

Kirklees Directorate for Children and Adults

Company no: 07729878

THE BOARD OF DIRECTORS OF SHARE MULTI ACADEMY TRUST

Minutes of the meeting of the Board of Directors of SHARE Multi Academy Trust held at 8.30am at Shelley College on Tuesday 9 April 2019.

Present

Mr A Kent (Chair), Mr M Day, Mr M Dunkley, Mr J McNally

In Attendance

Ms D Howard, Director of Operations
 Ms E Kilner, Minute Clerk
 Mrs J Newson, Executive PA, SHARE Multi Academy Trust
 Mrs C Potterton, Director of Finance

Agenda Item	Discussion and Decisions	Action – who/by						
322.	<p>Apologies, consent and declarations of LAAPs and interests</p> <ul style="list-style-type: none"> • Apologies for absence were received from Prof J Keay with consent. • No one was declared as a LAAP. • The following declarations of interest were made <ul style="list-style-type: none"> - The wife of Mr M Dunkley works at Shelley College. 							
323.	<p>Matters for any other business</p> <p>There were no items of other business for discussion.</p>							
324.	<p>Representation</p> <p>RESOLVED: That the following matters of representation be noted.</p> <p><u>Board of Directors – Resignations</u></p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Name</u></th> <th style="text-align: left;"><u>Category</u></th> <th style="text-align: left;"><u>With effect from</u></th> </tr> </thead> <tbody> <tr> <td>Ms Marie Guest</td> <td>Director</td> <td>09.04.19</td> </tr> </tbody> </table>	<u>Name</u>	<u>Category</u>	<u>With effect from</u>	Ms Marie Guest	Director	09.04.19	
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	<p><u>Audit and Risk Assurance Committee – Resignations</u></p> <table border="0"> <thead> <tr> <th data-bbox="355 555 699 589"><u>Name</u></th> <th data-bbox="707 555 1042 589"><u>Category</u></th> <th data-bbox="1050 555 1305 589"><u>With effect from</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="355 618 699 651">Mrs Adele Poppleton</td> <td data-bbox="707 618 1042 651">Chair</td> <td data-bbox="1050 618 1305 651">21.03.19</td> </tr> </tbody> </table> <p>Q. Do we have sufficient membership of Audit and Risk Assurance Committee? A. We should try to recruit an independent chair.</p> <p>ACTION: All Directors to consider discussing the requirement for an Independent Chair of the Audit and Risk Assurance Committee with their contacts</p> <p>It was noted that additional directors should be recruited to add skills to the board and ensure that the meetings are always quorate.</p> <p>ACTION: All Directors to consider discussing the requirement for additional directors with their contacts.</p>	<u>Name</u>	<u>Category</u>	<u>With effect from</u>	Mrs Adele Poppleton	Chair	21.03.19	<p>Directors</p> <p>Directors</p>
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325.	<p>Minutes of the previous meeting held on 12 February 2019 and any matters arising from the minutes</p> <p>RESOLVED: That the minutes of the meeting held on 12 February 2019 be approved and signed by the chair as a correct record of the meeting.</p> <p>(a) <u>Directors with specific responsibilities (minute 311(b) refers)</u></p> <p>ACTION: A Director with Specific Responsibility for SEN needs to be appointed.</p> <p>Meetings to progress Board training and staff CPD have been held by Prof J Keay.</p> <p>(b) <u>CEO's report to Directors (minute 312(f) refers)</u></p> <p>The CEO noted that the Thornhill number of new pupils for the next academic year is 200 which is 20 over PAN and there are two appeals. There were 275 applications.</p> <p>Q. Who hears the appeals? A. A Kirklees independent panel.</p>	<p>Chair</p>						

