

## THE MAST ACADEMY TRUST



Meeting	Venue	Time	Date
Trust board	Scissett Middle School	6.30pm	Wednesday 5 <sup>th</sup> October 2022

DFE	10357163
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Start of meeting	18:31
Close of meeting	20:08

Attendance	55%
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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
David Webster	Trustee	Absent with Consent	
		Name	Role
		Gail Howe	Trustee
		Anthony Wilkinson	Trustee
		Liz Godman	Trustee
		Absent without Consent	
		Name	Role
		Richard Sowerby	Trustee

Item	Minutes				
1 Apologies for absent and consent	<p>RESOLVED: Apologies had been received from:</p> <ul style="list-style-type: none"> <li>• Gail Howe – Trustee</li> <li>• Anthony Wilkinson – Trustee</li> <li>• Liz Godman – Trustee</li> </ul> <p>RESOLVED: Absent without consent were from:</p> <ul style="list-style-type: none"> <li>• Richard Sowerby – Trustee</li> </ul> <p>Mr Sowerby's attendance was noted as poor in the last academic year.</p> <p><b>ACTION: Mr Marshall to follow up with Mr Sowerby regarding his role on the Trust Board.</b></p> <p>It was noted Mr Webster would be late joining the meeting.</p>				
2 Declarations of interest	RESOLVED: There were no declarations of interest.				
3 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.				
4 Representation	Mr Marshall noted there are currently two vacancies on the board and efforts to recruit as being made. Mr Marshall asked trustees to look within their networks for anyone who may wish to consider the role of trustee.				
5 Notifications of items to be brought up under any other business	<p>RESOLVED: There were one item to be brought up under any other business.</p> <ul style="list-style-type: none"> <li>• Confirmation of adoption of teachers and support staff pay award. – this will be included in agenda item 8</li> </ul>				
6 Minutes for the meetings on 13 <sup>th</sup> July 2022	RESOLVED: All agreed the minutes of the meeting held on 13 <sup>th</sup> July 2022 are approved as a true record of the meetings.				
7 Matters arising	<p>The following items were discussed under matters arising.</p> <table border="1" data-bbox="544 1653 1385 2033"> <thead> <tr> <th data-bbox="544 1653 794 1731">Minute Reference</th> <th data-bbox="794 1653 1385 1731">Action</th> </tr> </thead> <tbody> <tr> <td data-bbox="544 1731 794 2033">M75_13072022</td> <td data-bbox="794 1731 1385 2033">           Carry forward 'Mrs Greenough to ask headteachers to provide an overview of what actions will be taken following the results from the staff and pupil survey' to the next Trust Board meeting, which is being held on Wednesday 5<sup>th</sup> October 2022.            RESOLVED: Kirkburton Middle School main areas were around communication. The school has adjusted the way they are         </td> </tr> </tbody> </table>	Minute Reference	Action	M75_13072022	Carry forward 'Mrs Greenough to ask headteachers to provide an overview of what actions will be taken following the results from the staff and pupil survey' to the next Trust Board meeting, which is being held on Wednesday 5 <sup>th</sup> October 2022. RESOLVED: Kirkburton Middle School main areas were around communication. The school has adjusted the way they are
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		<p>communicating with staff. The Trust produce a half termly 'did you know' document. Scissett Middle School has adjusted the way they manage their morning meetings and now using an alternative method of communication.</p> <p>Shelley First School staff noted issues around workload, actions have been taken o support this.</p>
	M76_13072022	<p>Mrs Greenough to respond to the welcome letter from the RSC to try and engage a conversation.</p> <p>RESOLVED: Mrs Greenough noted herself and Mr Marshall have been in contact with the RSC, or Regions Group as it is now called.</p>

