



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 remotely at 6pm on Thursday 9 March 2023.

Present

Mr D Quinn (Chair), Mr M Day, Mr J McNally - part, Mr R Amos, Mr A Kent, Prof J Keay, Mr M Dunkley

In Attendance

Mrs D Howard (Director of Operations) - part
 Mrs C Potterton (Director of Finance) - part
 Mrs J Carr (Executive Head Teacher) - part
 Mr D Wadsworth (Executive Head Teacher) - part
 Miss E Devane (Trust Safeguarding Lead) - part
 Mrs L Sykes (Director of Teaching School Hub) - part
 Ms E Kilner (Minute Clerk)
 Mrs A Eastham (PA to CEO) - part

Agenda Item	Discussion and Decisions	Action – who/by
1.	<p>Apologies, Consent and Declarations of LAAPS and Interests</p> <p>The Chair welcomed everyone to the meeting.</p> <p>Apologies for absence were received from Mr N Javaid (consent).</p> <p>There were no declarations on interest.</p>	
2.	<p>Matters for any Other Urgent Business</p> <p>The following items of Other Urgent Business were noted.</p> <ul style="list-style-type: none"> • CEO Remuneration 	
3.	<p>Representation</p> <p>There were no matters of representation for discussion.</p>	

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4.	<p>Minutes of the Previous Meeting held on 8 December 2022 and Any Matters Arising from the Minutes</p> <p>RESOLVED: That the minutes of the meeting held on 8 December 2022 be approved and can be signed by the Chair as a correct record of the meeting.</p> <p>There following matters arising were noted.</p> <p>(a) <u>Budgets and Surpluses - 2022-23 Spending from Reserves Planning (Minute 6(a) refers)</u></p> <p>The CEO confirmed that revised scenarios will be presented to the Trust Board in June 2023.</p> <p>(b) <u>Budgets and Surpluses - Deficit Reduction Options (Minute 6(b) refers)</u></p> <p>The CEO confirmed that work on a proposed strategy for the allocation of funding to schools including consideration of ‘pupil entitlement’ will be progressed and presented to the Trust Board in the Autumn Term 2023.</p> <p>(c) <u>DELETED – minute 13 refers</u></p> <p>(d) <u>Roles, Committees and links to leaders across the Trust (Minute 10 refers)</u></p> <p>Q. Will the Governance Professional support the recruitment of Directors? A. Yes, appointment of additional Directors will be an initial priority.</p> <p>Q. Will the Governance Professional have oversight of Directors Induction and training? A. Yes.</p>	
5.	<p>Safeguarding Update</p> <p>The Safeguarding Report Feb 2023 was circulated before the meeting.</p> <p>Mr R Amos updated the meeting.</p>	

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	<ul style="list-style-type: none"> • Richard Amos is the Lead Trustee for Safeguarding. • Discussions have taken place with the outgoing Lead Trustee (Mrs L Rawlinson) and the Trust Lead for Safeguarding (Miss E Devane) to understand the current position for safeguarding across the Trust. • Training and reading has been undertaken by Mr R Amos to gain a greater understanding of the role of Lead Trustee for Safeguarding. • A Safeguarding Committee has been formed for Safeguarding Governors within the Trust. The purpose of the Committee is to: <ul style="list-style-type: none"> ○ Further develop the strong culture of safeguarding across the trust. ○ Share and learn from best practice within and outside of the Trust. ○ Provide opportunity to share any issues or concerns. ○ Support and appropriately challenge our approaches to Safeguarding to continuously improve practice. • The initial meeting of the Safeguarding Committee was held on 26 January 2023. • Safeguarding Governors have experience and knowledge in safeguarding. All Governors have many years of experience. • There has been some inconsistency in the approach of Lead Safeguarding Governors, which will be addressed through the new committee's actions. • A tool will be produced to help standardise the role of the Governors across the Trust. • The map of Key Roles for safeguarding in the Trust was summarised. The Ensure and Assure process was also explained. <p>Miss E Devane updated the meeting on DSL (Designated Safeguarding Lead) activities.</p> <ul style="list-style-type: none"> • The Primary and Secondary DSLs meet half termly • There is a trust DSL SharePoint site where DSLs share resources to ensure a consistent approach. • DSLs regularly email the DSL group with questions and suggestions and this has led to continued refinement of our safeguarding systems Trust wide. • The following systems are in place across the DSL team to ensure consistency. <ul style="list-style-type: none"> ○ Trust safeguarding training plan. ○ Shared planning of Trust safeguarding so all schools use the same training. ○ Termly staff knowledge checks that are standard across the trust. ○ CPOMS standard categories and use of Power Bi to analyse patterns. ○ Standard student voice questions and a trust wide focus for this for each term. • External training organised for all DSLs so far this year including; <ul style="list-style-type: none"> ○ Brook Traffic Light tool – Harmful sexual behaviour. 	

