, the Trust will. The new figures will be written into the schools' budgets but it has been noted these figures are changing on a regular basis.

Q: Are the Trust energy costs fixed?

A: The Trust have now changed to a cheaper supplier and the new contract is a fixed contract. The Trust should start to see energy prices decrease.

Q: What is the contingency for the potential £50,000 to £70,000 pay award for support staff that is currently not within the forecast?

A: The Trust will accrue for the pay award from April and this is being added into the forecasts moving forward. Some of the pay award has been offset by a grant the schools will receive in April.

Q: Who's leading on the catering meetings?

A: The Trust Operations Officer is leading these meetings and Mr Field attends the meetings.

#### Trust Improvement plan

Mrs Greenough noted the following points:

- The Trust is ensuring there is a common approach taking place across both the first and middle schools. This hasn't been fully met yet.
- There needs to be more time to imbed the new middle school leadership structure.
- Environmental strategies have been discussed in the recent Finance and Operation meetings. The Trust are currently moving to a new payroll provider which has become time consuming for several colleagues.
- Development opportunities in attending peer reviews is on its way to be being met.
- The improvement arm of the Trust has become more time consuming and has not been as effective as we had hoped. The Trust are now doing this in a slightly different way but will continue to work with the other school in the proposed partnership.
- Professional standards and job descriptions have recently been looked at and amended. The Trust have looked at how appraisals work in other Trusts and discussions have taken place in the staff wellbeing meeting.

Update from Mrs Atkinson, Chair of the Staffing and Standards and Effectiveness Committee.

Item	Minutes
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	<ul style="list-style-type: none"> <li>• The headteacher at Scissett Middle School attended the committee meeting to discuss key stage 2 outcomes.</li> <li>• The committee approved the suggested amendments to the scheme of delegation and ratified several policies.</li> </ul> <p><b>Resolutions from the Staffing and Standards and Effectiveness committee (28<sup>th</sup> February 2023) for note at the Trust Board on Wednesday 29<sup>th</sup> March 2023.</b></p> <p>The Staffing and Standards and Effectiveness committee approve the ratings of the risk register, as they are outlines for the Staffing and Standards and Effectiveness committee.</p> <p>The Staffing and Standards and Effectiveness committee approve the scheme of delegation following the termly review and two amendments that have been noted.</p> <p>The Staffing and Standard and Effectiveness committee approve and ratify the following policies:</p> <ul style="list-style-type: none"> <li>• The Mast Academy Trust CLA Policy</li> <li>• The Mast Academy Trust Exclusions Policy</li> <li>• The Mast Academy Trust SEND Policy</li> <li>• The Mast Academy Trust Staff Capability Policy</li> <li>• The Mast Academy Trust Supporting Pupils with medical needs Policy.</li> <li>• The Governors School Visit Policy</li> <li>• The Mast Academy Trust Admissions Policy</li> </ul> <p>Update from Mr Webster, Chair of the Audit &amp; Risk and Finance Committee.</p> <ul style="list-style-type: none"> <li>• The Trust is in an overall good financial position.</li> <li>• The committee looked at Kreston bench marking report.</li> </ul> <p><b>Resolutions from the Audit &amp; Risk and Finance committee (9<sup>th</sup> March 2023) for note at the Trust Board on Wednesday 29<sup>th</sup> March 2023.</b></p> <p>The Audit &amp; Risk and Finance committee approve for Mr Field to submit the SRMC (School Resource Management Checklist) document.</p> <p>The Audit &amp; Risk and Finance Committee approve the ratings of the risk register, as they are outlined for the Audit &amp; Risk and Finance Committee.</p> <p>The Audit &amp; Risk and Finance committee approve the Scheme of Delegation following the termly review and with the two amendments that have been noted.</p> <p>The Audit &amp; Risk and Finance Committee approve and ratify the following policies:</p> <ul style="list-style-type: none"> <li>• The Mast Academy Trust Capital &amp; Revenue Reserves Policy</li> <li>• The Mast Academy Trust Charging and Remissions Policy</li> <li>• The Mast Academy Trust Health and Safety Policy</li> </ul>
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Item	Minutes
47 Safeguarding	Mrs Greenough noted there are no safeguarding updates or issues that need reporting.
48 Trustee updates	<p><u>Assurance visits</u> Mr Webster gave a brief explanation about his visit with Mr Field and Mrs Walters looking at Finance and procurement.</p> <p><u>Training</u> Mrs Godman gave a brief explanation about her visit to Kirkburton Middle School looking at Safeguarding, pupil voice and staff voice.</p> <p>Mr Marshall noted he has attended two first school assemblies where he spoke to the children about his recent trip to Kenya.</p> <p><u>Upcoming training</u></p> <p>Mrs Humphreys noted the Trust wider curriculum training in 'Arts &amp; Culture, Technology, Careers, PE and RE' will be taking place on Monday 5<sup>th</sup> June at 6pm at Scissett Middle School.</p> <p>Mrs Humphreys noted the annual conference is taking place on Wednesday 19<sup>th</sup> July 2023 at 6pm at Scissett Middle School. This event will now be a training event and mandatory safeguarding training will also be taking place at this event.</p>
49 Trust focus and discussion	<p><u>Financial sustainability</u></p> <ul style="list-style-type: none"> <li>- <i>Growth</i></li> <li>- <i>Investments and opportunity for income generation</i></li> <li>- <i>Economies of scale</i></li> <li>- <i>Different collaborative team models</i></li> </ul> <p>Mrs Greenough handed a document out to all Trustees in the meeting and noted the following points:</p> <ul style="list-style-type: none"> <li>• The documents note which schools in the local areas are currently not in an academy trust.</li> <li>• Church of England schools are only able to join church of England Trusts.</li> <li>• There are currently five single academy Trusts and a larger number of multi academy Trusts within Kirklees.</li> <li>• There is a lower conversation rate of schools joining academy Trusts in Leeds than there is in Kirklees.</li> <li>• The Trust are considering small schools joining the Trust and have contacted some schools through links and sent information about the Trust to these schools.</li> <li>• The original date of 2025 for all schools to have joined a Trust has now been pushed back to 2030.</li> </ul>