<p>8 Organisation update from collaborative team</p>	<p>The following documents were provided prior to the meeting for Trustee consideration:</p> <ul style="list-style-type: none"> <li>• Sept 2022 operational update</li> <li>• Collaborative Team service evaluation 2022</li> <li>• Environment Strategy – Trust Committees structure</li> <li>• School Asset Management Plans</li> <li>• KPI report – Summer Term 2</li> <li>• KPI template 21-22</li> <li>• Management Report period 11 exc WYTA</li> <li>• Management Report period 11 inc WYTA</li> <li>• Procurement strategy</li> <li>• Summary of capital planning 230922</li> </ul> <p>Sept 2022 operational update covered:</p> <ul style="list-style-type: none"> <li>• Executive summary</li> <li>• Current challenges for the Trust</li> <li>• Staffing update</li> <li>• Finance update (CFO)</li> <li>• Operations update (TOO)</li> <li>• Reporting</li> </ul> <p>Mrs Greenough noted the following points from her CEO update;</p> <ul style="list-style-type: none"> <li>• The Ofsted outcome at Birdsedge First School was really positive and the Trust are proud of all who were involved in the school.</li> <li>• A meeting has been held with the link person at RSC/Regions Group. The Trust have submitted their sponsorship application.</li> <li>• The Trust are pleased to welcome the new HR partner to the team. The HR partner are bringing lots of capacity to the schools. The Trust are continuing to pay into Fusion HR services for an interim period.</li> <li>• All SEND reviews have been completed.</li> </ul>
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- SEND remains a priority for the Trust and the SENDCo team are working closely together to ensure all classrooms are dyslexic friendly.
- Birdsedge First School falling roll remains a challenge and the school have actions in place to try and increase their pupil intake.
- A meeting has been held to discuss concerns at Scissett Middle School and it was decided to move the school from secure to strengthen. Leadership is going to be looked in to further and a revaluation will take place in December.

Mr Webster arrived at the meeting at 18.46pm.

Mr Field noted the following points regarding operations;

- The procurement plans have been updated.
- There has been a large saving by the site team completing work internally.
- The pay-roll contract is currently being looked at and the Trust could potentially look at moving away from Kirklees in the future.
- The Trust Operations Officer is looking at other contracts within the Trust that could save money.
- Parago asset management has been implemented this year.

Q: Is the Payroll contract another opportunity for the Trust to make savings?

A: There could be some indirect savings the Trust could make.

- Environment and sustainability have been discussed in the previous Trust Board meeting and meetings are being set up in each committee. The Trust are working with the pupil parliament around environment and sustainability to build more awareness.
- The new Business service model has been implemented and is now a functional structure.
- Capital projects have been completed all the summer. There have been significant changes made at Shelley First School. The playground at Scissett Middle School has been put on hold as asbestos was found and now needs planning permission to be completed. There are no risks associated with the asbestos.

Mr Field noted the following points around finance;

- The budget forecast has been sent.
- Land and building deadline date has been changed to 21<sup>st</sup> February 2023.
- In year accounts are in progress.
- All budgets have been affected by the unfunded support staff and teachers pay award. The support staff pay rise was budgeted at 3% and now the Trust has been told it will be £1,925 per staff member.

- Non-staff inflation costs are going to start to go up over the upcoming year, these will include catering and grounds maintenance.
- The supplementary grant has already been put in the budgets and the Trust have been made aware there will be no more money given by the government to help with the increased costs and Trust should use its reserves if it cannot balance its budget.
- The Trust currently has a healthy amount of reserves.
- Meetings are taking place with Headteachers, the finance partner and the CFO (Chief Finance Officer) to discuss budgets, look at capital plans and to not commit to any further capital work unless it's a health and safety matter.

#### 2022/2023 budget

- Birdsedge First School has a deficit which has increased slightly.
- Shelley First School has an in-year surplus.
- Scissett Middle School has an in-year surplus.
- Kirkburton Middle School has a significant deficit which will be looked in to further.
- The Trust has a deficit overall and will re-distribute money from their reserves to the schools when needed.
- The Trust are in a strong financial position.
- It was noted at the chairs of governors meeting that finance will be discussed more this year and some difficult decisions will need to be made throughout the year.

Q: Is there indication on what the Trust can expect from the government regarding funding in the next few years?

A: There hasn't been much information given yet.

Q: Has the support staff and teachers pay award amounts been agreed and is there any further risk?

A: No, it hasn't been agreed yet and there is potentially some strike action.

Q: What are options for the Trust regarding pay?

A: As an organisation, the Trust can make their own pay structure, but this isn't recommended.

Q: Will the Trust's reserves be efficient enough to cover increased inflation and pay award costs?

A: The reserves will allow the Trust to make an in-year deficit this year.

Q: Are there sources of other income the Trust has?

A: CIF (Condition Improvement Funding) projects but the schools still have to make contributions to the work.

Mr Field noted the Trust have saved the schools £140,000 this year due to procurement processes.

Q: How quickly can the Trust grow?