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	<ul style="list-style-type: none"> ○ Police intelligence portal-led by a Safer Schools Officer. ○ Domestic abuse training (Kirklees). <ul style="list-style-type: none"> ● Key areas that the DSLs have been working on this academic year so far are: <ul style="list-style-type: none"> ○ Individual/small group student voice focused on specific safeguarding topics and single sex lessons/assemblies. ○ Developing staff training resources which all schools can use for a consistent approach. ○ A consistent approach to the use of CPOMS across the trust. ○ DfE Prevent Self-assessment tool (launched October 2022). ● Next steps. <ul style="list-style-type: none"> ○ The DSLs have suggested having calendared meetings where they can bring anonymous cases to share best practice. ○ They have also suggested having group supervision meetings where DSLs can share questions and experiences. Supervision is a process which offers support for emotional wellbeing and develops the knowledge, skills and values of those receiving supervision, through reflection opportunities. It provides an opportunity for DSLs to talk about how they are feeling when dealing with complex safeguarding cases. It also provides an opportunity to identify further training and support required ○ Exploring further opportunities to make trust bookings for training and external speakers for the students. <p>Q. Why do governors think there is a lack of consistency in approach to being lead governor?</p> <p>A. We want to put a checklist in place across the Trust to ensure consistency in key areas and that nothing is missed by Lead Governors. The DSLs do provide a strong layer of horizontal consistency and we want it to be the same for lead governors.</p> <p>Q. Do we have assurance on Safeguarding Strategy across the Trust?</p> <p>A. Yes we are reassured that lead governors do have the skills required and knowledge to carry out the role in the Trust.</p> <p>Q. Trust Directors are having safeguarding training in June 2023, can we have another update after the training as a Trust Board?</p> <p>A. Yes, that would be sensible.</p> <p>Mr R Amos and Miss E Devane were thanked for the update.</p> <p><i>Miss E Devane left the meeting at 6.30pm.</i></p>	
6.	<p>Teaching School Hub Update</p> <p>Teaching School Hub documents had been circulated before the meeting.</p>	

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	<p>Mrs L Sykes updated the meeting.</p> <ul style="list-style-type: none"> • The Teaching School Hub is going well with over 1000 Early Career Teachers and 500 NPQ's on programmes. We have 200 schools on board. • We have a Governance Committee in place with other MATs involved. • Quality Assurance is a key activity to make sure services are of a good quality. • Initial Teacher Training (ITT) is a challenge as numbers are down nationally which has impacted finances. • We are now working with the National Institute of Teaching to deliver our 2023-24 ITT programme. Recruitment numbers for September 2023 look much stronger. • The TSH does regularly report to the DfE, TSH Council and Ambition Institute. • The recruitment of a Deputy Director for the TSH has been welcomed and has been a strength over the last 12 months. • The next steps for the TSH include: <ul style="list-style-type: none"> ○ The accreditation for ITT will be dormant until 2025. We do not need to make a decision for 18 months. ○ A decision will be needed on whether to use our accreditation or stay as a partner. ○ ITT is a financial risk as minimum numbers are required to support expenditure. <p>Q. Why do we think the financial deficit will be improved next year? A. This year we only had 15 ITT students. We already have 33 accepted for next year. The partnership with National Institute for Teaching has been welcomed.</p> <p>The Directors noted how well the TSH was doing and Mrs L Sykes was thanked for all her hard work.</p> <p><i>Mrs L Sykes left the meeting at 6.40pm.</i></p>	
7.	<p>Feedback from committee meetings</p> <p>(a) <u>Audit and Risk Assurance Committee 2 March 2023</u></p> <p>Mr M Dunkley updated the meeting.</p> <ul style="list-style-type: none"> • The Work Programme was reviewed. • New members were welcomed to the A&RAC. • Policies were reviewed and approved subject to minor amendments. • There were updates on Health and Safety, GDPR and the Trust Risk Register was reviewed. 	

