

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 via Microsoft Teams at 6.00pm on Thursday 11 March 2021.

Present

Mr A Kent (Chair), Mr M Day, Mr M Dunkley, Prof J Keay, Mr J McNally, Mr N Javaid, Mrs L Rawlinson, Mr D Quinn, Mr J Glazzard

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  
 Mrs R Hesmondhalgh - Part

<b>Agenda Item</b>	<b>Discussion and Decisions</b>	<b>Action – who/by</b>
452.	<p><b>Presentation by R Hesmondhalgh</b></p> <p>Rebecca Hesmondhalgh shared slides and updated the meeting on a project to look at the provision of SEND across the Trust. The project has been undertaken as part of a NPQEL qualification.</p> <p><i>Mrs R Hesmondhalgh left the meeting</i></p>	
453.	<p><b>Apologies, consent and declarations of LAAPs and interests</b></p> <ul style="list-style-type: none"> <li>• The Chair welcomed all to the meeting.</li> <li>• There were no apologies for absence.</li> <li>• No one was declared as a LAAP.</li> <li>• The following declaration of interest was made               <ul style="list-style-type: none"> <li>- The wife of Mr M Dunkley works for SHARE Multi-Academy Trust.</li> </ul> </li> </ul>	
454.	<p><b>Matters for any other business</b></p> <p>There were no items of other business for discussion.</p>	

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455.	<p><b>Representation</b></p> <p>The following matters of representation were noted:</p> <ul style="list-style-type: none"> <li>• Rhona Pleasant elected as teaching staff governor HA/Millbridge 13.1.21</li> <li>• Katie Oram elected as teaching staff governor HA/Millbridge 13.1.21</li> <li>• Bryan Cook elected as parent governor HA/Millbridge 10.3.21</li> <li>• Sarah Bryant elected as parent governor HA/Millbridge 10.3.21</li> <li>• Robert Iredale resignation Chair of Governors Woodside Green 29.1.21</li> <li>• Steve Washington resignation Vice Chair of Governors Woodside Green 5.2.21</li> </ul>	
456.	<p><b>Minutes of the previous meeting held on 10 December 2020 and any matters arising from the minutes</b></p> <p><b>RESOLVED:</b> That the minutes of the meeting held on 10 December 2020 be approved and can be signed by the chair as a correct record of the meeting.</p> <p>The following matters arising were discussed;</p> <p>(a) <u>Remuneration Committee (minute 450(a) refers)</u></p> <p>Mr M Day and Mr M Dunkley updated that progress has been made on the development of a Job Evaluation Scheme and an Executive Salary Pay Policy.</p> <p><b>ACTION:</b> A meeting of the Remuneration Committee to be arranged to review and approve the Job Evaluation Scheme and Executive Pay Policy.</p> <p>After review and approval at the Remuneration Committee, documents will be presented to the Board of Directors for approval.</p>	<p><b>Mrs J Newson</b></p>
457.	<p><b>CEO Report for Directors</b></p> <p>Mr A Kent informed Directors that the CEO’s mid-term review had taken place.</p>	

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	<p>The Chief Executive's Report March 2021 had been circulated before the meeting.</p> <p>The CEO updated the meeting on key areas in the report.</p> <p>(a) <u>Impact of Covid</u></p> <ul style="list-style-type: none"> <li>• Tragically, another member of staff died from COVID at the start of the Christmas break. Her family have our very deepest sympathy.</li> <li>• Lateral flow testing is in place and there have not been many positive cases.</li> <li>• Attendance on return to school has been very good at 96% to 98%.</li> <li>• Anxious pupils are being supported by staff to return to school and adjustments are being made. There are very few anxious pupils.</li> <li>• Pupil lateral flow testing is on plan at this stage.</li> <li>• Overall, the restart has gone very well.</li> <li>• Staff did a brilliant job with remote learning. Five hours of lessons were delivered each with very high levels of attendance, up to 96%</li> </ul> <p><b>Q. How do you measure engagement with students in remote learning?</b></p> <p>A. For secondary students it is measured by attendance at online lessons and submission of work. In primary school the measure is response to tasks set, or attendance online.</p> <p><b>Q. Were devices provided to all students who needed them?</b></p> <p>A. In primary, some students had to attend school due to problems with access. In secondary, most students were able to access work online.</p> <p><b>Q. What happens if consent is not given for student lateral flow tests in school?</b></p> <p>A. Testing is optional and students would still be in school. Testing of at least 70% of students is in place. There are some supply difficulties with tests but these are being resolved.</p> <p><b>Q. Is student testing at home optional too?</b></p> <p>A. Yes. There is some reluctance from some parents.</p>	