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326.	<p>CEO's report to Directors</p> <p>The Chief Executive's Report April 2019 had been circulated before the meeting. The CEO updated the meeting.</p> <p>(a) <u>Standards and Performance</u></p> <p>The SOAP report analysis had been circulated before the meeting.</p> <p>Q. Why has comparison of restraints / physical intervention been made between a secondary and a primary school? A. This was to illustrate the high number of restraints / physical interventions at Millbridge. Most of these were before Christmas.</p> <p>Q. In what circumstances is restraint used? A. When there is more extreme behaviour. The team teach method is used and this advocates the minimum force necessary</p> <p>Q. Are you happy that restraint is in line with guidance? A. Yes but behaviour should be managed better to avoid the need. This was noted by Ofsted at the review at Cowlersley school.</p> <p>Q. Is the Millbridge issue the same pupil or class? A. This is being investigated and it may be that one pupil's needs are not being met.</p> <p>Q. Are there any other safeguarding questions? A. No.</p> <p>Q. Do we have Safeguarding issues raised by Local Governing Bodies (LGB)? A. This is on LGB agendas. LGB issues will be analysed and feedback given to Directors from LGB minutes</p> <p>Q. Can we add Governors issues to the SOAP report? A. This would be better as a separate feedback report.</p> <p>Q. In the recent pupil exclusion meetings in the MAT, were the processes robust? A. There were some issues with paperwork at Thornhill and SENCO training will be put in place to resolve the issue.</p> <p>Q. Was the Thornhill Pupil Exclusion meeting successful? A. The appeal was successful and the pupil is now back in school.</p>	

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	<p>Q. What was the Cowlersley Pupil Exclusion meeting outcome? A. The pupil was excluded. There were some issues with gaps in governor knowledge. Governor training will be put in place and more support will be given to the Head Teacher.</p> <p>Q. How many permanent exclusions have there been this year in SHARE MAT? A. In total 4, with others being upheld.</p> <p>Q. Is that an average level? A. It is below average. Off rolling should also be reviewed. Off-rolling is a current Ofsted focus.</p> <p>Q. Do we have options to send pupils to other schools in the MAT? A. Yes, this is done as an alternative to exclusion.</p> <p>Q. What are managed moves? A. This is when Headteachers agree to take a pupil for a period of 6 weeks. Most local schools use the approach sensibly.</p> <p>Q. Is there any financial transaction related to a managed move? A. No.</p> <p>Q. Are we happy that we are giving sufficient attention to Pupil Premium and Disadvantaged groups? A. There are different problems in different schools. In most cases governors are not reviewing Pupil Premium spend in sufficient detail or asking challenging questions. Quality Improvement plans will continue to address Pupil Premium and Disadvantaged groups. There is an issue with persistent absence with these groups and it needs to be addressed.</p> <p>Q. Are Teacher contact ratio targets being met? A. We should review metrics again after the budget has been agreed as metrics will be updated.</p> <p>Q. How will we review Pupil Premium in the future? A. Actions will be included in School Improvement Plans. External reviews will take place every year.</p> <p>Q. Are any Ofsted reviews due? A. We would expect reviews at Heaton Avenue and Millbridge next. Inspections do not take place at Outstanding schools unless there</p>	

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	<p>are specific concerns. It will be rare for Ofsted to inspect a whole trust.</p> <p>ACTION: There should be a process to feedback key issues from LGB meetings to Directors meetings.</p> <p>ACTION: Governor training is required on Pupil Exclusion process and procedures.</p> <p>ACTION: Number of pupils leaving schools should be included in reports for review of off rolling.</p> <p>(b) <u>Key Performance Indicators linked to our mission, aims and values.</u></p> <p>Q. Will the use of KPI's be more effective next year? A. Yes. The KPI's will be used to drive School Improvement Plans.</p> <p>Q. Will Jim McGrath give support on KPI's. A. Yes as part of peer reviews. We are happy that Jim McGrath is independent.</p> <p>Q. Are the KPI's sufficient? A. Yes. Not all indicators will be used included in every School Improvement Plan.</p> <p>Q. Are Pupil Premium / Disadvantaged groups included in Quality of Education? A. Yes. The aim is to increase the number of disadvantaged pupils taking Ebacc subjects.</p> <p>It was noted the Directors liked the report.</p> <p>(c) <u>De-amalgamation of Royds Hall</u></p> <p>The CEO updated that de-amalgamation is expected from 2020 and this will provide additional income.</p> <p>Q. Will there be an impact on staff costs? A. No, as staffing structures are already effectively de amalgamated.</p> <p>(d) <u>Governance</u></p> <p>This will be updated under the governance agenda item.</p>	<p>JN</p> <p>CEO</p> <p>CEO</p>

