

THE MAST ACADEMY TRUST



Meeting	Venue	Time	Date
Trust Board	Virtual via Teams	6.30pm	Wednesday 9 th December 2020

Company ID	10357163
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Start of meeting	18:31
Close of meeting	21:07
Attendance	100%

Present		In attendance	
Name	Role	Name	Role
Martyn Jones	Chair of Trustees	Melanie Humphreys	Clerk
Liz Godman	Trustee	Sorrel Hellewell	Clerk Apprentice
David Webster	Trustee	Natasha Greenough	CEO
Gail Howe	Trustee	Jason Field	CFO
Dorcas Atkinson	Trustee	Debra Knowles	Headteacher of Shelley First School
Richard Sowerby	Trustee		
Andy Williams	Trustee		
Tim Wade	Trustee		
Philip Oldfield	Trustee		
Anthony Wilkinson	Trustee		
Nichola Thorpe	Trustee		
Philip Marshall	Trustee		
Apologies received		Absent without consent	
Name	Role	Name	Role

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20 Apologies for absence and consent	RESOLVED: All Trustees were present.
21 Declarations of interest	RESOLVED: Mrs Howe declared an interest in WYTA (Item 22). The Trustees agreed that as the discussion was likely to have no material impact that Mrs Howe will remain in the meeting.
22 The role of WYTA in the Trust	<p>The Headteacher at Shelley First School (SFS) was invited to present 'the role of WYTA in the Trust'. The presentation 'Nov 2020 Teaching School Landscape' has been provided for Trustee consideration in advance.</p> <p>Mrs Knowles shared key points from the presentation which included:</p> <ul style="list-style-type: none"> • Background • Teaching school hub application • Future plans • System leaders: NLE • System leaders: LLE and SLR • Continuation of WYTA: risks • Indicative application timeline and set up phase <p>The following was noted in addition to the presentation:</p> <ul style="list-style-type: none"> • West Yorkshire Teaching Alliance (WYTA) is part of a network of teaching schools that has approx.750 schools centering on excellence for teaching and learning • There is a move to replace the teaching schools with 87 centers of excellence (hubs) • Currently there are a number of schools trialing this approach • SFS is named as partners with two bids local to the area • Teaching schools will continue to deliver the initial teaching training, and are currently recruiting for next year • The Teaching school funding has been confirmed for this year as £40k. • The Trust are looking to harness the strengths currently from within to share excellence. • There is funding to pay a manager for another 2 years • SFS provide finance and admin management which does bring income to the school

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	<ul style="list-style-type: none"> • Mast Trust schools have benefited from WYTA funding and projects • More details will be available following a WYTA board meeting on Thursday 10th December <p>Mrs Knowles left the meeting at 18:52.</p>						
23 Representation	<p>It was noted that Mrs Jones had resigned from the Trust Board.</p> <p>RESOLVED: Mrs Jones resignation received with effect from 21st September 2020.</p> <p>Trustees noted their thanks to Mrs Jones for her support and contribution.</p> <p>ACTION: Clerk to arrange a thank you gift to be sent to Mrs Jones.</p> <p>It was noted that the Trustee recruitment to fill the vacancy has been completed, and the Trust Board welcomes two new Trustees. The Trust board is now at 12 members.</p> <p>RESOLVED: Trustees voted and approved the appointment of Mrs Thorpe and Mr Marshall</p> <p>RESOLVED: Mrs N Thorpe appointed as Trustee effective from 9th December 2020 for a period of 4 years.</p> <p>RESOLVED: Mr P Marshall appointed as Trustee effective from 9th December 2020 for a period of 4 years.</p> <p>The chair also noted that a resignation had been received from a Member. The vacancy has been filled by a person familiar to the Trust Board, Mrs R Roughton.</p>						
24 Notification of items to be brought up under any other business	RESOLVED: There were no further other items brought up from any other business than identified on the agenda.						
25 Minutes for the meeting on 6th October 2020	RESOLVED: All agreed the minutes of the meeting held on 6 th October 2020 are approved as a true record of the meeting.						
26 Matter arising	<p>The following items were discussed under matters arising.</p> <table border="1" data-bbox="555 1704 1390 2049"> <thead> <tr> <th data-bbox="555 1704 810 1783">Minute Reference</th> <th data-bbox="810 1704 1390 1783">Action</th> </tr> </thead> <tbody> <tr> <td data-bbox="555 1783 810 1944">06102020_M5</td> <td data-bbox="810 1783 1390 1944"> <p>Mrs Greenough to get in contact with the careers lead in the Trust and advise contact with Dr Williams.</p> <p><i>RESOLVED: Complete. Refer to item 32.</i></p> </td> </tr> <tr> <td data-bbox="555 1944 810 2049"></td> <td data-bbox="810 1944 1390 2049">Trustees to advise any additional risk items to be added to the register prior to the meeting on Wednesday 9th December</td> </tr> </tbody> </table>	Minute Reference	Action	06102020_M5	<p>Mrs Greenough to get in contact with the careers lead in the Trust and advise contact with Dr Williams.</p> <p><i>RESOLVED: Complete. Refer to item 32.</i></p>		Trustees to advise any additional risk items to be added to the register prior to the meeting on Wednesday 9 th December
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06102020_M5	<p>Mrs Greenough to get in contact with the careers lead in the Trust and advise contact with Dr Williams.</p> <p><i>RESOLVED: Complete. Refer to item 32.</i></p>						
	Trustees to advise any additional risk items to be added to the register prior to the meeting on Wednesday 9 th December						

