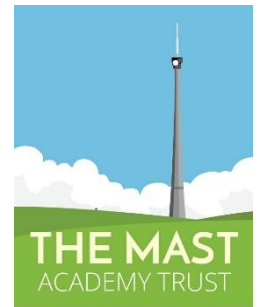


THE MAST ACADEMY TRUST



Meeting	Venue	Time	Date
Trust board	Scissett Middle School	5.00pm	Wednesday 10 th December 2025

DFE	10357163
-----	----------

Start of meeting	17:00pm
Close of meeting	19:35pm

Attendance	89%
------------	-----

Present		In attendance	
Name	Role	Name	Role
Philip Marshall	Chair of Trustees	Sorrel Hellewell	Clerk
Tim Wade	Trustee	Natasha Greenough	CEO
Liz Godman	Trustee	Jason Field	CFO
Ian Lakin	Trustee	Gill Senior	Director of Inclusion
Maureen Neill	Trustee	Lisa Pugh	Headteacher at SJIS
Ben Lunt	Trustee	Absent with Consent	
Jayne Done	Trustee	Name	Role
Clare Slater	Trustee		
		Absent without Consent	
		Name	Role
		Philip Oldfield	Trustee

Item	Minutes
------	---------

18 Apologies for absence and consent	<p>Welcome and introductions were made by all.</p> <p>RESOLVED: Apologies were not received from:</p> <ul style="list-style-type: none"> • Philip Oldfield – Trustee
19 Declarations of interest	RESOLVED: There were no declarations of interest.
20 Confidentiality reminder	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.
21 Presentation	<p>Mrs Pugh presented the following presentation regarding Scholes Junior & Infant School:</p> <p>The following slides were presented:</p> <ul style="list-style-type: none"> • At Scholes School our vision is • Successes 24_25 • Initial priorities • School priorities 2025/2026 • Sporting events • Community events • Personal development • Celebrating success • Challenges • Team Scholes <p>Q: How do you feel about the current school environment? A: The school environment feels positive.</p> <p>Q: Are there areas where Trustees could have provided more support? A: The support package from the Trust is excellent. The level of support is unique and allows the school to focus on what is needed. It is clear that some schools outside the Trust or those just joining a trust do not have this level of assistance.</p> <p>Mrs Senior noted the school feels completely different now. A significant amount of work has been done, and the transformation is remarkable.</p> <p>Mrs Done noted previously, the school team was fractured. Now, the staff work cohesively as a team, and this change has occurred in a very short period which is really positive.</p> <p>Q: What do you think the current parent perception is? A: At present, parent perception is not very positive. The recent</p>

Item	Minutes
------	---------

	<p>survey highlighted concerns, as some parents feel that the Trust has come in and replaced staff without clear communication. Parents were not fully aware of the improvements happening within the school. To address this, we aim to reinforce positive messages and organise sessions where parents can visit the school, attend workshops, and participate in events.</p> <p>Q: If you could have one wish for the school, what would it be? A: It would be increased SEND (Special Educational Needs and Disabilities) support.</p>					
22 Representation	<p><u>Prospective Trustee/Governor Update</u></p> <p>Mr Marshall reported meeting a prospective Trustee and governor candidate a few weeks ago. The individual is described as an entrepreneur with strong community involvement and multiple business interests. After discussions, the candidate opted to pursue a governor role initially.</p> <p>Mrs Hellewell noted he has met with the Chair of the Middle Schools Governing Committee and Executive Headteacher earlier this week and they confirmed they would like him to join their governing committee.</p> <p><u>Trustee Recruitment</u></p> <p>The Trust still has trustee vacancies and is actively seeking candidates with education or business backgrounds, with HR expertise being particularly desirable.</p> <p><u>Appointment</u></p> <p>Trustees voted and agreed to formally appoint Mrs Slater as a Trustee.</p> <p>RESOLVED: Mrs Slater to be appointed as a Trustee from 10th December 2025 to 9th December 2029.</p>					
23 Notifications of items to be brought up under any other business	<p>RESOLVED: There was one item brought up under any other business.</p> <ul style="list-style-type: none"> • Update on Shelley First School 					
24 Minutes for the meetings on 8 th October 2025	<p>RESOLVED: All Trustees agreed the minutes of the meeting held on 8th October 2025 are approved as a true record.</p>					
25 Matters arising	<table border="1"> <thead> <tr> <th style="background-color: #444; color: white;">Minute Reference</th> <th style="background-color: #444; color: white;">Action</th> </tr> </thead> <tbody> <tr> <td>M9_08102025</td> <td>Include a question in the upcoming parent survey to assess whether parents know who to contact regarding safeguarding concerns.</td> </tr> </tbody> </table>	Minute Reference	Action	M9_08102025	Include a question in the upcoming parent survey to assess whether parents know who to contact regarding safeguarding concerns.	
Minute Reference	Action					
M9_08102025	Include a question in the upcoming parent survey to assess whether parents know who to contact regarding safeguarding concerns.					

