

THE MAST ACADEMY TRUST



Meeting	Venue	Time	Date
Trust board	Scissett Middle School	6.30pm	Wednesday 25 th October 2023

DFE	10357163
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Start of meeting	18:31pm
Close of meeting	20:55pm

Attendance	63%
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Present		In attendance	
Name	Role	Name	Role
Philip Marshall	Chair of Trustees	Melanie Humphreys	Executive Lead in Governance, People & Communication
Tim Wade	Trustee	Sorrel Hellewell	Clerk
Liz Godman	Trustee	Natasha Greenough	CEO
Ben Lunt	Trustee	Jayne Done	Prospective Trustee
Dorcas Atkinson	Trustee	Sarah Walters	Executive Lead in Operations, Business & Efficiency
		Jason Field	CFO
		Absent with Consent	
		Name	Role
		Anthony Wilkinson	Trustee
		David Webster	Trustee
		Philip Oldfield	Trustee
		Absent without Consent	
		Name	Role

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1 Apologies for absent and consent	<p>RESOLVED: Apologies with consent were received from:</p> <ul style="list-style-type: none"> • Anthony Wilkinson – Trustee • David Webster – Trustee • Philip Oldfield – Trustee
2 Declarations of interest	<p>RESOLVED: There were no declarations of interest.</p>
3 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>
4 GB Standards	<p><u>Code of conduct</u></p> <p>RESOLVED: Trustees noted receipt of the code of conduct document.</p> <p><u>Representation</u></p> <p>Mr Marshall noted the Trust has been seeking an education sector Trustee due to three such Trustees resigning and becoming Members.</p> <p>Mr Marshall noted he has had a meeting with Mrs Done, and Mrs Humphreys and Mrs Greenough also subsequently met with her. It is felt that Mrs Done would be a great addition to the Trust Board and her experience and knowledge in relation to Education would be welcomed.</p> <p>Mrs Done gave Trustees a brief explanation of her background in education.</p> <p>Mrs Humphreys noted written resolutions have been received from all Members. Trustees noted their approval for Mrs Done to become a Trustee.</p> <p>RESOLVED: Mrs Done to be appointed as a Trustee from 25th October 2023 to 24th October 2027. Mrs Done's appointed is subject to her DBS check being satisfactory.</p> <p>Mr Marshall noted there are still two vacancies within the Trust Board. The Trust is not advertising for Trustees but if someone expresses an interest in joining the Trust Board, they would be considered.</p>

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5	Notifications of items to be brought up under any other business	<p>RESOLVED: There were two items brought up under any other business.</p> <ul style="list-style-type: none"> • Site Management restructure proposal • Articles of association and appointment of governance professional. 												
6	Minutes for the meetings on 12 th July 2023.	<p>RESOLVED: All agreed the minutes of the meeting held on 12th July 2023 are approved as a true record of the meetings.</p>												
7	Matters arising	<p>There were no items to be 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: 25%;">Minute Reference</th> <th>Action</th> </tr> </thead> <tbody> <tr> <td>M81_12072023</td> <td>Mrs Godman to send drafted Transgender Policy to Education & People Committee once available. RESOLVED: Complete</td> </tr> <tr> <td>M82_12072023</td> <td>Mrs Hellewell to send out the skills audit form to Trustees who haven't currently completed it. RESOLVED: Complete</td> </tr> <tr> <td></td> <td>Link Trustee roles for academic year 23/24 to be confirmed at the next meeting, which is being held on 25th October 2023. RESOLVED: Complete. Will be discussed in the upcoming committee meetings.</td> </tr> <tr> <td>M83_12072023</td> <td>Defer the Strategy until the next meeting, which is due to take place on Wednesday 25th October 2023. RESOLVED: Complete</td> </tr> <tr> <td></td> <td>Trustees to let Mrs Greenough know if they have comments regarding the SEF document by Monday 17th July 2023. RESOLVED: Complete</td> </tr> </tbody> </table>	Minute Reference	Action	M81_12072023	Mrs Godman to send drafted Transgender Policy to Education & People Committee once available. RESOLVED: Complete	M82_12072023	Mrs Hellewell to send out the skills audit form to Trustees who haven't currently completed it. RESOLVED: Complete		Link Trustee roles for academic year 23/24 to be confirmed at the next meeting, which is being held on 25 th October 2023. RESOLVED: Complete. Will be discussed in the upcoming committee meetings.	M83_12072023	Defer the Strategy until the next meeting, which is due to take place on Wednesday 25 th October 2023. RESOLVED: Complete		Trustees to let Mrs Greenough know if they have comments regarding the SEF document by Monday 17 th July 2023. RESOLVED: Complete
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8	Growth – New Joiners	<p>The following documents were provided prior to the meeting for Trustee consideration:</p> <ul style="list-style-type: none"> • Due diligence summary for Trustees – Scholes • Light due diligence <p><u>Due diligence progress and approval</u></p> <p>Mrs Greenough noted the following points;</p> <ul style="list-style-type: none"> • The due diligence document has been completed and updated from last year. • The 3-year projections regarding budget are in the document but are not in a lot of detail. 												