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		2020. <i>RESOLVED: Complete</i>
	06102020_M7	Chair of Trustees and Vice Chair election to be held on the Wednesday 10 th March 2021. ACTION: Carry forward 'Chair of Trustees and Vice Chair election to be held on the Wednesday 10 th March 2021.'
	06102020_M8	All Trustees required to have declarations of interest, code of conduct and contact details completed before the next board meeting. <i>RESOLVED: Complete</i>
	06102020_M11	Mr Field to post the COVID19 flow charts documents on Teams so the new trustees can view them. <i>RESOLVED: Complete</i>
	06102020_M13	Mrs Greenough to send the Ofsted assurance visit outcome letter to all Trustees once received. RESOLVED: Letters will not be provided for any schools that took part in the pilot. Kirkburton Middle School has received an assurance visit and they have received a letter that will be shared once published. ACTION: Mrs Greenough to share Kirkburton Middle School Ofsted assurance letter with Trustees once available
		Add section to KPI document on Trust improvement key priorities. ACTION: Carry forward item 'Add section to KPI document on Trust improvement key priorities'.
27 Standards, Staffing and organisation	<p>Organisation update</p> <p>Mrs Greenough provided the 'December 20 CEO Report' prior to the meeting for Trustee consideration.</p> <p>The report included sections:</p> <ul style="list-style-type: none"> • Executive summary • Current challenges for the trust • Trust-level KPIs • School-level internal assessment information • Staffing data 	

- Summary of CEO's activity

The following key points were discussed:

Section 1: Executive Summary

- There are a number of COVID cases throughout the Trust
- There are significant new ways of working practices, staff have embraced this new way of working
- The team are developing a staff questionnaire to investigate how staff are feeling currently
- The emerging risks on budget relating to COVID cost

Section 2: Current challenges for the trust

- COVID 19 Budget challenges: the Trust are taking the necessary measures to mitigate costs, money will be used out of surplus to continue the high level of provision for our children
- The notice to terminate is still in place at Kirkburton Middle School; significant work is in place to make improvements; there are still some challenges as progress was stalled from the start of COVID. They will be subject to a monitoring visit in Spring Term.
- Birdsedge First School fall in roll. The new head at the school has made a fantastic impression in the community. There is a fall in birth rates across the pyramid. There is a meeting in the new year to consider the school model moving forward.

It was noted by the marketing Trustee the strides the new Headteacher is taking to raise the profile of the school. The chair expressed his thanks to the marketing Trustee for his support and advice he has provided to the school.

- Leadership and succession planning. A large proportion of the Headteachers are new, they have been integral to the development in our vision and values
- Governance continues to be a challenge but great strides have been taken by the Executive Administrator to assure this area for the Trust
- Migration to Office 365/ICT has been delayed.

Section 3: Trust-level KPIs

- Headteacher's have completed their first KPI self-assessment to from the outcomes in the report
- Internal and external controls are applied against the final measure
- The Trust performance is a derivative of schools and overall judgement of the Trust

Section 4: School-level internal assessment information

- The predictions are February 2020 (pre-Covid) against Sept 2020

- It has be noted that the shutdown of schools due to lockdown in summer had a larger impact on the younger children than the older children.
- Phonic tests have been taken and the results are 90%, which is good.
- The Trust wide priorities are Reconnect, Reading from EYFS to Year 8-Maths in First Schools
- Pastoral data remains positive in the schools
- All schools attendance haven't been less than 95% since September 2020.

Section 5: Staffing data

- There are currently 4 members of staff on maternity leave and 4 staff due to start working from home in January as they are 28 weeks pregnant or more.