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	<p><b>Q. Are masks in school compulsory?</b> A. We are encouraging all students to wear masks unless they have a medical condition.</p> <p><b>Q. Do staff wear masks at all times?</b> A. The rule is that teachers do not need to wear a mask if they maintain a distance of 2 meters.</p> <p><b>Q. Are face shields worn?</b> A. We have had guidance that face masks are better than face shields.</p> <p><b>Q. What happens when students have a positive lateral flow test followed by a negative PCR test?</b> A. If the lateral flow test took place in school, isolation must take place. If the lateral flow test took place at home then isolation can end if a negative PCR test is received.</p> <p>(b) <u>Ofsted 2021</u></p> <p>The latest information indicates that there will be some Ofsted activity after Easter but these are unlikely to be normal inspections. It seems unlikely that full Ofsted inspections will not resume until late summer or September 2021.</p> <p>(c) <u>Exams 2021</u></p> <p>We have agreed there will be a minimum of 3 assessments of 45 minutes for each subject with some variations in some subjects including English and PE.</p> <p>It should be noted that pupils and parents do have the right to appeal grades and that the Exam Boards will do quality assurance on some subjects.</p> <p><b>Q. What percentage of the overall grade would be based on the three assessments?</b> A. There is no recommended percentage but Head Teachers must confirm that pupils have covered a broad curriculum. It is difficult to have a set view as lost lessons vary by school and by subject. Other work including books and set course work can be used to support assessments.</p>	

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	<p><b>Q. Will summer schools take place?</b> A. Head Teachers are working on catch up plans, first drafts are due soon. Catch up plans will be based on views of what has been retained by students. Summer schools may not help students who need the most help. Academic catch up will be during and at the end of the school day. There may be summer activity for sports clubs and drama.</p> <p><b>Q. Has there been any feedback on grade variations in summer 2020?</b> A. Overall, grade inflation was reported to be 22% and a similar level is expected this year.</p> <p><b>Q. Were there any significant adjustments to results?</b> A. For GCSE's there were only mark ups and no mark downs. At the Autumn sessions, 60% of students performed better. There were uplifts in BTEC grades for most students in most subjects due to late changes in August 2020.</p> <p>(d) <u>Teaching School Hub</u></p> <p>We are delighted to be named as the Teaching School Hub for Calderdale and Kirklees, one of only 87 in the country. The hubs will replace the 730 plus teaching schools currently in existence and will play a huge role in delivering government teaching reforms.</p> <p>(e) <u>Whitcliffe Mount</u></p> <p>The Whitcliffe Mount governors have approached three or four trusts to discuss academisation with them. They should make their decision by Easter.</p> <p><b>Q. Do we know who the other trusts are?</b> A. No, not officially.</p> <p><b>Q. Whitcliffe Mount have benefitted from the trust experience already?</b> A. We do understand why they are considering other trusts. We have had a very good partnership with them.</p>	