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	<ul style="list-style-type: none"> • The Staff Recruitment and Retention risk was noted. This does need to be closely monitored. • There was an update on the Trust Financial position. • The current auditors have resigned for ethical and independence reasons as an Audit Director from their firm has been appointed as the Chief Financial Officer of the Trust. An Audit Tender process will take place. <p>(b) <u>Chairs' Committee Meeting</u></p> <p>The Chair updated the meeting.</p> <ul style="list-style-type: none"> • An induction process for new governors has been developed and was well received. • Exclusion Training is being planned. • There will be an online Governor Briefing either termly or half termly. • The session was very productive. 	
8.	<p>CEO Report for Directors</p> <p>The Chief Executive's Report for March 2022 was circulated prior to the meeting.</p> <p>The new Executive Principals (Mrs J Carr and Mr D Wadsworth) were welcomed to the meeting.</p> <p>The CEO updated the meeting.</p> <p>(a) <u>Ofsted Inspections</u></p> <ul style="list-style-type: none"> • Heaton Avenue - The report is disappointing. Although Heaton Avenue retains its 'good' rating, the HMI concluded it may not have retained it, had this been a full inspection. There will therefore be another, full inspection within the next year or so. The areas for improvement are basics, such as consistent adherence to a phonics scheme, that should have been fully in place. • Thornhill Community Academy – This was a full inspection because the academy was deemed to be a new institution when it joined SHARE in November 2018. The draft report is not yet available but the provisional grades are very positive with an overall rating of 'good'. Leadership has been judged 'outstanding'. <p>Directors noted that this is a very good outcome for Thornhill Community Academy and that staff should be congratulated.</p> <p>Q. In relation to Heaton Avenue, how have we missed the issues and what can we do to make sure we do not miss them again?</p>	

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	<p>A. We need to ensure that evidence is reviewed in more detail. A new system of reporting will be put in place and work will be done to triangulate the evidence.</p> <p>Q. DELETED – minute 13 refers</p> <p>Q. What can we do to support Heaton Avenue? A. The Primary Executive Head Teacher will attend some future Trust Board meetings and will provide reports for the Trust Primary phase.</p> <p>Q. When do we expect the inspectors to return to Heaton Avenue? A. We would expect a full inspection to take place before July 2024.</p> <p>It was commented that it is a great achievement that the inspectors at Thornhill commented on the ‘thirst for education in students’.</p> <p>(b) <u>Data Dashboard</u></p> <p>Q. How can we be reassured that the data is correct? A. KS2 data does look optimistic, given last year’s results. We are asking the Head Teacher at Millbridge School to do detailed lessons visits and book scrutiny to ensure that results are secure.</p> <p>Q. Why are some schools not at full capacity? A. The under capacity is more at primary schools. This is partly because schools had a poor reputation in the past and also falling population numbers at primary level.</p> <p>Q. Does the deprivation chart change each year? A. It stays fairly stable year on year.</p> <p>Q. Does disadvantage at secondary continue to be high priority? A. Yes. This is a challenge for all schools and there is not a simple answer. Our focus has been on;</p> <ul style="list-style-type: none"> ○ Reading and Literacy – this has led to some progress with disadvantaged students. ○ Reading recovery may also impact on attendance and behaviour. ○ Attendance is a challenge for disadvantaged students and there is a gap between disadvantaged and non-disadvantaged in all four secondary schools. ○ We are trying to get a better understanding of barriers to attendance so that we can address them. 	

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	<ul style="list-style-type: none"> ○ We are using catch up funding for interventions. ○ The curriculum for our disadvantaged students is ambitious in the Trust. <p>Q. Has Covid had an impact on behaviour, attendance and suspensions?</p> <p>A. Yes but it is hard to make a direct link and there seems to be a lack of information nationally about why this is so. The impact (nationally) has been disproportionate for disadvantaged students. It can be difficult to turn around older students. We are looking to have more engagement with disadvantaged students on transition to secondary school.</p> <p>(c) <u>Primary Improvement Planning</u></p> <p>Q. Is there an overall Trust Primary Improvement Plan?</p> <p>A. Yes, there is a detailed plan covering primary schools.</p> <p>Q. Is there a Secondary Improvement Plan?</p> <p>A. We have a robust Quality Assurance process in place across Secondary Schools in the Trust with deep dives and peer reviews. Each school has its own Quality Assurance team. Triangulation of evidence takes place. The secondary school systems are well established.</p> <p>ACTION: The Primary Executive Head Teacher to report to the Trust Board on the Trust Primary Improvement Plan and progress.</p> <p>(d) <u>Recruitment, Retention and Restructuring</u></p> <p>The CEO summarised staff recruitment for the meeting.</p> <p>It was noted that as a result of the appointment of the Chief Financial Officer, the current Auditors have resigned an Audit Tender process and Selection Panel will be required.</p> <p>Appointment of new auditors is a Trust Board decision.</p> <p>A shortlist of five auditors has been produced and the next stage will be to approach the auditors on the shortlist and to send out tender documentation.</p> <p>It will be important that the Tender Process timetable is adhered to ensure that new auditors are appointed within the required timescales. We expect the Trust Board to ratify the decision on appointment of new auditors in May 2023.</p>	<p>CEO</p>