- All aspects of the due diligence process had been looked at and RAG rated, with explanations as to why they are rated red or amber and what mitigations are in place.

Mrs Greenough went through each risk area section;

- Asset and site
- Colleagues and human resources
- Computing system and ICT
- Data management
- Finance
- Governance
- Sub-lease/shared land
- Litigation
- Contracts
- Education standards
- Pastoral care / safeguarding

Asset and site

Q: Is there a financial risk regarding asbestos?

A: Asbestos must be inspected every 12 months. The Trust is checking with Kirklees Council to see that this has been inspected. The site team will have PPE to wear if they need to enter the affected area.

Q: Regarding the asset issues (e.g. asbestos) which provide cause for concern. Considering the potential impact of these, I understand the operational actions to resolve, however should we also be considering something to protect the Trust financially, such as insurance to provide security for the Trust in case of any future issues (such as for example, litigation by someone impacted by the asbestos)

A: We have employers and public liability insurance and therefore, if we are managing our asbestos in line with regulations, any claim would be covered by the RPA. We have Asbestos Management Plans in all schools which set out the parameters within which we monitor and manage asbestos, and these are available for review by Trustees at any time for assurance. If asbestos was deteriorating or deemed dangerous, we would seek to encapsulate or remove as we did at Birdsedge this summer. The asbestos in question at Scholes is in an undercroft that is not accessible to staff in general and would only be accessed on an annual basis for checking, at which time relevant PPE would be used to carry out this task.

Colleagues and human resources

Q: Why is absence so high?

A: There is a culture in school with lack of challenge and not enough support for staff. Systems and structures were not in place.

Computing system and ICT

Q: Are the laptops on the Trust domain?

A: No, they are not currently. The change to servers will be taking place in February half term, meaning their servers will not be linked to the Trust until this point. Practices and policies will be implemented with staff.

Finance

Q: What has feedback been like from staff and parents?

A: Governors and parent feedback were positive. They are already seeing education improvements in the children and staff are welcoming the change.

Q: Do you believe pupil numbers will go up now the school are joining the Trust?

A: Yes, potentially but there is still current issue across Kirklees with low birth rate. The school could be the choice school in the area.

Mrs Greenough noted there is a parent information evening being held at Scholes Junior & Infant School on Thursday 9th November at 3pm & 6pm. Trustees are welcome to attend.

Q: Will there become a Trust appointed Trustee on their governing board?

A: Yes, this is being considered.

The school does not currently use the extra field they have and conversations have taken place with the local cricket club who have expressed an interest in letting the field from the Trust.

Q: Who will be conducting the safeguarding audit?

A: It will be the Trust's Safeguarding lead.

RESOLVED: All Trustees approve the due diligence for Scholes Junior & Infant School.