		RESOLVED: Complete	
<p>26 Organisation updates from the collaborative team</p>	<p>The following documents were provided prior to the meeting for Trustee consideration:</p> <ul style="list-style-type: none"> • Executive Report December 2025 • LGC meeting summary – December 2025 <p>Mrs Greenough noted the following points;</p> <p><u>Executive summary</u></p> <p>Term dates</p> <ul style="list-style-type: none"> • CPD day has moved into summer holidays following staff survey. • Staff complete online training during summer at their convenience. • Positive feedback: reduces late nights, offers flexibility. • Official start date will appear as late August (e.g., 28th) due to this change. <p>Teaching & Learning</p> <ul style="list-style-type: none"> • The priority this year is pedagogy and teaching strategies. • Teaching & Learning group is active and they are focusing on one strand per half-term. • The first strand is formative assessment. A joint training day took place in November which included cognitive load theory. • The shared training day on 3rd November was highly successful and positive feedback was received from a survey that was completed by attendees. <p>Ofsted Framework</p> <ul style="list-style-type: none"> • The new framework is stricter and most schools will have areas needing attention. • Expected standard requires meeting every bullet point. • DfE released parent guidance to avoid misconceptions about schools “going backwards.” • Kirkburton Middle School is due an inspection imminently and will be the first school to be inspected under the new framework. • Trustees are likely to meet inspectors during Ofsted visits. • A peer review at Kirkburton identified gaps. Intensive support has been provided and the school is now stronger. <p>Pupil Parliament</p> <ul style="list-style-type: none"> • The meeting took place virtually. 		

- Pupils demonstrated strong engagement, tech skills and contributed to Climate Action Plan development.

SEND & Vulnerable Pupils

- There are currently 30 pupils accessing alternative provision.
- There has been a significant reduction in suspensions and crisis incidents.
- There has been a positive impact on emotional well-being and regulation.
- Six EHCP (Education Health Care Plans) applications have been submitted. One was initially refused but overturned after challenge.
- Funding challenges persist and clusters pooling resources for therapeutic services due to long NHS wait times (e.g., speech & language: 2 years; ADHD: 3 years).
- Vulnerable pupil strategy includes SEND, disadvantaged pupils, and persistent absentees (<90%).
- The Trust has strong attendance overall. Work is ongoing for disadvantaged and SEND pupils.
- Improved information is being shared with Shelley College for transitions; joint shared files implemented.

Admissions & Birth Rates

- Falling birth rates remain a major risk.
- Middle schools are relatively secure as the primary schools are more vulnerable.
- Grange Moor conversion is delayed to April 1st, 2026.
- Current first-choice numbers:
 - Grange Moor: 11
 - Bird's Edge: low but improving
 - Shelley: 18
- Possible review of pupil admission numbers to ensure financial sustainability.

Leadership Capacity

- There is a vacancy at Shelley First School for an Assistant Head & SENCO.
- There have been development opportunities for associate senior leaders in the middle schools.

Governance Risks

Mrs Hellewell highlighted the following points from the LGC summary document:

- The main risks brought out of the latest LGC meetings were
 - Declining pupil numbers
 - Governance capacity
 - SEND profile higher than average

ACTION: The executive team to add governance capacity risk to the risk register.

Vulnerable pupils

Mrs Senior noted the following points:

Alternative Provision Hubs

- All hubs are now operational across the trust.
- There are 30 pupils currently accessing alternative provision pathways. These pupils previously struggled significantly in mainstream settings.
- The hubs have allowed the reduction in crisis incidents and physical assaults on staff, reduced the number of suspensions and improved pupils' emotional well-being and ability to self-regulate.
- The Trust needs to ensure curriculum in hubs is appropriate and tailored to pupils' needs.
- The development of vulnerable pupil strategy will continue.

