



Agenda Item	Discussion and Decisions	Action who/by
28.	<p><b>Matters for any other urgent business</b></p> <p>The following item for Any Other Business was raised for discussion:</p> <ul style="list-style-type: none"> <li>• Audit Tender Process</li> </ul>	
29.	<p><b>Minutes of the previous meeting held on 1 December 2022</b></p> <p><b>RESOLVED:</b> That the minutes of the meeting held on 1 December 2022 be approved and signed by the Chair as correct record of the meeting, subject to the amendments below:</p> <p><u>Present</u> Replace 'Mrs K Wallett' with 'Ms K Wallett'</p> <p><u>Throughout the Minutes</u> Replace 'Members' with 'members'</p>	
30.	<p><b>Action Log and Work Programme Review</b></p> <p>(a) <u>Action Log</u></p> <p>The Action Log was reviewed in detail and all outstanding actions were closed with the exception of the actions below:</p> <p><b>ACTION:</b> Papers for the meeting should be circulated in PDF format if possible.</p> <p><b>ACTION:</b> Add Training Discussion to the agenda for the next A&amp;RAC meeting.</p> <p>(b) <u>Work Schedule</u></p> <p><b>Q. When do we consider the Governance Statement and the A&amp;RAC Annual summary?</b></p> <p>A. These are covered in the process for the Annual Report and there is an ongoing process but we can have a review at the September A&amp;RAC meeting.</p> <p><b>ACTION:</b> Agreement of an additional area for Internal Audit Review to be added to the next agenda.</p> <p><b>ACTION:</b> The Work Schedule to be updated to add review of Governance Statements in the September A&amp;RAC meeting.</p> <p><b>ACTION:</b> The Work Schedule to be updated to add review of Trust Financial Performance at each A&amp;RAC meeting.</p>	<p><b>Governor Clerking Services</b></p> <p><b>Governor Clerking Services</b></p> <p><b>Governor Clerking Services</b></p> <p><b>Director of Finance</b></p> <p><b>Director of Finance</b></p>

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31.	<p><b>Review Trust Financial Policies</b></p> <p>The Director of Finance updated the meeting and summarised the key changes in the policies. The draft policies had been circulated before the meeting with a summary of key changes.</p> <p>Comments and proposed amendments have been submitted to the Director of Finance from members of the committee and these have all been responded to.</p> <p><b>Q. Do we need to increase the London Hotel allowance in the Trustees Allowances policy?</b></p> <p>A. Yes, we should review the current pricing of hotel stays in London and update the Trustees Allowance Policy as required.</p> <p><b>ACTION:</b> The PA to the CEO to review hotel costs in London and propose a revised rate to be included in the Trustees Allowance Policy.</p> <p><b>RESOLVED:</b> That the policies below be approved by the Audit and Risk Assurance Committee subject to agreed amendments:</p> <ul style="list-style-type: none"> <li>• Financial Regulations</li> <li>• Accounting Policies</li> <li>• Charging &amp; Remission (Students) Policy</li> <li>• Procurement Policy</li> <li>• Trustees Allowances Policy</li> <li>• Reserves Policy</li> <li>• Scheme of Delegation</li> </ul>	CEO
32.	<p><b>Review Information Governance Report</b></p> <p>The Information Governance Report – February 2023 was circulated before the meeting.</p> <p>The Director of Operations updated the meeting and summarised the key areas of the report for the meeting.</p> <ul style="list-style-type: none"> <li>• Health and Safety External Audit (undertaken by AJ Gallaghers)</li> <li>• Internal Health and Safety Audit (carried out by the Premises and Compliance Officer)</li> <li>• Site Security Risk Assessment</li> <li>• Fire Risk Assessments</li> <li>• Accidents and Incidents on site</li> <li>• External GDPR Audit</li> <li>• GDPR Internal Audit</li> <li>• ICO Annual Self-Assessment Report</li> <li>• Recorded Data Breaches</li> </ul>	