Section 6: Summary of CEO's activity

- Mrs Greenough hopes to complete her NPQEL later this academic year
- A weekly meeting with the local authority is in place currently
- Mrs Greenough has attended RSC's induction sessions for new CEOs
- Involvement in recruitment across the Trust
- A significant amount of CPD for staff, leaders and governors has been offered this term

Opportunity was provided during the review for questions from Trustees on the organisation report provided by the CEO.

Q. Is the budgetary costs for COVID common knowledge in the school and is it having an impact on wellbeing?

A. It is publically available information. The DfE will provide funding if the school is less than 4% surplus, all our schools are above this. It is not been talked openly as there is nothing to cause alarm.

Q. Is there any steps that could be taken to boost staff morale more?

A. A staff survey is being sent out next week to gather views. There is a risk of higher level of infections in January. Leaders have to track and trace 6 days after the closure of school which has been demoralising. The Trust are conscious to promote wellbeing and ensuring people feel valued.

Q. Are you monitoring COVID absence compared to general absence?

- Staff attendance is strong in general, however some schools have been hit significantly. We are continuing the long-term absence management processes.

	<p>It was noted that the chair was pleased to see the activity around the management of long-term staff absence.</p> <p>Q. Is there more work to do with SFS on an informal basis? A. Noted to be considered.</p> <p>Q. On the school level information, should we be looking at Y5 data in Trust Board also? A. Y5 will be measured against ARE in future reports.</p> <p>It was noted that the chair wished to personally thank the Trustees and Governors for attending any training, which is additional voluntary time.</p> <p>It was further noted the safeguarding audits for Autumn Term 2020 had been provided to Trustees prior to the meeting for information.</p> <p><u>Key points and matters arising for board awareness from Committees.</u></p> <p>The draft minutes from the following committees were shared prior to the meeting for Trustees information:</p> <ul style="list-style-type: none"> • Staffing Committee: 26th November 2020 • Standards and Effectiveness Committee: 26th November 2020 <p>The following points were noted in addition by the chair of the Standards and Effectiveness Committee:</p> <ul style="list-style-type: none"> • There is an inconsistency on reading across the Trust which steps are being taken to address <p>The following items were identified as matters arising for the Trust Board by the Committees.</p> <table border="1" style="width: 100%;"> <tr> <td style="background-color: #d3d3d3;">Matters Arising Staffing Committee: 26th November 2020</td> </tr> <tr> <td>Staffing Committee delegated powers to be agreed at the Trust Board on 9th December. Refer to item 30.</td> </tr> <tr> <td>Leave of absence policy is approved for ratification at the board on 9th December 2020. Refer to item 33.</td> </tr> <tr> <td>Staffing policies impacted by COVID-19 to be delegated to staffing committee for ratification with approval from the Trust board on 9th December 2020. Refer to item 33.</td> </tr> </table>	Matters Arising Staffing Committee: 26th November 2020	Staffing Committee delegated powers to be agreed at the Trust Board on 9th December. Refer to item 30.	Leave of absence policy is approved for ratification at the board on 9th December 2020. Refer to item 33.	Staffing policies impacted by COVID-19 to be delegated to staffing committee for ratification with approval from the Trust board on 9th December 2020. Refer to item 33.
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Item	Minutes
	<p data-bbox="550 181 1348 248">Matter Arising Standards and Effectiveness Committee: 26th November 2020</p> <p data-bbox="550 271 1348 367">The complaints procedures and processes policy is approved for ratification at the board on 9th December 2020, subject to adjustments to the stages reflecting the DfE model.</p> <p data-bbox="550 383 774 416">Refer to item 33.</p> <p data-bbox="550 495 821 528"><u>Committee Trustees</u></p> <p data-bbox="550 539 1348 607">Consideration was given to the attendance at Standards and Effectiveness committee by new Trustees.</p> <p data-bbox="550 663 1300 730">RESOLVED: Mrs Thorpe to be part of the Standards and Effectiveness committee</p>
28 Audit and Finance	<p data-bbox="550 786 1157 819"><u>CFO Report including update on external audit</u></p> <p data-bbox="550 842 1252 909">Mr Field provided the following documents prior to the meeting for Trustee consideration:</p> <ul data-bbox="598 920 1141 1088" style="list-style-type: none"> • Board of Trustees report • Balance Sheet period 12 – unaudited • Period 1 2020 cashflow • Trust MA period 12 201920 <p data-bbox="550 1122 1364 1189">Mr Field discussed the of ‘Board of Trustees report’ on screen, including:</p> <ul data-bbox="598 1200 1364 1424" style="list-style-type: none"> • Our results – Cashflow • Our results – Reserves and Balance Sheet (unaudited) • Our results – Income and expenditure 2019/20 • Our budget – Income and expenditure 2020/21 • Internal and external audit • Condition improvement fund • Looking forward and team developments <p data-bbox="550 1469 1348 1536">Opportunity was provided for questions from Trustees on the report provided by the CEO.</p> <p data-bbox="550 1547 1189 1581">Q. Is there a concern for BFS budget next year?</p> <p data-bbox="550 1592 1348 1827">A. There has been a drop of 10 to 12 pupils, £4k per pupil, this will result in a budget reduction in the coming years. There are high a numbers of pupils in the Y5 (who will leave in July) and only 4 in reception this year, consequently the budget numbers will decline for a couple of years more before recovering. Trustees should be assured of the team’s commitment to make the school a success.</p> <p data-bbox="550 1883 1348 1951">Q. Have we budgeted any spend for employee recognition in the extraordinary environment?</p> <p data-bbox="550 1962 1061 1995">A. There is nothing specific in the plan.</p>

