

## THE MAST ACADEMY TRUST



Meeting	Venue	Time	Date
Trust board	Scissett Middle School	6.30pm	Wednesday 30 <sup>th</sup> March 2022

DFE	10357163
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Start of meeting	18:25
Close of meeting	20:00

Attendance	45%
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Present		In attendance	
Name	Role	Name	Role
Philip Marshall	Chair of Trustees	Melanie Humphreys	Executive Administrator
Tim Wade	Trustee	Sorrel Hellewell	Clerk
Dorcas Atkinson	Trustee	Natasha Greenough	CEO
Liz Godman	Trustee	Jason Field	CFO
Gail Howe	Trustee	Chris Taylor	KMS Headteacher
Absent with Consent			
Name		Role	
Anthony Wilkinson		Trustee	
David Webster		Trustee	
Philip Oldfield		Trustee	
Martyn Jones		Trustee	
Richard Sowerby		Trustee	
Nichola Thorpe		Trustee	
Absent without Consent			
Name		Role	

Item	Minutes
37 Apologies for absent and consent	<p>RESOLVED: Apologies had been received from:</p> <ul style="list-style-type: none"> <li>• Anthony Wilkinson – Trustee</li> <li>• David Webster – Trustee</li> <li>• Philip Oldfield – Trustee</li> <li>• Martyn Jones – Trustee</li> <li>• Richard Sowerby – Trustee</li> <li>• Nichola Thorpe – Trustee</li> </ul>
38 Declarations of interest	<p>RESOLVED: There was a declaration of interest from Mrs Howe regarding working for West Yorkshire Teaching Alliance (WYTA). This was likely to have no material impact and Mrs Howe remained in the meeting.</p>
39 Confidentiality reminder	<p>Trustees were reminded by the Chair that a Trustee role is confidential and all information and documentation shared should be treated as such.</p>
40 Kirkburton Middle School – Ofsted outcome	<p>Mr Marshall noted Trustees were delighted with the Ofsted outcome at Kirkburton Middle School and thanked Mr Taylor and his team for all of their hard work and dedication to get such a good result.</p> <p>Mr Taylor noted since he became Headteacher at Kirkburton Middle School two years ago, there have been many highs and many lows. Without the help of Trustees and the central Trust team, Kirkburton Middle School wouldn't have received the Ofsted outcome it did and due to this Mr Taylor noted a huge thank you.</p>
41 Representation	<p>It was noted that Dr Andy Williams has resigned as a Trustee and a Trust appointed governor at Birdsedge First School as of 26<sup>th</sup> February 2022.</p> <p>RESOLVED: Dr Andy Williams has resigned from the Trust Board and Birdsedge Governing body on 26<sup>th</sup> February 2022.</p> <p>Mr Marshall noted there are no plans to recruit for another Trustee at present, primarily because an extra Trustee was taken on at the last recruitment.</p>
42 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>• Kirkburton Middle School fencing project outcome</li> </ul> <p>Mr Taylor noted the following points;</p>

