



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 a via Teams at 6pm on Thursday 28 September 2023.

Present

Mr D Quinn (Chair), Mr J McNally, Mr R Amos, Mr A Kent, Prof J Keay, Mr N Javaid, Mr M Dunkley

In Attendance

Mrs N McSheffrey (Director of Operations)
 Mrs A Kimber (Director of Finance)
 Mrs J Newson (Governance Professional)
 Mrs K Bland (Deputy Head Teacher)
 Mrs J Carr (Executive Head Teacher)
 Mr D Wadsworth (Executive Head Teacher)
 Ms E Kilner (Minute Clerk)

The agenda was taken out of order.

Agenda Item	Discussion and Decisions	Action – who/by
1.	<p>Election of Chair and Vice Chair</p> <p>RESOLVED: That Mr D Quinn be elected as Chair for a term of 1 year.</p> <p>RESOLVED: That Prof J Keay be elected as Vice Chair for a term of 1 year.</p>	
2.	<p>Apologies, Consent and Declarations of LAAPS and Interests</p> <p>The Chair welcomed everyone to the meeting.</p> <p>Mr M Day was absent with approval.</p> <p>There were no declarations on interest.</p>	

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3.	<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"> • DfE confirming the presence of RAAC following the survey commissioned by the DfE and 137352 Shelley College RAAC Plan • A notice from NASUWT • Primary staffing 	
4.	<p>Minutes of the Previous Meeting held on 28 June 2023 and Any Matters Arising from the Minutes</p> <p>RESOLVED: That the minutes of the meeting held on 28 June 2023 be approved and can be signed by the Chair as a correct record of the meeting.</p> <p>There were no matters arising.</p>	
5.	<p>CEO Report to Directors</p> <p>The Chief Executive's Report September 2023 was circulated before the meeting.</p> <p>The CEO updated the meeting.</p> <p>(a) <u>Analysis of 2022/23 Performance Measures</u></p> <p>Overall, secondary schools are doing well but results are still to be validated. We are confident that progress results will be good.</p> <p>There are still issues with primary results, in particular reading and phonics.</p> <p>Q. There are differences between boys and girls for KS2 results. Why do boys have higher maths results and are actions being taken?</p> <p>A. The CEO has met with primary head teachers to understand results. There are similar issues across reading, writing and maths. There is an issue that teachers have been restricted to very prescriptive methods. Teachers have not been able to use their professional judgement. We are not sure if this has impacted the different performance between boys and girls. It may be that boys responded better to this approach.</p> <p>Q. In primary, there is a gender difference in outcomes for disadvantaged boys and girls. Have we broken down this data?</p> <p>A. Academy leaders are still analysing the results in more detail. There are likely to be differences in each school. Some may be more</p>	

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	<p>affected by a small group of outliers, whereas the underperformance may have been consistent. We think disadvantaged girls may have slipped further behind this year.</p> <p>Q. Secondary results are promising overall. Whitcliffe Mount results are lower than other secondary schools in the trust and there are differences between disadvantaged / non-disadvantaged. What is being done to close these gaps and are we confident that the gaps can be closed?</p> <p>A. The gaps between disadvantaged and non-disadvantaged are too wide. We are looking at cohorts in detail and the link to attendance. We are having a focus in all our secondary schools on what is happening in the classroom and if there is a feeling of belonging for students. There are issues but we are confident that we have a good standard of quality teaching and learning in the trust and that attendance can be improved.</p> <p>Progress scores at Whitcliffe Mount are lower than other secondary schools in the trust but there is an uplift in results vs. 2022. Behaviour, quality of education and attendance are improving at Whitcliffe Mount. The building blocks are being put in place and we are confident that results will improve. The progress score reflects the stage we are at in the journey for Whitcliffe Mount.</p> <p>Q. How realistic are Trust Improvement Plans for disadvantaged and what do we expect to have achieved by the end of the academic year?</p> <p>A. Our aim is that disadvantaged pupils in the trust should do at least as well as all students do nationally (progress 8 zero). We are moving closer to our disadvantaged pupils having progress 8 scores of zero. We are doing well on disadvantaged attendance compared to national figures. It should be noted that the LA are reluctant to take legal action on attendance if there are any mental health issues in the family. We do not know how thoroughly they investigate the mental health problems.</p> <p>Q. Can the Shelley College A Level results comparison be explained?</p> <p>A. The results were explained with the impact on A Level data of more vocational courses being available to students. In summary, the data in the table is not directly comparable between 2023 and 2019.</p> <p>Q. Has there been a big shift to vocational courses in Shelley College 6th Form?</p> <p>A. Yes. More students are doing vocational courses as these are seen as being successful qualifications for careers for our cohorts.</p> <p>Q. The Thornhill positive results for disadvantaged students should be recognised, they have done a very good job?</p>	