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	<p>RESOLVED: That the Audit Tender Process Selection Panel will include Mr M Dunkley, Mr P Marshall, Mrs C Potterton, Mrs A Kimber.</p> <p>Q. Would it be usual for auditors to resign in this type of situation? A. Yes and it is due to the seniority of Mrs A Kimber at BHP. The resignation of the auditors has been accepted by the ESFA. Auditors do work under strict ethical codes.</p> <p>Q. Do we expect the cost of the annual audit to increase? A. This is possible.</p> <p>(e) <u>Trust Board Meeting Schedule</u></p> <p>The Trust Board Meeting Schedule was summarised for the meeting. Wider attendance and additional agenda items are proposed for next year.</p> <p>Q. Is disadvantaged reporting included in the schedule? A. Yes, this is covered under Pupil Premium.</p> <p>Q. Should we include SEND as the EHCP process is a big burden on schools? A. We will add SEND to the schedule.</p> <p>RESOLVED: That the Trust Board Meeting Schedule be agreed and approved.</p> <p>(f) <u>Trust Strategy Updates</u></p> <p>Q. What was the problem with the outstanding curriculum and pedagogy plans which did not stand up to scrutiny? A. The plans were not robust. These have now been revised and more robust plans are now in place. It made more sense to write separate plans for primary and secondary priorities.</p> <p>Q. Not all Trust Strategy updates have been RAG rated / coloured. Can this be made more consistent? A. Yes, we can improve the consistency of completion and format.</p> <p>(g) <u>Strike Action</u></p> <p>Whitcliffe Mount may need to close due to the predicted number of teachers striking in the week commencing 13 March.</p> <p>Q. Could we ensure that work for home is set for strike days?</p>	

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	<p>A. We will pass on the request but staff that are striking will not set work. We can look into this to see what options are available.</p> <p>(h) <u>DELETED – minute 13 refers</u></p> <p>(i) <u>Finance</u></p> <p>Mrs C Potterton updated the meeting covering the areas below.</p> <ul style="list-style-type: none"> • 2021-22 Annual Report and Financial Statements • 2022-23 Consolidated Budget Plan – revised working budgets • 2022-23 Spending Review (as at period 4, 31 December 22) • 2022-23 School Resource Management Self-Assessment Tool Checklist <p>RESOLVED: That the 2022-23 School Resource Management Self-Assessment Tool Checklist is approved for submission.</p> <p>(j) <u>Operations</u></p> <p>Mrs D Howard updated the meeting on key operations areas. There were no questions.</p> <p>The CEO noted HR issues.</p> <p>(k) <u>Governance and Marketing</u></p> <p>Mrs A Eastham updated the meeting covering the areas below.</p> <ul style="list-style-type: none"> • Skills audits • Strategic Safeguarding Training • Trust Prospectus <p>Q. In relation to the skills audit, do we know ‘What good looks like’?</p>	

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	A. There is not a benchmark but the Trust Board should identify any gaps in skills to inform Director recruitment.	
9.	<p>Update from NE Directors</p> <p>The Safeguarding update was covered in item 5 above.</p> <p>Mr A Kent noted that he had a meeting planned with the Director of Operations to review Health and Safety and will report back at the next Trust Board meeting.</p>	
10.	<p>Approval of policies</p> <p>RESOLVED: That the Policies below be approved and adopted subject to the agreed amendments.</p> <ul style="list-style-type: none"> • SHARE MAT First Aid Policy • Financial Regulations • Accounting Policies • Charging & Remission (Students) Policy • Procurement Policy • Trustees Allowances Policy • Reserves Policy • Scheme of Delegation • Decision Making Policy <p>It was noted that a review of London hotel prices will be undertaken by Mrs A Eastham. The Trustees Allowance Policy will be updated.</p>	
11.	<p>Correspondence:</p> <p>There was no further correspondence for discussion.</p>	
12.	<p>Any Other Business</p> <p><i>Mr J McNally, Mrs D Howard, Mrs C Potterton, Mrs J Carr, Mr D Wadsworth, Mrs E Devane, Mrs L Sykes and Mrs A Eastham left the meeting.</i></p> <p>(a) <u>DELETED – minute 13 refers</u></p>	

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13.	<p>Confidentiality</p> <p>RESOLVED: That minute 4(c), part of minute 8(a), 8(h) and 12(a) be excluded from the copy to be made available at the Trust, in accordance with the Freedom of Information Act.</p>	

The Chair closed the meeting at 7.55pm.



_____ Chair

Thursday 11th May 2023 _____ Date