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	<p>A: The Trust needs to consider which schools join the Trust and to make sure they aren't a financial drain. It can be expensive allowing certain schools join a Trust. Growing need to be done in a controlled way.</p> <p>Trustees requested for support staff and teachers pay award and contributions towards CIF programmes to be put on the agenda for the next Trust Board meeting, which is being held on Wednesday 7<sup>th</sup> December 2022.</p> <p><b>ACTION: Pay award and contributions regarding CIF programmes to be put on the agenda for the next Trust Board meeting, which is taking place on Wednesday 7<sup>th</sup> December 2022.</b></p> <p>Q: What is the latest forecast for last year 21/22? A: The Trust has £87,000 surplus but this will be reduced with the retrospective pay award and capital projects.</p> <p><u>Confirmation of adoption of teachers and support staff pay award.</u></p> <p>RESOLVED: All trustees agreed to go with the national outcome of teachers and support staff pay award.</p> <p>There was a discussion around apprenticeship wages and the Trust consider an increase in the minimum wage from £4.50 for under 21 year olds.</p> <p><b>ACTION: Mr Field to circulate potential wage increase amounts for apprenticeships for under 21 year olds.</b></p> <p><u>Collaborative team service review</u> Mrs Humphreys noted the results are on par with last years, with slight movements up and down IT came out the lowest and governance was the highest.</p> <p>It was noted that the Trust has now employed an IT manager from an external company. The IT manager will be working in the Trust three days a week. They are currently doing a great job.</p>
9 Safeguarding	<p>Mrs Greenough noted the following points;</p> <ul style="list-style-type: none"> <li>• Governor and Trustee safeguarding training took place on Monday 3<sup>rd</sup> October 2022, and it was well attended.</li> <li>• There is one child within the Trust who is on child protection.</li> <li>• There are no live safeguarding concerns with staff and pupils.</li> <li>• There will be discussions held within the schools around knife crime and this will be a focus for the older children.</li> </ul>
10 Trustee updates	<u>Event Calendar</u>

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	<p>Mrs Humphreys noted the event calendar document has been uploaded into Teams. All trustees are welcome to attend any of the events the school are holding.</p> <p><u>Visits</u> Mrs Humphreys noted trustees should be making at least one visit with their link role per year to one of the schools.</p> <p><u>Teams</u> Mrs Humphreys noted herself and Mrs Hellewell have set up a Teams portal as requested by governors and Trustees at the annual conference. This channel will enable Trustees and governors to connect together, for example the Link Trustees and Governors for Safeguarding, and will be a good forum for all.</p> <p><b>ACTION:</b> Mrs Hellewell to send an email to Trustees and governors with more information regarding the new Teams 'Governance collaborative sharing and discussions' portal.</p> <p><u>Peer reviews</u> Peer reviews have been discussed from a governance perspective. All chairs have agreed to complete peer reviews across the Trust. A calendar will be set up where governors / Trustees are welcome to attend others' meetings. If there are any agenda items that are confidential, these will be discussed at the end after the guest attendees have left the meeting.</p> <p><u>Upcoming training</u> Mrs Hellewell noted the following training sessions will be taking place throughout this year;</p> <ul style="list-style-type: none"> <li>• Tuesday 22<sup>nd</sup> November 2022 – Trust Development Focus. The focus will be SEND and Equality.</li> <li>• Monday 23<sup>rd</sup> January 2023 – Wider Curriculum training. The focus will be Humanities, Modern Foreign Languages, Computing and Science.</li> <li>• Tuesday 21<sup>st</sup> March 2023 – Trust Development Focus.</li> <li>• Monday 5<sup>th</sup> June 2023 – Wider Curriculum training. The focus will be Arts &amp; Culture, Technology, Careers, PE &amp; RE.</li> </ul>
11 Trust focus and discussion	<p>Mrs Greenough noted the following points;</p> <p><u>School improvement partnership</u></p> <ul style="list-style-type: none"> <li>• The Trust have met with the headteacher of the potential partner school, and they are still keen to keep working on the development of the school improvement partnership.</li> <li>• The Trust have organised an aspirant headteacher day and a number of network events.</li> </ul>