Mrs Greenough noted the following points regarding the light due diligence which has taken place;

- Another school has registered an interest with the DFE in joining the Trust and the school would like a quick process if possible.

Mrs Greenough went through each section;

- Strengths
- Weaknesses
- Opportunities
- Risks

Q: Was the school RI at their last inspection and how many classes are in the school currently?

A: Yes, it was rated RI at their last inspection and there are three classes. Reception and year one in one class, year two, three, and four in one class and year four, five, & six in another class.

Q: What is the timeline with this school potentially joining the Trust and are the Trust more in control?

A: The Trust will be able to manage this school and the timeline more. They would not join the Trust until September 2024. The Trust needs to conduct detailed finance due diligence before confirming conversion.

Q: Are children going to other schools, instead of this school?

A: Yes, some children are leaving and then joining other local schools; some of the schools are within the Trust.

Q: What are the Local Authorities view of the school wanting to join the Trust?

A: The local authority is happy to go ahead with conversion.

Trustees noted there is a risk to the conversion but there are also some positive opportunities.

Q: It is noted that Governors and the headteacher are keen to becoming part of the trust, what is the staff view?

A: It is positive as they know they and the school need help.

Q: Has the school got support with overall governance currently?

A: The school are on the waiting list for NLG support.

Mrs Greenough noted a piece of work is taking place with the executive team to move resources around to be able to have six schools within the Trust and still be able to control workload. This will ensure the Trust preserves quality and creates greater efficiency.

RESOLVED: All Trustees approve for the Trust to move e to the next stage.

Trust appointed governor structure

Mrs Humphreys noted the following points;

- The current structure of Trust appointed governors has not been looked at in a prolonged period.
- The Trust is considering whether it is worth looking at moving some trustees around.
- Mrs Walters has put herself forward to become a trust appointed governor.
- Currently there are three trust appointed governors

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	<p>within the Trust, one at the middle schools and two at the first schools.</p> <ul style="list-style-type: none"> • The combining of the middle schools governing bodies has been a positive move. <p>Trustees noted there is a benefit to having a Trust appointed governor being on the governing body and this has been evident.</p> <p>RESOLVED: Trustees agree to direct Trust appointed governors to the schools where their help and support is more needed.</p> <p>ACTION: Mrs Hellewell to share governing body meeting dates for the rest of the academic year with Trustees.</p> <p>ACTION: Trustees to let Mrs Humphreys know if they are interested in becoming a Trust appointed governor.</p>
<p>9 Organisation updates from collaborative team</p>	<p>The following documents were provided prior to the meeting for Trustee consideration:</p> <ul style="list-style-type: none"> • CEO report – October 2023 • Mast – CFO update 231025 • Academic year 23_24 TIP summary • The Mast Academy Trust SEF 2023-24 • Management report period 12 unaudited <p>October 2023 CEO report covered:</p> <ul style="list-style-type: none"> • Executive summary • Current challenges for the Trust • School Standards • Staffing update • Finance update (CFO) • Operations update (ELOBE) <p>Mrs Greenough noted the following points;</p> <ul style="list-style-type: none"> • The annual conference took place in July and had a different structure than previously. Feedback from governors and trustees was positive about the new structure. Headteachers have requested that the conference date to be moved as the last week of term is extremely busy. The conference will now be held in September. • The Trust has applied for Trust Capacity Funding (TCaF), results should be received in a week's time. If the application is unsuccessful, the Trust can reapply in Spring. • The parent and staffing survey had a positive response rate. The outcomes of the surveys will be going to the Education & People committee.

- SEND provision is a challenge currently. The local authority is proposing a change of how SEND provision takes place and to move away from EHCP. There are positives around this move.
- There are falling birth rates nationally and the middle schools are seeing lower numbers each year, which is a growing concern.

Q: What is the reason for low number in year six?

A: Falling birth rates is a main reason. Another local high school has recently received an outstanding grade from their inspection, meaning children who live nearer to Holmfirth are choosing to go there. The Trust can manage falling birth rates and have structures in place.