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	<p>(f) <u>Trust Leadership Structures</u></p> <p>The CEO updated the meeting on proposals to reform the trust leadership structure to give capacity for the Teaching School Hub and trust growth.</p> <p>The proposed structure was shared on screen.</p> <p>The proposal is to have the roles and appointments below;</p> <ul style="list-style-type: none"> <li>- Director of Teaching School Hub – L Sykes</li> <li>- Director of School Improvement – R Hesmondhalgh</li> </ul> <p>It was noted that there are a large number of roles reporting directly to the CEO and changes in structures may be needed to address this issue which could include having an Executive Head Teacher for Secondary and a Chief Operating Officer.</p> <p><b>Q. Is this the right time for a Chief Operating Officer as this may not add value?</b></p> <p>A. This does need further consideration but may help free up the CEO time with single leadership of Finance, Operations and HR.</p> <p><b>Q. Will proposed appointments be made without internal adverts?</b></p> <p>A. The HR advice is that allocation of roles can be made without the need for internal adverts due to the circumstance and the need to avoid redundancy.</p> <p><b>Q. Could other staff fill these roles?</b></p> <p>A. The appointments are the best match and there are not other staff who are not already Head Teachers who would have sufficient experience for the roles.</p> <p><b>Q. Will the process be seen as being transparent by other staff?</b></p> <p>A. We are following HR advice and guidance in the process. Job matching is required before any redundancy and allocations into roles can be made without internal advertising.</p> <p><b>Q. Has the job matching process been completed for these two roles?</b></p> <p>A. Yes, this has been completed.</p> <p><b>RESOLVED:</b> That the proposed Trust Leadership Structure be approved and the following appointments be made</p>	

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	<ul style="list-style-type: none"> <li>- Director of Teaching School Hub – L Sykes</li> <li>- Director of School Improvement – R Hesmondhalgh</li> </ul> <p>The CEO noted that there will be adverts for two additional roles</p> <ul style="list-style-type: none"> <li>- Teaching School Hub manager – external advert</li> <li>- Assistant Director of School Improvement – internal advert</li> </ul> <p><b>Q. Will the Green Light Alliance work end?</b>            A. The alliance will end but some work, such as the initial teacher training programme will continue</p> <p><b>Q. Will the Teaching School Hub at least break even?</b>            A. Yes it will break even at least, the Teaching School Hub must pay for itself.</p> <p><b>Q. Is the Teaching School Hub a separate financial entity?</b>            A. Yes it is but there is a financial risk to the Trust with salaries paid by the Trust.</p> <p><b>Q. Will there be a separate Board for the Teaching School Hub?</b>            A. Governance models are still being considered.</p> <p><b>Q. Can the Board for the Teaching School Hub be a sub-Committee of SHARE Mat Board?</b>            A. We are awaiting guidance but expect so – provided external partners can join.</p> <p><b>Q. Will the risk of the Teaching School Hub be picked up by the Audit and Risk Committee?</b>            A. Yes</p> <p><b>ACTION:</b> The risk of the Teaching School Hub to the Trust to be considered at the Audit and Risk Committee.</p> <p>(g) <u>Trust Improvement Plan 2021 – 21 and 2021 - 22</u></p> <p>The Trust Improvement Plan will be reviewed at the next meeting of the Board of Directors.</p> <p>(h) <u>DELETED – Minute 463 refers</u></p>	<p><b>Mr M Dunkley</b></p>

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	<p>(i) <u>Finance Report</u></p> <p>Mrs C Potterton updated the meeting.</p> <p>It was noted that the 2021 – 22 Budget will be reviewed at the next meeting of the Board of Directors.</p> <p><b>Q. Was the questionnaire for review of Governance, Finance and Resilience sent by email.</b>            A. Yes, this can be recirculated.</p> <p><b>Q. What is the view of underspend vs budget due to Covid?</b>            A. Reviews are not yet complete. There is an indication that there will be some savings vs budget but this has not yet been confirmed.</p> <p><b>Q. Have we budgeted for full exam fees?</b>            A. Yes, exam fees are still in the budget. We expect to pay the full exam fees and then receive a credit.</p> <p>(j) <u>Operations Report</u></p> <p>Mrs D Howard updated the meeting.</p> <p><b>Q. Do we have a plan to recover loaned out laptops?</b>            A. Yes, plans are in place. One laptop has been sold by a family.</p> <p><b>Q. Will we take legal action in relation to the sold laptop?</b>            A. Probably not but it will be clear that we do not condone this action and we will try to recover the device</p> <p><b>Q. Is the fencing at Royds Hall progressing?</b>            A. Yes. It is with Kirklees planning currently.</p> <p><b>Q. What is the Pennine Sports Partnership?</b>            A. This has been in place for some time but is coming to an end but other PE provision has been put in place.</p> <p>The CEO noted the excellent work done by the ICT team during Covid and their support to daily remote learning. The Directors congratulated the team.</p> <p>The Chair noted thanks to the CEO and Senior Leadership for all their hard work.</p>	