Item	Minutes
	<ul style="list-style-type: none"> <li>• The next move is to talk about associate partnership.</li> <li>• The working relationship remains positive.</li> </ul> <p><u>Growth and marketing strategy</u></p> <ul style="list-style-type: none"> <li>• A meeting has taken place with Mr Wade to discuss the Trust's marketing strategy. The Trust will put together a marketing strategy and will bring this and the financial costs of the strategy to the next board meeting, which is being held on Wednesday 7<sup>th</sup> December 2022.</li> </ul> <p><b>ACTION:</b> Mrs Humphreys to produce a marketing strategy and the financial costs of the strategy to the next Trust board meeting on Wednesday 7<sup>th</sup> December 2022.</p> <ul style="list-style-type: none"> <li>• The Trust are looking at different opportunities to save money.</li> <li>• Half of the schools in England are in in academies, the remaining schools are in the local authority and these schools are very opposed to join an academy.</li> </ul> <p>Q: Are there any other growth opportunities? A: The Trust's next step is sponsorship, and this is a positive move. The Trust is also going to become more assertive around their marketing strategy.</p> <p>Q: Do you know if there are still a lot of single academy trusts? A: Yes, there is.</p> <p>Q: Are the trust targeting these schools? A: The Trust isn't currently targeting these schools, but the Trust are trying to raise their profile by setting up networks and through school improvement work, and it will become more direct in its marketing approach. There are 60 schools currently in Kirklees that are available to join a Trust.</p>
12 Statutory requirements completion	<p>Mrs Hellewell advised that several Trustees had completed the listed requirements, but some were still outstanding and need completing as soon as possible.</p> <ul style="list-style-type: none"> <li>• Declarations of Interest</li> <li>• Code of Conduct</li> <li>• ICT usage user agreement</li> </ul>
13 Urgent decision making protocol	<p>Mrs Humphreys noted the following points;</p> <ul style="list-style-type: none"> <li>• The urgent decision making protocol document has been uploaded into the folder on Teams.</li> <li>• There have been no major amendments.</li> </ul>



Item	Minutes
	<ul style="list-style-type: none"> <li>• Covid 19 has been taken out.</li> <li>• The document is proposed to stay the same otherwise.</li> </ul> <p>RESOLVED: All trustees approve the urgent decision making protocol document.</p>
14 Policy update	<p>The following policies were noted for approval and ratification by the Trust Board:</p> <ul style="list-style-type: none"> <li>• The Mast Academy Trust Safeguarding Policy</li> <li>• The Mast Academy Trust Financial Regulations Manual 2022/23</li> </ul> <p>RESOLVED: All Trustees approve and ratify all the above policies.</p>
15 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>• Keeping children safe in education</li> <li>• Behaviour in schools' guidance</li> <li>• Working together to improve school guidance</li> <li>• Searching, screening and confiscation guidance</li> <li>• Suspension and permanent exclusion guidance</li> <li>• Education recovery guidance for governors and trustees</li> <li>• Academy Trust handbook_2022</li> </ul> <p>RESOLVED: Trust Board noted receipt of the documents.</p>
16 Any other business	<p>RESOLVED: There were no items brought up under any other business.</p> <p>Mrs Greenough noted however that there have been some staff members who have come forward in crisis as they are unable to travel to work and can't afford food.</p> <p>The Trust are looking at creating an advice package to help staff with information and links for local food banks, charities and Citizens Advice. These packages will be put out in the all staff rooms and will also be put into a folder on the colleague and HR portal on Teams.</p> <p>There was a suggestion by Trustees around wage stream, where staff could potential receive some of their wage early if needed and to create a food cupboard in the staff rooms where staff could use some of the food at dinner or break time.</p> <p>Q: What happens to the food waste from the schools' kitchens?</p>

Item	Minutes
	<p>A: The Trust have looked into this, but it isn't feasible to give left over food to staff or pupils as the catering team can't be liable if staff don't eat the food within the correct number of days.</p> <p>The Trust are considering offering breakfast free of charge for a period of time to staff who are struggling whilst the cost of living crisis is taking place.</p> <p><b>ACTION: Mrs Greenough to email Trustees the cost of living crisis package once agreed.</b></p>
<p>17 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"> <li>• <i>Wednesday 7<sup>th</sup> December 2022 at 6.30pm</i></li> <li>• <i>Wednesday 14<sup>th</sup> December 2022 at 3pm - Members meeting</i></li> <li>• <i>Wednesday 29<sup>th</sup> March 2023 at 6.30pm</i></li> <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>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>

## Summary of Actions

Minute Reference	Action
M1_05102022	Mr Marshall to follow up with Mr Sowerby regarding his role on the Trust Board.
M8_05102022	Pay award and contributions regarding CIF programmes to be put on the agenda for the next Trust Board meeting, which is taking place on Wednesday 7 <sup>th</sup> December 2022.
	Mr Field to circulate potential wage increase amounts for apprenticeships for under 21 year olds.
M10_05102022	Mrs Hellewell to send an email to Trustees and governors with more information regarding the new Teams 'Governance collaborative sharing and discussions' portal.
M11_05102022	Mrs Humphreys to produce a marketing strategy and the financial costs of the strategy to the next Trust board meeting on Wednesday 7 <sup>th</sup> December 2022.
M16_05102022	Mrs Greenough to email Trustees the cost of living crisis package once agreed.