- Staffing structure for collaborative team is currently being looked in to.
- The new school improvement partner has settled in well.

School standards

- Data is generally fine and overall standards have gone up.
- Year 8 maths progress is strong.
- Reading is lower from year 6 to year 8.
- Year 6 is a key priority and has a target set at 75%.
- New priorities for first schools are
 - SEND pupils
 - KS1 outcomes have a target set for 90%.

Q: Is there any extra support in tracking year 5?

A: The schools have used catch up funding to pay teachers to run extra sessions.

Pastoral

- Overall attendance remains high.
- There is a small cohort who the schools are working closely with to try and improve their attendance.
- There have been some emerging issues around homophobia / racial behaviour, these are being dealt with.
- Exclusion rates have reduced.

Operations

- Work has taken place over summer and a lot of projects were completed.
- All teams within the Trust have worked hard.
- There has been a small amount of savings regarding procurement.
- The catering contract is costing the same now as it has been for last two years.
- MIS procurement needs to manage carefully and due to this, it will have a longer lead time. A longer timeline will

ensure it is managed with colleagues and a working group can be involved in this process.

Q: Is the upcoming procurement a risk?

A: No, the MIS procurement should see savings for the Trust. The Trust have managed to secure a new electricity contract from 2024 which should see a saving of around £20,000 across the Trust.

Mrs Godman noted the CCTV at Kirkburton Middle School had a positive impact on behaviour.

Kirkburton Middle School are installing 3 internal cameras in the entrances, which allows the school another method of monitoring behaviour inside of the school.

Finance

- The Trust has a deficit of £25,000 in year.
- Finance is a challenging environment currently.
- Budget is showing a surplus of £11,000.
- The Trust is still exploring ways on how to become more efficient.
- Executive leaderships models are in place and are showing savings.
- Reserves were distributed to the schools.
- A grant of £75,000 has been received for conversion of Scholes.
- The Trust has put £450,000 in cash on deposit. Over £20,000 per year of investment income.
- Last year the Trust invested heavily in capital of around £240,000.
- The Trust has £700,000 of reserves, which is a strong position but the Trust doesn't want to go any lower than that.
- There is a freeze on capital spend currently meaning only urgent health and safety work will be completed.
- CIF bids are going through the process but the schools will not be making any contributions this year to the bids.

Approval of Trust Improvement plan 23_24

RESOLVED: Trustees approve the Trust improvement plan 23_24.

Approval of SEF

Mrs Greenough noted the Trust took on the Board's suggestions and there haven't been any significant changes.

Mr Lunt noted there is an error on page 5 with a section being colour amber where it should be green.

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	<p>RESOLVED: Trustees approve the SEF 2023_2024 document, with the amendment to the RAG rating to be made.</p>
<p>10 Safeguarding</p>	<p>Mrs Greenough noted there is no current update needed to be noted.</p> <p><u>Approval of safeguarding policy</u></p> <p>Mrs Greenough noted the Safeguarding policy has been updated in line with Keeping children safe in education and these changes are reflected in the policy.</p> <p>Mr Marshall noted the wording 'peer on peer' has been changed to 'child on child' but there is still a reference to 'peer on peer' written in the policy.</p> <p>Mrs Greenough noted this error will be rectified.</p> <p>RESOLVED: Trustees approve the Safeguarding Policy with the amendment on wording from 'peer on peer' to 'child on child' to be made.</p>
<p>11 Trustee updates</p>	<p><u>Executive Appraisals</u></p> <p>Trustees met briefly in private to discuss the executive team appraisals.</p> <p><u>Skills audit outcomes</u></p> <p>Mr Marshall noted the skills audit outcomes were uploaded into the meeting folder, prior to the meeting.</p> <p>There is an overall weakness regarding chairing and this has identified as a weakness in the school governing bodies also. There is training available for governors and trustees who are interested in becoming a chair in the future.</p> <p><u>Visits including assurance visits</u></p> <p>Mr Marshall noted he attended all open evenings within the Trust and noted the following points;</p> <ul style="list-style-type: none"> • All open evenings were well organised and attended. • These events were a nice opportunity to speak with staff, parents and children. • There were samples of food from the catering provider, which was nice for prospective parents to try. <p>Mr Marshall noted he visited Scholes Junior & Infant School and met with the headteacher, which went well. He has also met the Chair of Governors.</p>