SEND Profile and EHCP Applications

- Trust-wide SEND levels are broadly in line with national averages.
- Six EHCP applications submitted this academic year; one initially refused but overturned after challenge and mediation.
- There is emphasis on tenacity in pursuing EHCP assessments where needed.

Funding and External Support Challenges

- There are currently significant delays in external services:
 - Speech & Language referrals now take up to 2 years.
 - ADHD and autism assessments up to 3 years.
- Clusters pooling resources to centralise therapeutic services due to NHS delays.
- The clusters have now split into two smaller groups for more productive meetings and better information sharing.

Persistent Absenteeism and Disadvantaged Pupils

- Vulnerable pupil strategy includes:
 - SEND pupils
 - Disadvantaged pupils
 - Pupils with attendance below 90% (persistent absentees)
- Strong attendance overall, but work is needed on monitoring disadvantaged and SEND attendance.
- The next focus is on pupils at 88–89% attendance to prevent persistent absenteeism.

Data and Tracking

- Systems now provide senior leaders with a clear overview of every vulnerable pupil.

Transition Challenges

- Middle schools face delays in SEND identification due to masking in primary schools.
- Evidence often built late (end of Year 6), delaying referrals until Year 8.
- Shared files are now in place with Shelley College for a smoother transition.
- Joint practices and early discussions implemented to improve continuity.

Operational updates**Compliance**

- Land & Buildings Collection Tool has been submitted.
- Health & Safety audits show 98.2% compliance across trust.
- Transition from GEMS to STEMS standards (DfE) underway.

Capital Projects

- CIF-funded projects
 - Fire doors are nearly complete.
 - Fencing is delayed due to planning approval
 - Boiler replacement at Kirkburton is scheduled.
- Payroll provider is changing in April; Audit and CIF bid providers are retained for now.

Site Team

- A slight adjustment has been made to the site structure.
- An Apprentice role has been implemented to boost internal maintenance capacity and reduce external contractor costs.
- All head teachers have signed up to the additional SLA.

IT & Digital Strategy**DfE Digital Standards**

- Self-assessment is underway for broadband, cybersecurity, and filtering/monitoring compliance.

AI Strategy

- AI Acceptable Use Policy is now implemented.
- Colleague survey (90+ responses) shows mixed awareness and training is planned.
- TeachMate AI was identified as cost-effective tool for lesson planning.
- Microsoft Copilot considered but cost-prohibitive (£25/user/month).

Finance Updates

MUGA Replacement

- A decision has been made to replace the MUGA carpets at Kirkburton and Scissett Middle Schools.
- Mac Groundworks is the approved contractor. A 2G pitch has been selected for durability and multi-sport use.
- 5% discount has been secured with the contractor for doing the work on both sites.
- Maintenance is planned to prevent drainage issues.

RESOLVED: The Trust Board approve the replacement of MUGA carpets at Kirkburton Middle School and Scissett Middle School.

Audit & Financial Position

- External audit is clean and no findings were found.
- Reserves have increased to £1.14m.
- All schools within the Trust are in a surplus.
- Pension scheme in surplus which means employer contributions are expected to reduce.

Committee Resolutions

Update from Mrs Done and Mrs Godman for the Education & People Committee:

- The risk register and scheme of delegation were approved.
- Several policies were ratified which include; Admissions, Attendance, Disciplinary, Exclusions, Grievance, LGBTQ+ Inclusion, Pay Policy addendum.

Update from Mr Wade for the Finance, Audit & Risk Committee:

- The Estate Strategy, Climate Action plan, internal scrutiny strategy, risk register and scheme of delegation were all approved.
- Several policies were ratified which include; Financial Regulations, Whistleblowing, First Aid & Accident Reporting, Emergency Plan, Family & Parental Leave.

Q: When stating compliance is at 98%, is that statutory compliance or general compliance?

A: There are two measures:

- Compliance
- Statutory compliance

Reports show reasons for any non-completed items (e.g., scheduled Legionella checks not completed at time of audit).

Q: Is fire safety a concern, given it appears frequently across school reports?

A: The Executive Lead in Operations & Governance would need to answer this in detail.

ACTION: The Executive Lead for Operations & Governance to provide an explanation regarding fire safety, including why it appears frequently in health & safety reports across schools, and whether it represents a material concern.