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	<ul style="list-style-type: none"> <li>• An extraordinary meeting was held with governors and the Trust Operations Officer to discuss and approve a proposal for the fencing outcome.</li> <li>• Different options have been looked at but a final decision has now been made.</li> <li>• The governors ratified that a 2M fence will be put up around the grounds at Kirkburton Middle School.</li> <li>• The contractors can start the fencing project after the Easter break</li> <li>• A letter will be written and sent to residents regarding the work that is being carried out towards the back end of next week. A reactive media statement is also being prepared, should it be needed.</li> </ul> <p>Mr Taylor left the meeting at 18.37pm.</p>									
43	<p>Minutes for the meetings on 8<sup>th</sup> December 2021</p> <p>RESOLVED: All agreed the minutes of the meeting held on 8<sup>th</sup> December 2021 be approved as a true record of the meetings.</p>									
44	<p>Matters arising</p> <p>The following items were discussed under matters arising.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: black; color: white;"> <th style="text-align: left;">Minute Reference</th> <th style="text-align: left;">Action</th> </tr> </thead> <tbody> <tr> <td>08122021_M25</td> <td>Mrs Greenough / Mr Marshall to let Trustees know the outcome from the RSC meeting, which is being held on Friday 10<sup>th</sup> December 2021. RESOLVED: Complete</td> </tr> <tr> <td>08122021_M28</td> <td>Executive Administrator to email Trustees to see if they would be interested in joining the volunteer group to look at the school improvement arm Business model. RESOLVED: Complete</td> </tr> <tr> <td rowspan="2">08122021_M29</td> <td>Trust board membership to be added to the risk register in the Spring term. RESOLVED: Complete</td> </tr> <tr> <td>Growth risks to be added to the risk register in the Spring term. RESOLVED: Complete, refer to item 48.</td> </tr> </tbody> </table>	Minute Reference	Action	08122021_M25	Mrs Greenough / Mr Marshall to let Trustees know the outcome from the RSC meeting, which is being held on Friday 10 <sup>th</sup> December 2021. RESOLVED: Complete	08122021_M28	Executive Administrator to email Trustees to see if they would be interested in joining the volunteer group to look at the school improvement arm Business model. RESOLVED: Complete	08122021_M29	Trust board membership to be added to the risk register in the Spring term. RESOLVED: Complete	Growth risks to be added to the risk register in the Spring term. RESOLVED: Complete, refer to item 48.
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45	<p>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>• March 2022 CEO report</li> <li>• Specialisation of Business services</li> </ul> <p>March 2022 CEO report covered:</p> <ul style="list-style-type: none"> <li>• Executive summary</li> <li>• Current challenges for the Trust</li> <li>• Trust-level KPI's</li> <li>• School level internal assessment information</li> <li>• Staffing update</li> <li>• Operations update (TOO)</li> </ul>									

- Finance update (CFO)
- Summary of CEO activity

Mrs Greenough noted the following points on the CEO report:

#### Executive summary

- The Trust is in a period of stability.
- Shelley First School and Birdsedge First School are both awaiting Ofsted inspections. Shelley's is thought to be imminent and Birdsedge is likely to be at the end of next term. Both schools are in strong positions.
- The Headteacher at Shelley First School retires on Friday 8<sup>th</sup> April 2022.
- There has been a staff wellbeing group meeting and a pupil parliament meeting. Within these meetings there are strong views on recycling and wanting the schools to become eco schools and to neutralise carbon footprint.
- Pastoral and wellbeing development group meeting went well.
- There is a SEND (Special Educational Needs and Disabilities) network set up with all SENCo's within the Trust, to work together and specialise in particular areas.
- The Trust is currently consulting informally on the centralisation of the business management services. This will allow the Trust to provide specialist services to all of the schools.
- There will be a change in ICT as the current IT manager who is from an external company is leaving, and the Trust will be advertising for this post shortly.
- The Trust has now established a formal partnership with Spring Grove Junior and Infant School on school improvement. The Trust website is currently being developed to include school improvement arm information and booking forms.

#### Current challenges for the Trust

- Birdsedge First School falling roll is a key challenge.
- Reception numbers are low across all of the pyramid and a wider discussion needs to be had around first school PAN (Published Admissions Numbers) intake.
- A new Headteacher has been appointed at Shelley First School.
- The Trust is running an aspiring Headteacher training event in May, alongside Spring Grove Junior and Infant School.

#### Trust-level KPI's

- Birdsedge First School governors has gone from green to amber
- The Trust School Improvement Officer is at Shelley First School two days a week.

School level internal assessment information

- School level internal assessment information is based on actually assessments from December 2021. The next data collection is at Easter.
- Phonics continues to be strong throughout the schools.

Staffing update

- There are no open grievances, disciplinary or capabilities.

Finance update (CFO)

- The transition to the new financial system is now complete.
- The Trust has received some unexpected additional grants. This will give the Trust an in year surplus and an overall surplus
- A new supplementary schools grant has been issued, this is to cover the additional national insurance increase and to cover the increase in energy costs.
- There is a teacher's pay increase for the lowest grade who are M1. Teachers in this grade will receive an 8.9% pay increase in 22/23 and a 7.1% pay increase in 23/24. This will put the lowest grade M1 teachers on a minimum pay of £30,000 per year.
- Mid-year review meetings are currently taking place and budget setting meetings will be held in the summer term.

Operations update (TOO)

- The catering contract is now established, the delivery of service is good and there are some good events being organised and taking place within the schools.
- The Trust is looking at bringing back kitchen staff at Birdsedge First School.
- The new grounds maintenance contract has been implemented and demonstrates a saving within the Trust.
- The MIS (Management Information Systems) and PPM (Planned Preventative Maintenance) contracts are being considered
- The site helpdesk and IT helpdesk are both established
- GEMS (Get Estate Management for Schools) has now been put in place.
- Cyber security is being monitored

Summary of CEO activity

Mrs Greenough noted that she has been awarded her NPQEL (National Professional Qualification in Executive Leadership) and has also signed off as a lead Ofsted Inspector.