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	<p>ACTION: Staff recognition to be included on the Staffing Committee agenda in February 2021.</p> <p>ACTION: Finance Committee and Audit committee to be invited to a meeting with the external auditors to present their findings on the external audit.</p> <p>The Trustees expressed their thanks for the work completed by the executive team.</p> <p><u>Key points and matters arising for board awareness from Committees.</u></p> <p>The draft minutes from the following committees were shared prior to the meeting for Trustees information:</p> <ul style="list-style-type: none"> • Audit Committee: 24th November 2020 • Finance Committee: 24th November 2020 <p>The following items were identified as matters arising for the Trust Board by the Committees.</p> <table border="1" data-bbox="539 880 1391 1296"> <tr> <td data-bbox="539 880 1391 929">Matters arising at Audit Committee: 24th November 2020</td> </tr> <tr> <td data-bbox="539 929 1391 1133"> <p>Discussion of appointment for external ICT support and employment of ICT technician to be brought to the Trust Board on 9th December 2020.</p> <p>RESOLVED: Approval to appoint an external ICT support and recruit a Senior ICT Technician.</p> </td> </tr> <tr> <td data-bbox="539 1133 1391 1296"> <p>Privacy notices, Whistleblowing Policy and Health and Safety Policy are approved for ratification at the board on 9th December 2020.</p> <p>Refer to item 33.</p> </td> </tr> </table> <p><u>Committee Trustees</u></p> <p>Consideration was given to the attendance at Audit Committee by new Trustees.</p> <p>RESOLVED: Mr Marshall to be part of the Audit Committee</p>	Matters arising at Audit Committee: 24 th November 2020	<p>Discussion of appointment for external ICT support and employment of ICT technician to be brought to the Trust Board on 9th December 2020.</p> <p>RESOLVED: Approval to appoint an external ICT support and recruit a Senior ICT Technician.</p>	<p>Privacy notices, Whistleblowing Policy and Health and Safety Policy are approved for ratification at the board on 9th December 2020.</p> <p>Refer to item 33.</p>
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<p>Privacy notices, Whistleblowing Policy and Health and Safety Policy are approved for ratification at the board on 9th December 2020.</p> <p>Refer to item 33.</p>				
29 Risk Register	<p>The 'Mast_RiskRegister_Autumnt1_academic year 20_21' was shared with Trustees prior to the meeting for review and discussion.</p> <p>RESOLVED: The risks at board level were reviewed, discussed and adjusted.</p> <p>RESOLVED: The adjustments to the register by the committees were approved.</p>			
30 Scheme of delegation	<p>The 'The Mast Academy Trust SoD draft Dec 2020' was shared with Trustees prior to the meeting for review and discussion.</p>			