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	<p>A. Yes agreed and Royds Hall also have success stories.</p> <p>Q. In general, why do we suspend students?</p> <p>A. Suspensions can be for a range of issues including violent reactions and repeat disobedience and refusal to comply with rules.</p> <p>Q. Are suspensions mostly in secondary schools?</p> <p>A. We do have increasing suspensions in primary schools with dysregulated pupils who may have high needs.</p> <p>Q. With the change in parents’ attitudes to attendance, is there anything we need to do differently in the trust?</p> <p>A. There are some issues that need to be addressed by national policy makers. As a trust we are sharing best practice, including a review our communications with parents and have face to face meetings in school with parents if possible. This follows a recent national study into parents’ shifting attitudes to school attendance.</p> <p>(b) <u>Other key performance indicators 2023/23</u></p> <p>The CEO summarised attendance and suspension data for the meeting.</p> <p>(c) <u>Trust strategy and improvement plans</u></p> <p>It was noted that the report includes a summary of Trust Improvement Plans.</p> <p>RESOLVED: That the Trust Improvement Plans are agreed.</p> <p>(d) <u>Growth strategy</u></p> <p>The draft growth strategy document had been circulated before the meeting. The low number of available secondary schools in the local area was noted. We will focus on trust quality of systems and high standards. Our approach will be to invite schools who share our philosophy to join us.</p> <p>Q. The overview is very good. It is clear and sets out the trust non negotiables. Could we include some more female pictures and input?</p> <p>A. Yes, we can look into this.</p> <p>Q. This is a very good document. Do we have any current opportunities?</p> <p>A. We may do some direct communications to invite conversations as a next step. We will look at schools who are a good fit for the trust as a next step.</p>	

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	<p>Q. This is a great document and the Ofsted outcomes for the trust are very powerful. Do we think that the long term timeframe of 10 years is too long?</p> <p>A. We included '10 years' to show that joining the trust would be a long term permanent commitment.</p> <p>Q. When we do communicate directly with schools, it may be worthwhile to highlight the Teaching School Hub as an added benefit of the trust?</p> <p>A. Agreed.</p> <p>RESOLVED: That the growth strategy document be approved subject to comments and agreed amendments.</p> <p>The Chair noted that this was a very good piece of work.</p> <p>(e) DELETED – See Minute 18</p>	

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	<p>(f) <u>Trust Improvement Leaders and Core Directors</u></p> <p>The CEO summarised trust improvement leader appointments for the meeting.</p> <p>These appointments will help trust succession planning.</p> <p>We will advertise and interview for the Core Director of English post.</p> <p>(g) <u>Academy self-evaluation forms and improvement plans</u></p> <p>Self-evaluation forms and improvement plans will be put in place for all academies.</p> <p>(h) <u>Peer reviews and pupil premium plans</u></p> <p>The CEO updated the meeting.</p> <ul style="list-style-type: none"> • Michele Costello has been booked by the trust for required peer reviews and training. • Training for peer review leaders has taken place. • Shelley College and Heaton Avenue will be prioritised for peer reviews as they are both in the Ofsted window. • We will feed back to the trust board on outcomes of peer reviews. <p>(i) <u>Royds Hall de-amalgamation</u></p> <p>We expect a decision from the DfE on the Royds hall de-amalgamation in October 2023. The DfE has requested more information which we will provide.</p> <p>(j) <u>Teaching School Hub and Languages Hub</u></p> <p>It was noted that the trust will need to re-tender for the Teaching School Hub for 2024-28.</p> <p>RESOLVED: That the directors approve the trust application to be Teaching School Hub for Calderdale and Kirklees 2024-28.</p> <p>It was noted that the trust was not successful in the application to be Language Hub but we may be able to apply again if we want to.</p>	