Trustees congratulated Mrs Greenough on her recent achievements.

Birdsedge First School configuration

- There was a discussion around Birdsedge First School local governing body configuration.
- The Trust will look at ways that are best to support the school.
- There was a suggestion from the governors at Birdsedge First School, they would like the configuration reduced from 9 to 7 but further discussions need to be held around this at the next Local Governing Body meeting.

Trade union recognition agreement

- Mrs Humphreys has drafted this document and this has been sent to the unions and a meeting is due to take place shortly.
- Currently the Trust does not pay for facilities for the unions.
- There needs to be a consideration around whether the Trust should be paying this fee or not.

**ACTION:** Trustees to consider whether the Trust should be paying for unions facilities and to let Mrs Humphreys or Mrs Greenough there opinion.

Specialisation of business service

- The purpose of the specialisation of the business service is to move away from business managers sitting in the schools' structures and to provide a centrally managed service within the Collaborative Team.
- The Trust Operations Officer will work for the Trust full time. This will provide more time to be able to look after the Site and IT team.
- The Trust is looking at bringing in a HR (Human Resource) partner.
- There will be a new finance team structure with some new roles. This will be managed by the CFO. By having a new finance structure it should increase the accountability of the team.
- Meetings are to be held with the Headteachers
- New recruitment will start after the Easter holidays and the structure should be in place in September 2022.

**RESOLVED:** All Trustees approve and ratify specialisation of the business service.

Update from Mrs Godman chair of Standards and Effectiveness Committee:

- The School Improvement Officer gave a presentation at the meeting around early year's baseline.
- School data was discussed.
- There was discussion around the wellbeing survey and the pupil parliament.
- All the peer reviews were positive.
- The safeguarding and SEND visits to the schools went well and were all positive.

- The risk register and policies were all addressed.

Update from Mrs Atkinson chair of Staffing Committee:

- Approved the proposed business structure.
- Ratified the appointment of the new Headteacher at Shelley First School
- Approved a job role at Scissett Middle School to move from a grade 7 to a grade 8.
- The staffing committee ratified the pension indexation.
- The risk register and policies were all addressed.

RESOLVED: All Trustees note the ratification of the Headteacher for Shelly First School by the staffing committee and support with further approval.

Update from Mr Webster chair of Finance Committee, provided by Mr Marshall:

- The Trust continues to be in a strong financial position and are forecasting a surplus.
- The main reason for the surplus is grant money for Covid testing.
- The Trust Operations Officer has done an excellent job in reviewing contracts and procuring new suppliers.
- The budget calendar has been set and a budget will be presented on Wednesday 13th July 2022.
- A number of policies were ratified.
- The risk register was addressed.

Mrs Greenough noted the Trust charge will remain at 5% for all four schools next year.

Update from Mr Wade on the Audit Committee:

- There was a presentation from Trust Operations Officer on Estates, Vison and Strategy.
- Discussions took place around how the Trust can reduce their carbon footprint.
- The IT structure is being looked in to and there were discussions around cyber security and cyber essentials.
- The risk register and policies were all addressed.

Mrs Godman noted that the Denby Dale Parish are providing school with money to help reduce carbon footprint and the Trust could look into this further if they wish to do so.

The following questions were noted:

Q: Could you give us a brief idea of how the hand-over at Shelley will take place?

A: Currently, the Trust has replaced the Assistant Headteacher who is working from home so that both work alongside each other with the objective of handing over thoroughly. The Trust improvement officer is working at Shelley First School two days a week with the objective of developing a deeper understanding of school ready for the Headteacher leaving. The newly appointed Headteacher has been in on 2 half days and will be in for a full