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	<p>The Director of Operations updated the meeting and summarised the key areas of risk for the meeting.</p> <ul style="list-style-type: none"> <li>• <b>Failure to recruit skilled and experienced staff</b></li> </ul> <p>We have actions in place to make the Trust more attractive to new employees and improve processes to ensure that we attract quality candidates.</p> <p><b>Q. Is recruitment and retention of staff an issue at both primary and secondary schools?</b>  A. The biggest issue is recruitment for shortage subjects in secondary schools, including Science, Computing, MFL and Maths. There may be some evidence nationally to suggest it is becoming harder to recruit to senior leadership team positions (particularly headships) in primary schools.</p> <p><b>Q. Do we pay to retain and recruit?</b>  A. We do in some cases, the approach to this is currently being reviewed.</p> <p><b>Q. How much of a risk is retention and recruitment of staff?</b>  A. It is a greater risk than financial pressures and it would be an understandable decision to move the risk to red.</p> <p><b>ACTION:</b> The Failure to recruit skilled and experienced staff risk should be moved to red.</p> <ul style="list-style-type: none"> <li>• <b>Financial Planning arising from inflationary pressures</b></li> </ul> <p><b>Q. Do we expect inflation to reduce later in 2023?</b>  A. We should review this risk and inflation indicators at the next A&amp;RAC meeting.</p> <p><b>ACTION:</b> Risk and inflation indicators to be reviewed at the next A&amp;RAC meeting.</p> <ul style="list-style-type: none"> <li>• <b>Failure to recruit skilled and experienced Trustees</b></li> </ul> <p><b>Q. Could the Governance Professional role help with Trustee and Governor recruitment?</b>  A. Yes, the Governance Professional will support and drive recruitment and retention of Governors and Trustees.</p> <p><b>Q. Should this risk be red not amber?</b>  A. It should be amber currently but we should continue to review.</p> <ul style="list-style-type: none"> <li>• <b>Reporting to the Directors is inadequate</b></li> </ul>	<p><b>Director of Operations</b></p> <p><b>Director of Operations</b></p>

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	<p><b>Q. Why is this risk amber?</b>  A. This is a function of likelihood and impact and the impact would be very high.</p>	
35.	<p><b>Calderdale and Kirklees Teaching School Hub update</b></p> <p>The CEO updated the meeting:</p> <ul style="list-style-type: none"> <li>• The Teaching School Hub receives around £200k of block funding and income from training courses. The income and expenditure on staffing balance and the risk is not great at present.</li> <li>• The Teaching School Hub is required to be an ‘Appropriate Body’ and we charge schools to cover costs in relation to this service.</li> <li>• The Initial Teacher Training activity is financially riskier and we need to have staff in place but income depends on the number of teachers we have in training.</li> <li>• We are likely to work with a national partner, at least in our first year under the new ITT arrangements. This will help reduce the risk because it reduces the need to appoint experienced leaders to write course materials.</li> <li>• Options will be discussed at the next SHARE MAT Trust Board meeting.</li> </ul> <p><b>Q. Do we have any issue in the Trust with providing mentor time?</b>  A. We have managed this well as a Trust. There are tensions but we have been able to give people time.</p> <p><b>Q. Which Lead Provider will we work with?</b>  A. We are working with The National Institute of Teaching next year as our Lead Provider. We will not know the final number of applications until August but numbers are higher than for the same time last year.</p>	
36.	<p><b>Any other urgent business</b></p> <p>(a) <u>Audit Tender Process</u></p> <p>It was noted that an Audit Tender process is required as the current auditor for the Trust has resigned.</p> <p>The current auditor had resigned for ethical and independence reasons as an Audit Director from that firm had been appointed a Chief Financial Officer of the Trust.</p> <p>A Timetable for the Audit Tender process was in place.</p>	

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	(b) <u>Next Meeting</u>  It was agreed that the next A&RAC will be held face to face if possible.	
37.	<b>Agenda, minutes and related papers – Trust copy</b>  <b>RESOLVED:</b> That no part of these minutes, agenda or related papers be excluded from the copy to be made available at Trust, in accordance with the Freedom of Information Act.	