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	<p>(k) <u>Safeguarding</u></p> <p>Mrs J Carr and Mrs K Bland updated the meeting.</p> <ul style="list-style-type: none"> • We are very pleased with all the hard work done with DSLs in the trust. • There have been updates to the KCSIE document. The changes have required the implementation of new software for monitoring. • We have systematic procedures and processes and checks and balances in place in the trust. • Updates to Prevent have taken place. The tool kit has been updated to ensure that the trust is compliant. • There has been reflective practice training for DSL's. <p>ACTION: Directors to read the Keeping Children Safe in Education 2023 Part 1 and 2 and sign the declaration form for Part 1 upon receipt.</p> <p>(l) <u>Finance</u></p> <p>The Director of Finance updated the meeting.</p> <ul style="list-style-type: none"> • The budget deficit of £404k has now reduced to £144k. • A detailed review of the budget is now taking place to ensure that staffing changes are reflected. • Our current view is that the overall deficit will remain at circa £144k but the split between schools will change. • There will be an update on the revised budget at the next directors' meeting. • RAAC has impacted the overall budget and there will be further impacts. We are assuming worst case scenarios for RAAC costs. <p>Q. Are RAAC costs included in the revised budgets we have seen?</p> <p>A. Where costs are known, they are included. We still have costs that are unknown and these are not included.</p> <p>Q. Are trust reserves still healthy?</p> <p>A. Overall reserves are healthy. Heaton Avenue and Woodside reserves are still a concern.</p> <p>(m) <u>Operations</u></p> <p>Natalie McSheffrey updated the meeting.</p> <p>i) ICT</p> <p>IT reviews and improvements were summarised for the meeting including MIS systems, Whitcliffe Mount Infrastructure and Shelley College and Royds Hall IT suites</p>	<p>All</p>

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	<p>ii) Compliance / safeguarding / health & safety</p> <p>The annual review of Data Protection Framework privacy notices and policies has taken place.</p> <p>Jayne Newson has joined the central team as Governance Professional & Data Protection Officer to ensure robust oversight and monitoring of GDPR.</p> <p>The recruitment process for a Premises and Compliance officer is ongoing.</p> <p>iii) Premises</p> <p>Premises work across the trust was summarised.</p> <p>Travellers have been evicted from the Millbridge site and the site has been secured.</p> <p>The approval of the Shelley College 3G pitch is on the LA Planning Committee agenda.</p> <p>RAAC has been identified at Shelley College in some areas and the DfE have confirmed the RAAC. Work is continuing with props being put in place as required. We do have a DfE case worker in place.</p> <p>Surveys have taken place at other schools in the trust and no other RAAC has been identified.</p> <p>Q. Will the heating be turned off in the offices at Shelley College whilst they are not in use? A. Yes, we will ensure that it is turned off.</p> <p>Q. What are the estimated RAAC costs for all work and temporary offices? A. To date we have incurred £75k but this only relates to part of the cost. The total cost is not yet known. It should be noted that the DfE may consider existing trust reserves when allocating funding for RAAC.</p> <p>Q. It was noted that the trust board is responsible for health and safety. This would include RAAC work? A. We will not take any risks.</p> <p>(n) <u>Human Resources</u></p> <p>The CEO noted the agreed pay increases for teachers and support staff.</p>	

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	<ul style="list-style-type: none"> • The teachers' pay increase has been agreed nationally with a 6.5% uplift to all pay points and allowances for both teachers and leaders, apart from a higher uplift for M1 of 7.1% for newly qualified teachers. • Support staff pay has not been agreed by all unions, but the offer has been declared final and is a pay increase of the flat rate of £1,925 (the same as last year) or 3.88%, whichever is the higher, to all our support staff. • With directors' approval, this is to be paid as from next month (including backpay to April 2023 for support staff) to avoid financial hardship. The trust will backdate a further increase in the unlikely event there is a change to the final offer. <p>RESOLVED: That the directors approve the proposed pay increases for teachers and support staff.</p> <p>(l) <u>Governance</u></p> <p>Mrs J Newson updated the meeting.</p> <ul style="list-style-type: none"> • There is a focus on recruitment of governors to fill existing vacancies. Vacancies were summarised. A recruitment drive will take place. • The process for staff and parent governor recruitment will be progressed. • Trust governor recruitment is a priority and we are following up on all leads and applications. • Induction and welcome packs for new governors are also a priority. We need to ensure that these are in place ready for new governors joining the trust. <p>It was noted that the updated governance structure has now been added to the governor folder. All end of term of office dates have been confirmed.</p> <p>The trust assurance framework will be considered at the next directors' meeting.</p>	
6.	<p>Safeguarding Update</p> <p>This item was covered under the CEO Report to Directors above.</p>	
7.	<p>Revised Budget</p> <p>This item was covered under the CEO Report to Directors above.</p>	