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	<p><b>ACTION:</b> The Chair to send a note to all staff in the Trust to say how grateful the Directors are for all their hard work during the pandemic.</p> <p>(k) <u>Governance Report</u></p> <p>The CEO and Mrs J Newson updated the meeting.</p> <ul style="list-style-type: none"> <li>• Due to the low number of governors and difficulty in recruitment, the proposal is to disband Woodside Green governing body. Full governance responsibility sits with the Board of Directors in a trust.</li> <li>• The launch of a Parent Council is proposed for Woodside Green with remaining governors invited to join.</li> <li>• School improvement and other matters which are relevant to all south cluster primary academies will continue to be addressed at the Royds Hall governing body meetings.</li> </ul> <p><b>RESOLVED:</b> That the proposal to to disband Woodside Green governing body, with full governance responsibility passing to the Board of Directors be approved.</p> <p><b>RESOLVED:</b> That the proposed Parent Council for Woodside Green be approved.</p>	<p><b>Chair</b></p>
<p><b>458.</b></p>	<p><b>Finance, Operations and HR Reports</b></p> <p>Finance, Operations and HR reports were covered under CEO report for Directors above.</p>	
<p><b>459.</b></p>	<p><b>Verbal Updates</b></p> <p>Updates were provided as follows:</p> <ul style="list-style-type: none"> <li>• <b>Safeguarding</b> (Mrs L Rawlinson) – There are no updates as it is currently not possible to go into schools for visits.</li> <li>• <b>Health and Safety</b> (Mr A Kent) – Covid guidance has been implemented in the Trust. It was noted that Building Inspection schedules were discussed in the Audit and Risk Committee.</li> <li>• <b>Behaviour and Attendance</b> (Mr D Quinn) – Mr D Quinn updated that work has been limited due to Covid but meetings have been held</li> </ul>	

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	<p>with staff at Royds Hall and Shelley and processes in place are very good.</p> <ul style="list-style-type: none"> <li>• <b>Disadvantaged and LAC</b> (Mr J Glazzard) – Work has been limited due to Covid.</li> <li>• <b>Equality and SEND</b> (Mr N Javaid) – A meeting with the CEO has taken place to discuss the Equality agenda. The next step will be formalisation of objectives.</li> <li>• <b>Training</b> (Prof J Keay) – Prof J Keay updated that the Training Hub Application has been reviewed. Prof J Keay noted that she would be happy to be appointed to the Training Hub Board.</li> <li>• <b>IT</b> (Mr M Day) – Mr M Day noted the outstanding performance of the IT team</li> </ul> <p>Mrs J Newson noted that a proposed list of policies aligned to directors' areas of specific responsibility had been prepared and circulated together with a proposal to realign some responsibilities for Directors to resolve mis matches.</p> <p><b>ACTION:</b> Mrs J Newson to discuss the proposal with each Director individually.</p>	<p><b>Mrs J Newson</b></p>
460.	<p><b>Approval of Policies</b></p> <p>None.</p>	
461.	<p><b>Correspondence</b></p> <p>None.</p>	
462.	<p><b>Any Other Business</b></p> <p>There were no items of other business for discussion.</p>	
463.	<p><b>Agenda, minutes and related papers – school copy</b></p> <p><b>RESOLVED:</b> That minute 457(h) 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 20.02pm.