The meeting closed at 7.38pm

Action Log			
Meeting Date	Action	Action who/by	Due by
27/06/22	<b>Final review of the External Audit Management Letter for the previous year, any emerging findings from the current interim/ in-year work of external audit, and external audit's approach to their work (Minute 357 refers)</b> The DoF to distribute the benchmarking report to Governors in March	DoF	March 2023
01/12/22	<b>Matters for any other urgent business (Minute 15 refers)</b> Include Action Log review and work plan as the first agenda item in future meetings.	GCS	02/03/23
01/12/22	<b>Comments on the annual report and accounts 2021-22 prior to finalisation and submission to AGM (Minute 17 refers)</b> Send relevant additional audit questions and comments to Ms Kimber and Ms Kendrew.	Ms Hardaker	01/12/23
01/12/22	<b>Discuss the implications of the result of the Accounting Officer's review of effectiveness of the system of control in relation to the Governance Statement (Minute 19 refers)</b> Add Training Discussion to the agenda for the ARAC meeting after next.	GCS	08/06/23
01/12/22	<b>Discuss the implications of the result of the Accounting Officer's review of effectiveness of the system of control in relation to the Governance Statement (Minute 19 refers)</b> Follow-up with the Chair regarding suggestions for a more effective means of dealing with papers prior to meetings.	GCS	02/03/23

01/12/22	<b>SHARE MAT GDPR Audit Report and Remedial Actions</b> A list of acronyms to be circulated with future reports	DoO	02/03/23
02/03/23	<b>Action Log and Work Programme Review (Minute 30 refers)</b> Papers for the meeting should be circulated in PDF format if possible.	<b>Governor Clerking Services</b>	Next A&RAC meeting
02/03/23	<b>Action Log and Work Programme Review (Minute 30 refers)</b> Add Training Discussion to the agenda for the next A&RAC meeting.	<b>Governor Clerking Services</b>	Next A&RAC meeting
02/03/23	<b>Action Log and Work Programme Review (Minute 30 refers)</b> Agreement of an additional area for Internal Audit Review to be added to the next agenda.	<b>Governor Clerking Services</b>	Next A&RAC meeting
02/03/23	<b>Action Log and Work Programme Review (Minute 30 refers)</b> The Work Schedule to be updated to add review of Governance Statements in the September A&RAC meeting.	<b>Director of Finance</b>	Next A&RAC meeting
02/03/23	<b>Action Log and Work Programme Review (Minute 30 refers)</b> The Work Schedule to be updated to add review of Trust Financial Performance at each A&RAC meeting.	<b>Director of Finance</b>	Next A&RAC meeting
02/03/23	<b>Review Trust Financial Policies Review (Minute 31 refers)</b> The PA to the CEO to review hotel costs in London and propose a revised rate to be included in the Trustees Allowance Policy.	<b>CEO</b>	Next A&RAC meeting
02/03/23	<b>Review Information Governance Report (Minute 32 refers)</b> Mr A Kent to be asked to do a detailed review of all reports as the Director with Specific Responsibility for Health and Safety.	<b>Director of Operations</b>	Next A&RAC meeting
02/03/23	<b>2022 23 P4 Financial Performance (Minute 33 refers)</b> Comments on known risks to outturn to be included in future financial reports.	<b>Director of Finance</b>	Next A&RAC meeting
02/03/23	<b>2022 23 P4 Financial Performance (Minute 33 refers)</b> Notes on staffing costs, proposed restructures and staff cost savings to be included in future reports.	<b>Director of Finance</b>	Next A&RAC meeting
02/03/23	<b>Review progress made to address key risks facing the trust, and recommend actions for next year (minute 34 refers)</b> The Failure to recruit skilled and experienced staff risk should be moved to Red.	<b>Director of Operations</b>	Next A&RAC meeting



02/03/23	<b>Financial Planning arising from inflationary pressures (minute 34 refers)</b> Risk and inflation indicators to be reviewed at the next A&RAC meeting.	<b>Director of Operations</b>	Next A&RAC meeting
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