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8.	<p>GMB Union Notice – Industrial Action Ballot NJC Pay Award 2023/24</p> <p>The CEO updated the meeting.</p> <ul style="list-style-type: none"> • The GMB Union remain in dispute and reserve the right to strike. • We have a small number of staff in the GMB union and we do not expect there to be any major impact on the trust. • The GMB Union are in dispute with employers, which in this case is us. 	
9.	<p>Governance Structure and Process</p> <p>This item was covered under the CEO Report to Directors above.</p>	
10.	<p>Equality and Diversity Committee Interest</p> <p>The Director of Operations updated the meeting.</p> <p>There is an opportunity to look at equality and diversity when we review governance structures.</p> <p>ACTION: Equality and diversity to be discussed at the next Board of Directors meeting.</p>	DoO
11.	<p>Review of roles of Non-Executive Directors</p> <p>ACTION: The Chair and Mrs J Newson to review roles of non-executive Directors and propose a structure.</p>	Chair / JN
12.	<p>Update and reports from NE Directors</p> <p>There were no updates and reports from non-executive Directors for discussion at this meeting.</p>	
13.	<p>Policies for approval</p> <p>The 2023-24 Policy Review – Summary of amendments was circulated before the meeting.</p> <p>RESOLVED: That the polices below be agreed and adopted:</p> <ul style="list-style-type: none"> • Appraisal Policy • Early Career Teacher Policy • SEND Policy • SEND Information Report • Scheme of Delegation • Remote Learning Policy • Safeguarding Child Protection Policy • Online Safety Policy 	

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	<ul style="list-style-type: none"> • Behaviour Policy – Primary • Behaviour Policy – Secondary • Primary RSHE Policy • Secondary RSHE Policy • Primary Pupil Mental Health and Wellbeing Policy • Secondary Pupil Mental Health and Wellbeing Policy • CCTV Policy • Freedom of Information Policy • GDPR Policy • Health and Safety Policy • Privacy Notices - Visitors • Privacy Notices – Staff • Privacy Notices – Parents and Guardians • Privacy Notices – Governors, Trustees and Members 	
14.	<p>Representation</p> <p>The following matters of representation were noted:</p> <ul style="list-style-type: none"> • Resignation from Naveed Javaid, Director effective from 28.9.2023 • Appointment of Vic White, Trust Governor TCA for a further 4-year term effective from 28.9.23 • Appointment of Nick Wilson, Trust Governor SC for a further 4-year term effective from 28.9.23 <p>Post meeting: Appointment of Jane Richardson, Trust Governor SC for a 4-year term effective from 9.10.23</p>	
15.	<p>Correspondence</p> <p>The following item of correspondence was noted.</p> <ul style="list-style-type: none"> • DfE confirming the presence of RAAC following the survey commissioned by the DfE and 137352 Shelley College RAAC Plan 	
16.	<p>Any Other Business</p> <p>(a) <u>A notice from NASUWT</u></p> <p>It was noted that the workload element of the dispute is still not settled.</p> <p>As a trust, we do comply with the workload parameters and do not expect to have to make any changes.</p> <p><i>Mr J McNally, Mrs N McSheffrey, Mrs A Kimber (Director of Finance), Mrs K Bland, Mrs J Carr and Mr D Wadsworth left the meeting at 8.00pm.</i></p>	

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17.	DELETED – See Minute 18	
18.	Confidentiality RESOLVED: That Minutes 5 (e) and 17 be excluded from the copy to be made available at the trust.	

The Chair closed the meeting at 8.20pm.



_____ Chair

_____ 14.12.23 _____ Date