Update from link trustees

Careers Link Trustee Update

- Mrs Godman explained she is the link trustee for Careers for the middle schools.
- It was noted that there is currently no Careers Coordinator, creating potential Ofsted risk around the Careers programme.

Mrs Senior clarified:

- Careers sits within the PSHCE curriculum.
- It is being overseen temporarily by herself but should ultimately sit with the strategic PHSE lead.
- Work on Careers was prompted after it surfaced as a gap during the Kirkburton peer review.

Mrs Godman noted she has conducted the following visits:

- Visted Kirkburton Middle School and met with several senior leaders.
- Completed a safeguarding visit at another school within the Trust.
- Attended a DSL meeting.
- Behaviour and attendance reviews were scheduled, these have had to be postponed to next term.

Trust-wide Themes Identified Through Link Trustee Work

- Declining pupil numbers
- High SEND profiles
- Funding uncertainty
- Governance capacity issues
- Increase in term-time holidays

Update from Mr Lunt, for the Education & People Committee:

- Policies were all approved
- Pay scale agreed
- Committee received safeguarding, CPD and SEND updates.

Update from Mr Wade, for the Finance, Audit & Risk committee:

- Decision for MUGA approved
- Met with the audit – very complementary.
- Approval of 5-year Estate Strategy & Asset Management Plan.
- Approval of Climate Action Plan for implementation.

Item	Minutes
------	---------

	<ul style="list-style-type: none"> • Approval and ratification of policies • Approval of replacing MUGA carpets at Kirkburton and Scissett Middle School using Mac Groundworks. • Trustees discussed asbestos considerations during MUGA works; contractor mitigations to be confirmed. <p>It was noted the Head of Estates has completed a lot of work regarding the MUGA carpets replacement. Documents were provided to the Finance, Audit & Risk Committee. Now was the best time to invest. Got a discount if we did both schools together.</p> <p>Q: What is the time framework for the work? A: There was asbestos and it has been monitored and it is a negatable risk. Just replacing the carpet not, the whole structure.</p> <p>Q: Does the risk change when the work is taking place? Is there an increased risk? A: Don't think so but we can take this away and investigate this.</p>
27 Focus item	<p><u>Presentation of the 2024 / 2025 reports and accounts</u></p> <p>Mr Field noted the following points:</p> <p>Reports are in the folder and include:</p> <ul style="list-style-type: none"> • The Strategic Report • The Trustees' Report • The Governance Statement • The Accounting Officer's Statement of Regularity and Compliance • The Auditor's Report (covering both financial statements and regularity) <p><u>Key financial headlines</u></p> <ul style="list-style-type: none"> • Reserves increased from £800,000 to £1.14 million. • This represents a strong surplus position for the year. • All schools are now in surplus, which wasn't the case at the start of the year. • These surplus's reflects good financial controls, forecast management, and grant income. • Expenditure remains controlled and below budget in several areas. • Capital grant income (e.g., SIF bids) continues to support improvement projects. <p><u>Pension scheme update</u></p> <ul style="list-style-type: none"> • The Local Government Pension Scheme (LGPS) is now in a significant surplus (approx. £2.1m). • This surplus is not shown on the Balance Sheet due to accounting rules. • Current employer contributions: ~18%

	<ul style="list-style-type: none"> • Every 1% reduction = ~£20,000 saving across the Trust. • Trustees should expect reduced contributions from April, pending final confirmation from the actuary. • Recovery period reducing from 6 years to 3 years. <p><u>External Audit Findings</u></p> <p>The external auditors provided two mandatory reports, the Audit Findings Report and Data Analytics Report.</p> <p>Audit Findings Report</p> <ul style="list-style-type: none"> • Financial controls • Related-party transactions • Sampling of financial transactions • Compliance with financial statements reporting • No issues were found. • All previous year points are resolved. • There were a complete set of clean findings. <p>Data Analytics Report</p> <p>A deep dive automated pattern check. This scans every financial transaction for:</p> <ul style="list-style-type: none"> • Keywords (e.g., <i>wine</i>) • Patterns in timing • Variances • Unusual suppliers or spending <p>The results were that no risks were identified and any items flagged for example wine, this was found to be benign as they were alcohol wipes.</p> <p>Trustees noted their thanks to the finance team, for receiving a clean set of accounts.</p> <p>Submission deadlines and process. By 31st December the Trust must submit the following documents:</p> <ul style="list-style-type: none"> • The Annual reports and accounts • The management letter • The internal scrutiny report <p>The accounts will be signed at the AGM on 17th December 2025.</p> <p>RESOLVED: The Trust Board confirmed that the Mast Academy Trust is a going concern.</p>
28 Safeguarding	<p>Mrs Senior noted the following points;</p> <p><u>Safeguarding review process</u></p>