Item	Minutes
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	<ul style="list-style-type: none"> <li>• The Audit &amp; Risk and Finance committee have had conversation regarding investments and income generation.</li> <li>• The Trust previously were operating on a shrunk model in the collaborative team, this has now changed enabling the Trust to be ready to grow.</li> </ul> <p>Mr Marshall noted the following points around the Trusts growth and strategy:</p> <ul style="list-style-type: none"> <li>• In the latest Government statement, there is a no one-size fits all with academy trusts but there is reference to the future landscape having regional clusters.</li> <li>• The DfE see clear benefits from both smaller Trusts and larger Trusts (but presumably not single academy trusts).</li> <li>• The underlying message appears to be that Trust growth must move forward.</li> <li>• Trustees need to start looking at the Trust's current strategy and start to think about questions around whether the strategy is working well and if not, what changes need to be made to enable the strategy to better.</li> <li>• Trustees may need to consider increasing the geographical radius for new schools to join the Trust and determine whether an increased distance is feasible for staff to travel between schools.</li> <li>• Another key area Trustees need to consider is how to ensure that the Trust remains financially stable throughout the growth process.</li> <li>• The Trust could look at creating a financial model for small schools.</li> </ul> <p>Mr Marshall and Mrs Greenough both noted it would be helpful for themselves and Trustees to have another strategy meeting to review where the Trust currently is, compare this against data, and look at other aspects of our corporate arrangements, for example governance.</p> <p><b>ACTION: Mrs Greenough to email Trustees some potential dates for a meeting for Trustees to meet to look at the Trust's strategy.</b></p>
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50 Risk Register	<p>The 'Mast_RiskRegister_Spring Term_academic year 22_23' was shared with Trustees prior to the meeting for review and discussion.</p> <ul style="list-style-type: none"> <li>• Risk ID 21,90 and 91 are all at a maintained level.</li> <li>• Risk ID 98 is a new risk relating to lawful strike action and is a medium risk.</li> <li>• Risk ID 99 is a new risk relating to unlawful strike action and is a low risk.</li> </ul>
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Item	Minutes
	<ul style="list-style-type: none"> <li>• Risk ID 100 is a new risk relating to low attendance on training and is a low risk.</li> </ul> <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 term 1 of the academic year.</p> <p>Mrs Humphreys noted an email was sent to several governors and trustees noting if they didn't complete their mandatory cyber security training, their Mast accounts would be blocked. This is because if there was a cyber security attack and all colleagues hadn't completed their training, the Trust's RPA insurance wouldn't cover us and therefore we wouldn't get paid out. There are still some governors with their accounts blocked.</p>
51 Scheme of Delegation	<p>Mrs Humphreys noted the Staffing and Standards &amp; Effectiveness committee have ratified the Scheme of Delegation following the below amendments:</p> <ul style="list-style-type: none"> <li>• Handling complaints are managed a school level by the Headteacher, previously it was managed by the governing body.</li> <li>• In relation to HR management, if a school needs to recruit for a job that is outside of job families there is a structure process the schools need to follow.</li> </ul>
52 Policy update	<p>The following policies were noted as approved and ratified at the Board Committees:</p> <ul style="list-style-type: none"> <li>• The Mast Academy Trust CLA Policy</li> <li>• The Mast Academy Trust Supporting Pupils with medical needs Policy</li> <li>• The Mast Academy Trust SEND Policy</li> <li>• The Mast Academy Trust Admissions Policy</li> <li>• The Mast Academy Trust Exclusions Policy</li> <li>• The Mast Academy Trust Capability Policy</li> <li>• The Mast Academy Trust Capital &amp; Revenue Reserves Policy</li> <li>• The Mast Academy Trust Investment Policy</li> <li>• The Mast Academy Trust Charging and Remissions Policy</li> <li>• The Mast Academy Trust Health and Safety Policy</li> <li>• Governors schools visit Policy</li> </ul> <p>RESOLVED: The policies listed above were noted by the Trust Board.</p>

Item	Minutes
53 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"> <li>• SRMA checklist</li> <li>• Government changes for schools in SEND and AP (Alternative Provision) plan</li> <li>• Accounts and accounts return</li> <li>• Land and building collection tool</li> <li>• Shelley Ofsted outcome</li> </ul> <p>RESOLVED: Trust Board noted awareness of these documents.</p>
54 Any other business	<p>RESOLVED: There were no items brought up under any other business.</p>
55 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"> <li>• <i>Wednesday 24<sup>th</sup> May 2023 at 6.30pm</i></li> <li>• <i>Wednesday 12<sup>th</sup> July 2023 at 6.30pm</i></li> </ul> <p>Mrs Humphreys noted Trustees are welcome to attend one of the governing body meetings in the Spring or Summer term if they wish.</p>
56 Agenda, minutes, and related papers to be excluded from published version	<p>RESOLVED: A matter discussed in item 46 has been excluded from the minutes for confidential reasons.</p>

## Summary of Actions

Minute Reference	Action
M41_29032023	Mrs Hellewell to upload the Middle School development Spring / Summer 2023 presentation into the meeting folder.
	Mrs Hellewell to upload the Key Stage 2 outcomes and beyond presentation into the meeting folder.
M49_29032023	Mrs Greenough to email Trustees some potential dates for a meeting for Trustees to meet to look at the Trust's strategy.