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	<p>(e) <u>Financial Report</u></p> <p>Mrs C Potterton updated the meeting.</p> <ul style="list-style-type: none"> • 2018-19 Spending Review Summary <ul style="list-style-type: none"> - 2018-19 cumulative deficit is budgeted at £346k. - It is not envisaged that the cost of any redundancies or payments for notice periods will exceed the budget commitment for salaries already factored into revised working budget forecasts to the end August 2019. • 2019 – 20 Draft Budgets <ul style="list-style-type: none"> - A new funding floor protection has been introduced. This allows for an increase of 1% in real terms. - Meetings are being held with LA to discuss Luck Lane funding. Funding for an additional 45 pupils has been included in the 2019-20 allocation. <p>Q. Had we built the additional funding from de-amalgamation into the budget? A. No. This will not be received until 2020 – 21.</p> <p>Q. Are there any key risks in the financial plan? A. Assumptions in plans are prudent. Risks relate to pupil numbers.</p> <p>Q. Are we confident that the LA will continue to support Luck Lane? A. We have nothing to suggest this will not continue.</p> <p>(f) <u>Operations Report</u></p> <p>Mrs D Howard updated the meeting.</p> <ul style="list-style-type: none"> • There have been 3 successful CIF bids for a total of £572k. It is expected that work will take place over the summer holidays. • The central services changes are progressing. Meetings were held with unions and consultation with staff will start on 10 April 2019. • There are a total of 38 staff impacted and 42 roles. There may be some need for external recruitment for specialist roles. <p>Q. What was the feedback from staff? A. Staff communication starts tomorrow.</p>	

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	<p>Q. Could you have an apprentice for the premises roles? A. The current roles need experience.</p> <p>Q. What is the cost of an apprentice? A. Circa £7k. We pay into the apprenticeship levy and we have a number of apprenticeship roles across the MAT.</p> <p>Q. Where will the finance team be located. A. The top floor at Shelley is being allocated to the MAT.</p> <p>(g) <u>Marketing</u></p> <p>Mrs J Newson updated the meeting.</p> <p>The options for logos were reviewed. It was noted that feedback on preferred options had been mixed. The directors reviewed the latest options and noted pros and cons.</p> <p>RESOLVED: That Logo Option 1 be agreed as the preferred option.</p> <p>Mrs J Newson updated on uniform supply and confirmed that there are no financial benefits from bulk buying uniform.</p> <p>RESOLVED: That colour and uniform style will be the choice of the school but the school badge will be consistent following Logo option 1.</p> <p>ACTION: Guidance on school uniform style to be provided by the MAT to all schools.</p>	<p>CEO</p>
<p>327.</p>	<p>Audit and Risk Assurance Committee Update</p> <p>Mrs C Potterton updated the meeting.</p> <ul style="list-style-type: none"> • Polices related to finance were reviewed and agreed. • The Financial Assurance framework was discussed. • External and Internal Audit plans were reviewed. • A panel was agreed for the External Audit tender and selection process. • The new risk register was reviewed. The Every system will be used for all risk registers in the MAT. 	


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	<p>Q. Do we need a formal tender process for the selection of External Auditors? A. Yes this is required. We need to have assurance on capability and resources. We have already agreed to review every 7 years.</p>	
<p>328.</p>	<p>Budget Guidance / Setting of Principles by Directors</p> <p>Mrs C Potterton updated the meeting.</p> <ul style="list-style-type: none"> • Review of the budget will be at the Directors meeting scheduled for 23 May 2019. • Meetings have been held with school Business Managers and Head Teachers to discuss budget guidance and principles. Overview of budgets will focus on KPI's including Pupil / Teacher Ratio, Average cost of teachers, Teacher cost % and Support Staff cost %. • Top slide is being reviewed. There is a proposal to have a top slice of 5% with an additional service charge of 2.5%. These costs will include central services and the split enables flexibility for new schools. <p>Q. When will we know how many teachers need to be recruited? A. The key date is 31 May. There will be some movement that needs to be back filled.</p> <p>Q. Is there any feedback from the trust-wide recruitment events? A. These were not particularly useful.</p> <p>Q. Do we recruit from the teaching school? A. Yes this is working and teachers are being employed in the trust. Maths recruitment remains difficult.</p> <p>Q. Do we have an update on the MAT Reserves Policy? A. This will be confirmed after the 19/20 budget is set. Reasonable reserves will be set including liquidity requirements. Reserves are expected to be set at around a minimum of 5% (circa £1m).</p> <p>Q. Can we compare key metrics with external benchmarks? A. We will look at external benchmarks to see if this is useful. The EFSA data published is for 2017 / 18.</p>	
<p>329.</p>	<p>Pupil Premium Reviews</p> <p>This was covered under CEO's report to directors above.</p>	