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	<p>day this week. There is an agreed programme of hand over information on these days and then there is a planned induction programme for straight after Easter. The new Headteacher is currently being included in any planning or decisions which will become effective after Easter.</p> <p>Q: How does the Trust plan to work with Spring Grove Primary School outside of the networks for subjects already organised?  A: The Trust is meeting to create the operational delivery of Associate Membership. The Trust will then meet with the Governors to discuss the plan. The plan is defined to what is included in the Trust's Business Model and want to ensure it will continue to strengthen the relationship.</p> <p>Q: Moving forwards, Birdsedge, even with an Outstanding judgement from Ofsted, it looks like it will be challenging to keep open, what are your thoughts both financially and considering wider moral obligations?  A: Currently, the Trust feels that Birdsedge would be Good in an Ofsted inspection, but are driving towards Outstanding. It is challenging as the number of places available in the first schools which feed into Scissett Middle School, are 18 more than there are places at the Middle School. The LA (Local Authority) does not want the Trust to continue to take over our admission number in the middle school so there needs to be a discussion around places in first schools. The commitment to Birdsedge remains, but the Trust have asked the Business Manager to prepare the recovery plan for a sustainable future. It would be realistic to consider a temporary PAN (Pupil Admission Number) reduction so the school can have a more secure 'footing' in future planning. The Trust have also had some initial discussions with Shelley First School to consider a slight reduction in numbers for similar reasons.</p> <p>Q: KS2 (Key Stage two) data looks challenging this year, I know the schools are working hard to meet the needs of the pupils, and from your wider relationships with other schools is this a trend locally/nationally?  A: It would be fair to estimate that nationally there will be some decline. However, the Trust believes that the middle schools will be at a greater disadvantage as they did not have control over what access pupils had in Years' 5 and 4 during the pandemic. It will be important to evaluate performance of pupils in our feeder schools alongside the wider performance. The Trust also needs to look at how the curriculums are adjusted in light of the Government's ambition to achieve 90% in reading, writing and Maths by 2030. The CEO will be meeting with both middle school Headteachers to devise a Trust wide plan.</p>
46 Trust Board Focus and discussion	<p>Mrs Greenough noted the Trust and the Trust Board should now re-visit the timeline of the growth plan, in light of the Government White Paper.</p> <p>RESOLVED: All Trustees approve the format of the Trust</p>



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	<p>Improvement Plan.</p> <p>Q: There are appears to have been no progress or delay in relation to the use experience of grievance and capability, is this because there have not been any incidences of either?</p> <p>A: There has been progress here, but it is difficult to quantify due to thankfully a small numbers of cases. The Trust has reviewed the policies in consultation with policy users, in particular capability and absence management.</p> <p>Q: In relation to sharing best practice at KS1 and KS2, has there been any progress made? As the strategic subject leadership at the middle schools appears to be very successful.</p> <p>A: Yes, the Trust updates the progress every term and this is yet to be completed for this term. It is correct to say The Trust has now established networks and has had some opportunities for some individual support. However, the Trust will be directing resources to setting up shared Team drives to facilitate easier cross school sharing. The Trust is also setting up opportunities for more collaborative working across the First Schools when the new head arrives at Shelley.</p>
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<p>47 Trustee activity</p>	<p>There were a number of visit reports from Trustees that were shared in the meeting folder on Teams prior to the meeting.</p> <p>Mrs Godman gave a brief explanation around her link Trustee visit at Kirkburton Middle School.</p> <p>Mr Wade gave a brief explanation around his link Trustee visit at Kirkburton Middle School to discuss staff wellbeing.</p> <p>Mr Marshall noted Mr Webster had a visit at Scissett Middle School where he met The Trust Operation Officer to discuss Health and Safety across the Trust.</p> <p>Mr Marshall gave a brief explanation around his link Trustee visit with the Trust Operations Officer to discuss Data and Cyber security across the Trust.</p> <p>Mrs Humphreys noted there is an overall good coverage from Trustees from the skills audits results.</p> <p>Mrs Humphreys noted there is some prerecorded curriculum training uploaded in the Trustee and Governors training and guidance portal.</p> <p>Q: In relation to the skills audit, given that equalities covers all aspects of the trust's work, particularly in relation to staff, pupils and curriculum, how can we further extend trustees' confidence in this area and progress to being a trust which fully promotes equalities and reduces inequalities? What action should we be taking?</p> <p>A: The Trust focus could be looked at more in meetings and a small shorter staff and pupil survey could be sent out prior to the next Trust board meeting, also equalities curriculum</p>
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	<p>could be added as an agenda item at the next Trust board meeting for a further detailed discussion.</p> <p><b>ACTION:</b> Add equalities curriculum as an agenda item to the next Trust Board meeting which is being held on Wednesday 11<sup>th</sup> May 2022.</p>
<p>48 Risk Register</p>	<p>The 'Mast_RiskRegister_SpringT2_academic year 21_22' was shared with Trustees prior to the meeting for review and discussion.</p> <ul style="list-style-type: none"> <li>• Risk ID 21 and 51 is a maintained level.</li> <li>• Risk ID 48 and 49 proposed to archive</li> <li>• Risk ID 50 has reduced probability and now is a low risk.</li> <li>• Risk ID 90 and 91 are both new risks and are currently both medium risks.</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 2 of the academic year.</p> <p>Q: What are the next steps in managing growth in the Trust now that the Terminate Letter has been lifted?  A: The Trust is going to complete our Sponsorship application, but The Trust may need to secure positive outcomes at the schools which are due inspections and in our nationally reportable data. The Trust has placed focus on increasing our profile and reputation in school improvement in order to attract possible converters. There is now a possible relationship with Spring Grove and a potential other interested party in terms of Associate Partnership.</p>
<p>49 Policies</p>	<p>The following policies are requested for ratification:</p> <ul style="list-style-type: none"> <li>• The Mast Academy Trust Capital and Revenue Reserves Policy</li> <li>• The Mast Academy Trust Investment Policy</li> </ul> <p>RESOLVED: All Trustees approved and ratified the Mast Academy Trust Capital and Revenue Reserves Policy and the Mast Academy Trust Investment Policy.</p> <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 Admission Policy 2023_24</li> <li>• The Mast Academy Trust CLA Policy</li> <li>• The Mast Academy Trust SEND Policy</li> </ul>