- The first cycle of Trust-wide safeguarding reviews has been completed for all schools.
- This year, the process was split into two rounds rather than a single review.
- Each school's DSL completed a self-assessment first.
- This was followed by a review meeting led by the Director of Inclusion (DOI).
- Mrs Godman observed one review for quality assurance.

Findings From First Round of Reviews

- Schools demonstrated strong overall compliance with safeguarding standards.
- Only minor administrative tasks were identified across some settings.
- Some admin-related tasks (e.g., use of the SCR system) required further training.
- The DOI has already delivered follow-up training to address these gaps.

The second round of safeguarding reviews

- Second-round safeguarding reviews are scheduled for late January–February.

These will include:

- Triangulation of information
- Checks on safeguarding within the PSHE curriculum
- pupil voice
- Conversations with leaders

Attendance and Vulnerable Pupils

- Vulnerable pupil strategy strengthened across schools with clear oversight for:
 - Disadvantaged pupils
 - SEND
 - Persistent absentees (<90%)
- Attendance across the trust is strong, especially at:
 - Kirkburton Middle School
 - Shelley First School
- Some attendance drop was caused by children recorded as late after registers have closed (MIS closes 30 minutes after the official register).
- These pupils were physically present, but DfE data falsely records them as absent.
 - An adjusted dataset is now being run to provide accurate percentages.
- 16 children are on reduced timetables, primarily due to complex needs.
- Many of these children attend hub provision, which has reduced crises and improved safety and regulation.

Item	Minutes
------	---------

	<p><u>Breakfast clubs</u></p> <ul style="list-style-type: none"> • Scissett Middle – operates a breakfast club. • Kirkburton Middle – does <i>not</i> operate a breakfast club. • Some first schools offer clubs with free places for disadvantaged pupils. • Shelley has no internal club but an external provider the cabin is on site.
29 Trustee updates	<p>Mrs Slater left the meeting at 19.10pm.</p> <p><u>Executive leadership appraisals</u></p> <p>Mr Marshall noted executive leadership appraisals have taken place.</p> <p><u>CEO appraisal</u></p> <p>Mr Marshall noted Mrs Greenough’s appraisal was conducted by himself, Mr Wade and Mr Lunt.</p> <p>Within the appraisal meeting Mrs Greenough’s performance in relation to the objectives set for 24/25 and her leadership of the Trust more generally were discussed.</p> <p>It was concluded within the appraisal meeting that Mrs Greenough had satisfactorily achieved her objectives.</p> <p>Four new objectives were set for 2025/2026.</p> <p>Mr Marshall provided information relating to both the performance appraisal and the new objectives.</p> <p>RESOLVED: All Trustees approve the CEO’s performance appraisal for 24/25.</p> <p>Mr Marshall noted on behalf of the Trust Board, thanks to Mrs Greenough, Mr Field and Mrs Humphreys for all their work in the last academic year. The Trust have had another excellent year.</p> <p>Mrs Hellewell noted the following points:</p> <p><u>Training attended</u></p> <ul style="list-style-type: none"> • CST • Trust development session <p>Mrs Godman noted she attend a webinar relating to Ofsted arrangements.</p> <p>Mrs Done noted she has attended three SEN sessions which were provided by Kirklees.</p>