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330.	<p>Governance</p> <p>(a) <u>Members meeting</u></p> <p>The Chair updated on the members meeting held on Monday 8 April 2019.</p> <ul style="list-style-type: none"> • The role of members was clarified. • A formal role and job description will be documented for members. • Members will meet 3 times a year with a focus on school data, budgets and annual reports. • Members will receive minutes from the directors' meetings and have access to the directors page on Office 365. Members will be able to ask questions relating to specific topics as required. <p>Q. Would a meeting be held to present the budget to members? A. No. Members would only comment on specific risks e.g. deficit budget or unusual growth of the trust.</p> <p>Q. Do all members attend the Audit and Risk Assurance Committee? A. They are encouraged to and they can attend board meetings as observers by agreement.</p> <p>(b) <u>Chairs' Group meeting</u></p> <p>The Chair updated on the meeting held on 27 March 2019.</p> <ul style="list-style-type: none"> • The meeting was more constructive and relaxed. • All schools were represented. • Future meetings will be held at different schools. • There was a focus on governor training. • The group will meet 3 times a year. • Invites will be extended beyond chairs as a forum for governor training. 	JN
331.	<p>Safeguarding, Training and H&S updates</p> <p>Mr M Day updated that there was nothing specific to update relating to safeguarding issues.</p>	

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	<p>Actions are in place to progress with safeguarding training across the trust including governors.</p> <p>Local governing bodies will have some responsibility for health and safety in line with the accountability framework</p>	
332.	<p>Approval of Policies</p> <p>Policies had been circulated before the meeting for review.</p> <p>ACTION: Policy format should be updated for all policies to remove 'Date Written' and add 'Date of Next Review'.</p> <p>RESOLVED: That the policies below be agreed and adopted:</p> <ul style="list-style-type: none"> - Bullying & Harassment at Work Policy and Procedure - Capability Policy and Procedure - Disciplinary at Work Policy and Procedure - Flexible Working Policy and Procedure - Grievance Policy and Procedure - Staff Code of Conduct <p>Q. Will all policies be saved on the Every system ongoing? A. Yes.</p>	JN
333.	<p>Correspondence</p> <p>The CEO updated that a revised letter had been received from the Deputy RSC following the meeting about Cowlersley's performance. The changes required had been acknowledge.</p> <p>ACTION: JN to circulate the revised letter from the Deputy RSE.</p>	JN
334.	<p>Any Other Urgent Business</p> <p>(a) <u>SHARE MAT Update</u></p> <p>The CEO updated the meeting.</p> <ul style="list-style-type: none"> • The MAT has capacity for up to two more secondary schools with its current structure. • Primary schools would need to join an existing cluster or come as a cluster. • A meeting was held with Mrs J-A Sanders and Mr H Sohel of 	

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	<p>the LA. Updates on the status of the MAT current capacity were provided to the LA.</p> <ul style="list-style-type: none"> • The CEO will continue to update the Directors on any MAT developments. 	
<p>335.</p>	<p>Dates of meetings for the 2018 – 2019 academic year</p> <p>RESOLVED: That the next meetings of the SHARE MAT Board of Directors will take place on:</p> <ul style="list-style-type: none"> • Thursday 23 May 2019 at 6.00pm • Tuesday 9 July 2019 at 8.30am 	
<p>336.</p>	<p>Agenda, minutes and related papers – school copy</p> <p>RESOLVED: That no part of these minutes, agenda or related papers be excluded from the copy to be made available at the School, in accordance with the Freedom of Information Act.</p>	

The Chair closed the meeting at 11.00am.

Chair 
 Date 23.05.19