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	<p>It was noted that the executive team had provided recommendations of amends to the scheme of delegation prior to the meeting.</p> <p>RESOLVED: The recommended amends to the HR Management and Finance areas of the scheme of delegation are approved.</p> <p>It was noted that a Trustee, who is also a governor at one of the schools, recommended more training needs to be done on understanding of scheme of delegation for governors.</p> <p>Q: What is the frequency of review of the scheme of delegation? A: This is reviewed termly for updates, along with a full annual review in the Summer Term.</p> <p>Q: Can we have a new single document to show the new changes that have been made? A: This will be included in the CEO report going forward.</p>
31 Trustee Training	<p>RESOLVED: A number of Trustees have attended training, which will be confirmed to the clerk for the training register to be updated.</p>
32 Trustee Visits	<p>It was noted the careers link trustee had completed a visit in school and provided a report, which was shared with Trustees prior to the meeting for information.</p> <p>It was further noted that virtual safeguarding visits had been completed, with letters to governing bodies of the areas for focus. Refer to item 27. Onsite visits for safeguarding are planned once it is safe to do so. SEND visits also planned when visits can be made to schools.</p> <p>Q. Can we visit schools at the moment? A. Visits cannot be onsite at the moment to support our risk assessments, but virtual visits are welcomed.</p> <p>RESOLVED: It is recommended for Trustees to contact a member of the executive team to arrange virtual visits.</p>
33 Policies	<p>The following policies were noted as requiring ratification following approval by the committees:</p> <ul style="list-style-type: none"> • Privacy Notices • Health and Safety • Whistleblowing • Staff attendance • Leave of absence • Complaints policy and procedures <p>RESOLVED: All the above policies are ratified by the Trust Board</p>

Item	Minutes
	<p>The following policies had been provided to the Trust Board prior to the meeting, requiring approval and ratification:</p> <ul style="list-style-type: none"> • Equality statement • Equality policy <p>It was noted these policies had been amended following recommendations of the external equality review. Refer to item 35.</p> <p>RESOLVED: The equality policy and statement is deferred to the link Trustee with delegated power of approval. The link Trustee will both approve and ratify the policies.</p> <p>Trustees were requested to consider that delegated powers be given to committees for approval and ratification of policies in the Terms of Reference. The approval and ratification will then be noted at the Trust Board.</p> <p>RESOLVED: Delegated approval and ratification powers to the four Trust committees; continue as a standing item on the agenda at Trust Board.</p>
34 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"> • Academies Financial Handbook 2020 (AFH) • ESFA (Educational Skills and Funding Agency) letter to the accounting officer August 2020 • The Governance Handbook 2020 (GH) <p>It was noted that updates had been made to the AFH and GH which Trustees should be aware of.</p> <p>RESOLVED: The AFH, GH and ESFA letter were received.</p>
35 Any other business	<p><u>DBS checks</u> Trustees were advised that the Safeguarding lead for the Trust recommends that members of governance throughout the Trust with DBS certificates older than 3 years be requested to complete another DBS check. It was further requested that anyone who has recently completed a DBS check 'sign up' for the update service.</p> <p>RESOLVED: DBS checks on governance members throughout the Trust with DBS certificates more than 3 years old are requested to complete a new DBS check. Members are also requested to sign up for the update service.</p> <p>ACTION: Clerk to contact governance members with a DBS certificate older than 3 years and request their attention to completing a new DBS check and sign up for the update service.</p> <p><u>Equality Review</u> It was noted this report was made available after agenda publication and therefore is noted under any other business.</p>

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	<p>Mrs Greenough advised the Trust had recently been provided with a report on the external equality review. The 'Equality review Draft report 30.11.20 including proposed actions' had been provided prior to the meeting for Trustee consideration.</p> <p>ACTION: Equality review report to be included on the Staffing Committee agenda in February 2021.</p>
<p>36 Future date for meetings of the Trust Board</p>	<p>RESOLVED: That future meetings of the Trust board:</p> <ul style="list-style-type: none"> • Wednesday 10th March 2021 at 6.30pm • Wednesday 26th May 2021 at 6.30pm • Wednesday 14th July 2021 at 6.30pm <p>The meetings are hoped to be held in the school. This will be determined nearer the time based on the current guidance for COVID-19.</p>
<p>37 Agenda, minutes and related papers to be excluded from published version.</p>	<p>RESOLVED: An area in item 27 has been excluded from the minutes for confidential reasons.</p>

Summary of Actions

Minute Reference	Action
09122020_ 23	Clerk to arrange a thank you gift to be sent to Mrs Jones.
09122020_ 26	Carry forward 'Chair of Trustees and Vice Chair election to be held on the Wednesday 10th March 2021.'
	Mrs Greenough to share Kirkburton Middle School Ofsted assurance letter with Trustees once available
	Carry forward item 'Add section to KPI document on Trust improvement key priorities'.
09122020_ 28	Staff recognition to be included on the Staffing Committee agenda in February 2021.
	Finance Committee and Audit committee to be invited to a meeting with the external auditors to present their findings on the external audit.
09122020_ 35	Clerk to contact governance members with a DBS certificate older than 3 years and request their attention to completing a new DBS check and sign up for the update service.
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