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	<ul style="list-style-type: none"> <li>• The Mast Academy Trust Supporting pupils with medical needs</li> <li>• The Mast Academy Trust Pay Policy</li> <li>• The Mast Academy Trust Executive Pay Policy</li> <li>• The Mast Academy Trust Managing aggressive behaviour from parents / careers and visitors.</li> <li>• The Mast Academy Trust Capability Policy</li> <li>• The Mast Academy Trust Volunteers policy</li> <li>• The Mast Academy Trust Charging and Remission Policy</li> <li>• The Mast Academy Trust Financial Regulations Policy</li> <li>• The Mast Academy Trust Bad Debt / Write Off Policy</li> <li>• The Mast Academy Trust Procurement Policy</li> <li>• The Mast Academy Trust Anti-Fraud and Corruption</li> <li>• The Mast Academy Trust Master Health and Safety Policy</li> <li>• The Mast Academy Trust Freedom of Information Policy</li> <li>• The Mast Academy Media Communications Policy</li> </ul> <p>RESOLVED: The policies listed above were noted by the Trust Board.</p>
50 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>• Letter from RSC confirming that the notice to terminate has been lifted from KMS.</li> </ul> <p>RESOLVED: Trust Board noted receipt of the document.</p> <p>It was noted the white paper and green paper have been published and uploaded onto the shared documents area. Very helpful summaries from CST are also available to read.</p> <p>RESOLVED: Trust Board noted receipt of the papers.</p>
51 Any other business	<p>RESOLVED: There was one item brought up under any other business.</p> <ul style="list-style-type: none"> <li>• Kirkburton Middle School fencing project outcome</li> </ul> <p>This item was discussed in item 42.</p> <p>Q: How can Trustees help further in their roles in relation to the community? A: This was discussed at the annual conference and at the Pastoral and Wellbeing development group.</p>
52 Future dates for meetings of the Trust Board	<p>RESOLVED: That future meetings of the Trust Board would take place on:</p> <ul style="list-style-type: none"> <li>• Wednesday 11<sup>th</sup> May 2022 at 6.30pm</li> </ul>

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	<ul style="list-style-type: none"> <li>Wednesday 13<sup>th</sup> July 2022 at 6.30pm</li> </ul> <p>It is hoped that the meetings can be held in the school.</p>
<p>53 Agenda, minutes and related papers to be excluded from published version</p>	<p>RESOLVED: A matter discussed in item 45 has been excluded from the minutes for confidential reasons.</p>

## Summary of Actions

Minute Reference	Action
30032022_M45	Trustees to consider whether the Trust should be paying for unions facilities and to let Mrs Humphreys or Mrs Greenough their opinion.
30032022_M47	Add equalities curriculum as an agenda item to the next Trust Board meeting, which is being held on Wednesday 11 <sup>th</sup> May 2022.