	<p><u>Complete visit schedule</u></p> <p>Mrs Hellewell reminded Trustees to complete and return the visit schedule spreadsheet. Link roles have been added to the spreadsheets.</p> <ul style="list-style-type: none"> • Estates Management and Health and Safety – Mr Wade • Financial oversight including procurement – Mr Lakin • Governance and legal/standards compliance including scrutiny – Mr Marshall • Sustainability – Mr Marshall • Safeguarding – Mrs Godman • SEND – Mrs Done • Careers for the Middle Schools – Mrs Godman <p>ACTION: Mrs Hellewell to resend the Trustee visit schedule to all Trustees for completion.</p> <p><u>School Link Trustees</u></p> <p>Middle Schools – Mrs Godman Shelley First School – Mrs Neill Birdsedge First School / Grangemoor Primary School – Mr Lunt Scholes Junior & Infant School - Mrs Done</p>
30 Risk Register	<p>The 'Mast_RiskRegister_Autumn_25_26' was shared with Trustees prior to the meeting for review and discussion.</p> <p>Mrs Hellewell noted there have been no significant movements within the risk register this term.</p> <p>Two new risks were added in relation to FARC and these were discussed in the recent FARC meeting.</p> <p><u>Specific Points Raised</u></p> <ul style="list-style-type: none"> • Governance capacity at Scholes Junior & Infant School was raised earlier in the meeting as they have very low number of governors and it was agreed and actioned that this will be added to the risk register for monitoring. <p><u>Future Work</u></p> <ul style="list-style-type: none"> • Spending limits within the Scheme of Delegation will be reviewed in light of tightening funding conditions. Although this sits within Item 14 formally, trustees noted it links closely to risk management and will be addressed at the next FARC meeting. <p><u>Trustee Discussion / Assurance</u></p> <ul style="list-style-type: none"> • No specific risk escalations were requested.

Item	Minutes
------	---------

	<ul style="list-style-type: none"> No changes in risk scoring or levels were proposed during the meeting.
31 Scheme of Delegation	<p>The 'Mast Academy Trust SoD Academic Year 25_26' was shared with Trustees prior to the meeting for review and discussion.</p> <p>Mrs Hellewell noted the scheme of delegation has gone through the termly review and there were no updates following a termly review.</p> <p>It was noted that spending limits will be reviewed to enable funding tightening.</p>
32 Policy update	<p>The following policies were noted as approved and ratified at the Board Committees:</p> <ul style="list-style-type: none"> Admissions Policy 2025_26 and 2026_27 Attendance Policy Colleague Performance Management Policy Exclusions Policy Financial Regulations Manual First Aid and Accident reporting Policy Grievance Policy LGBTQ+ Inclusion Policy Master School Emergency Plan Policy Pay Policy 25_26 addendum Pay Policy Whistleblowing Policy <p>RESOLVED: The policies listed above were noted by the Trust Board.</p>
33 Important documents to note	<p>Mrs Hellewell noted the following documents were uploaded prior to the meeting:</p> <ul style="list-style-type: none"> Curriculum review
34 Any other business	<p>RESOLVED: There was one item brought up under any other business.</p> <p><u>Shelley First School</u></p> <p>The school has been invited by the DfE to apply to be an Early Years Lead School.</p> <p>RESOLVED: All Trustees approve the Climate action plan.</p>
35 Future dates for meetings of	<p>RESOLVED: That the future dates for Trust Board, training and committees are as followed:</p>

Item	Minutes
------	---------

<p>the Trust Board</p>	<p><u>Training</u></p> <ul style="list-style-type: none"> • <i>Tuesday 16th June 2026 at 5pm – Trust Wide Development Session</i> <p><u>Meetings</u></p> <ul style="list-style-type: none"> • <i>Wednesday 17th December 2025 at 3pm – AGM</i> • <i>Wednesday 25th March 2026 at 5pm – Trust Board</i> • <i>Wednesday 20th May 2026 at 5pm – Trust Board</i> • <i>Wednesday 15th July 2026 at 5pm – Trust Board</i> <p><u>Committees</u></p> <ul style="list-style-type: none"> • <i>Wednesday 4th February 2026 at 5pm – Education & People Committee</i> • <i>Wednesday 4th March 2026 at 5pm – Finance, Audit & Risk Committee</i> • <i>Wednesday 10th June 2026 at 5pm – Education & People Committee</i> • <i>Wednesday 1st July 2026 at 5pm – Finance, Audit & Risk Committee</i>
<p>36 Agenda, minutes, and related papers to be excluded from published version</p>	<p>RESOLVED: Matters discussed in item have been excluded from the minutes for confidentiality reasons.</p>

Summary of Actions

Minute Reference	Action
M25_10122026	The executive team to add governance capacity risk to the risk register.
	The Executive Lead for Operations & Governance to provide an explanation regarding fire safety, including why it appears frequently in health & safety reports across schools, and whether it represents a material concern.
M29_10122026	Mrs Hellewell to resend the Trustee visit schedule to all Trustees for completion.