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	<p>Mrs Godman noted she completed a visit to Kirkburton Middle School with the Trust School Improvement Partner. The visit was a follow up due a parental complaint. The visit looked at behaviour. The Trust School Improvement Partner has written a report regarding the visit.</p> <p><u>Event calendar</u></p> <p>Mrs Hellewell noted the event calendar is currently in development and the calendar will be sent out once completed.</p> <p>ACTION: Mrs Hellewell to send out event calendar to Trustees once available.</p> <p><u>Upcoming training</u></p> <p>Trustees noted receipt of the training schedule for 2023/2024 which has been uploaded into the training folder on Teams.</p>
12 Statutory requirements completion	<p>Mrs Hellewell advised that most Trustees had completed the listed requirements, but one was outstanding and need completing as soon as possible.</p> <ul style="list-style-type: none"> • Declarations of Interest • Code of Conduct • ICT usage user agreement • Declaration of suitability
13 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"> • Exclusion guidance <p>RESOLVED: Trust Board noted awareness of this document.</p>
14 Any other business	<p>RESOLVED: There were two items brought up under any other business.</p> <p><u>Site Management restructure proposal</u></p> <p>The 'Site Management restructure proposal' document was provided to Trustees prior to the meeting for information.</p> <p>Mrs Walters presented the 'Site management restructure proposal' document to Trustees. Discussions took place with Trustees and the executive team regarding the proposal.</p> <p>Trustees asked questions to Mrs Walters, which were answered in the meeting.</p>

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	<p>RESOLVED: Trustees approve the Site management restructure proposal as presented in the meeting.</p> <p><u>Articles of association</u></p> <p>Mr Field noted there have been some minor changes made to the articles of association. The main change is the wording of clerk to governance professional.</p> <p>The articles of association will be circulated to members for their approval.</p> <p>RESOLVED: Trustees approve the updates to the articles of association as noted in the meeting.</p>
<p>15 Future dates for meetings of the Trust Board</p>	<p>RESOLVED: That the next meeting of the Trust Board would take place on:</p> <ul style="list-style-type: none"> • Tuesday 21st November 2023 at 6pm – Development focus session • Wednesday 13th December 2023 at 6.30pm – Trust Board • Wednesday 20th December 2023 at 3pm – Members • Tuesday 23rd January 2024 at 6pm – Governor face to face training • Tuesday 19th March 2024 at 6pm – Development focus • Wednesday 20th March 2024 at 6.30pm – Trust Board • Wednesday 22nd May 2024 at 6.30pm – Trust Board • Monday 3rd June 2024 at 6pm – Wider Curriculum Training • Wednesday 10th July 2024 at 6.30pm – Trust Board • Wednesday 18th September 2024 at 6pm – Annual Conference <p>ACTION: Mrs Hellewell to add Education & People and Finance, Audit & Risk Committee dates to the future dates for the meetings of the Trust Board.</p>
<p>16 Agenda, minutes, and related papers to be excluded from published version</p>	<p>RESOLVED: Matters discussed in items 8 & 14 has been excluded from the minutes for confidentiality reasons.</p>

Summary of Actions

Minute Reference	Action
M8_25102023	Mrs Hellewell to share governing body meeting dates for the rest of the academic year with Trustees. Trustees to let Mrs Humphreys know if they are interested in becoming a Trust appointed governor.
M11_25102023	Mrs Hellewell to send out event calendar to Trustees once available
M15_251029023	Mrs Hellewell to add Education & People and Finance, Audit & Risk Committee dates to the future dates for the meetings of the Trust Board.

