



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 8.00am in meeting room 3 at Hub 26, Lawrence House, Riverside Drive, Cleckheaton BD19 4DH on Thursday, 14th December 2023.

Present

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

In Attendance

Ms E Kilner, Minute Clerk
 Mrs N McSheffrey, Director of Operations
 Mrs A Kimber, CFO
 Mrs J Newson, Governance Professional
 Mrs J Carr, Executive Principal
 Mr D Wadsworth, Executive Principal
 Mrs L McCaffrey, Primary Executive Principal

Agenda Item	Discussion and Decisions	Action – who/by
19.	<p>Apologies, Consent and Declarations of LAAPS and Interests</p> <p>The Chair welcomed everyone to the meeting.</p> <p>There were no apologies for absence.</p> <p>There were no declarations of LAAPs or interest.</p>	
20.	<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"> Recruitment of Primary Executive Principal. 	

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21.	<p>Minutes of the previous meeting held on 28 September 2023 and any matters arising from the minutes</p> <p>RESOLVED: That the minutes of the meeting held on 28 September 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>	
22.	<p>Review of roles of Non-Executive Directors</p> <p>RESOLVED: That Mr M Day be appointed as the Non-Executive Director with responsibility for Equality and SEND.</p> <p>Q. Have we progressed the appointment of new Non-Executive Directors? A. This is in progress.</p>	
23.	<p>CEO Report to Directors</p> <p>The Chief Executive's Report December 2023 was circulated before the meeting.</p> <p>The CEO updated the meeting on key areas of the report.</p> <p>(a) <u>Trust improvement plan – progress summary</u></p> <p>The Trust Improvement Plan progress summary has now been RAG rated.</p> <p>Q. Is the Trust improvement plan progressing as expected? A. We have done a lot of work on the curriculum and there is a lot of hard work taking place in primary schools. Overall, we are progressing well.</p> <p>(b) <u>Inspection Data Summary Reports (IDSR)</u></p> <p>These are key documents for Ofsted. Directors and governors should use them to question leaders about performance.</p> <p>Overall, we are doing well in secondary schools except for Whitcliffe Mount which is improving. There is still work to do in primary schools.</p> <p>Q. Would it be possible to expand the summary to highlight key issues? A. Yes we can do this. Bold in the reports themselves indicates the performance measure is significant (positive or negative).</p>	

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	<p>Q. Do local governing bodies see IDSR reports and would it be worthwhile doing training with governors and directors? A. Yes training would be worthwhile.</p> <p>ACTION: The CEO to ensure that IDSR training is put in place for governors and directors and that reports include a more detailed summary.</p> <p>(c) <u>Leadership Pay</u></p> <p>The Supplementary Guidance for Senior Leadership Pay Scales was circulated before the meeting. The document sets out the principles for leadership pay.</p> <p>Q. Do we think that the guidance is wide ranging enough? A. We think so but we could consider expansion if that was required.</p> <p>Q. Are pay scales affordable as trust salaries are above the national average? A. The average pay in the trust reflects the experience of the staff. We are currently fully staffed. Experience of a recent appointment has indicated the current market forces in shortage subjects is having an impact on teacher pay. We do need good people in post in our schools. We are squeezed on our budgets but we must fill key vacancies.</p> <p>RESOLVED: That the Supplementary Guidance for Senior Leadership Pay Scales be agreed and approved.</p> <p>(d) <u>Primary progress and quality of education report</u></p> <p>Mrs L McCaffrey updated the meeting on key areas in the report.</p> <ul style="list-style-type: none"> • Leadership and staffing structures have been a focus in primary to ensure that headteachers have capacity for school improvement. • Senior appointments were summarised. • Curriculum developments were summarised. <ul style="list-style-type: none"> - Phonics is a key area for improvement in primary schools. - The Little Wandle scheme has been introduced. - The autumn term focus is reading. We will then move on to writing and maths. • Quality assurance. <ul style="list-style-type: none"> - Little Wandle early reading and developing leadership capacity is making an impact. <p>Q. Do we have a focus on physical education as this is not included in reports?</p>	<p>CEO</p>

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	<p>A. Our current priority is reading, writing and maths. PE in schools is generally going well. It is possible to do a review of PE across the trust with a focus on health and wellbeing.</p> <p>Q. Why have past peer reviews not indicated the issues in primary schools?</p> <p>A. Peer reviews are very helpful. We now have robust systems of follow up on issues and actions. A cyclical approach to actions and improvements may not have been fully in place in the past.</p> <p>Q. Are peer review actions open ended and it is not clear there are specific outcomes or timelines?</p> <p>A. The peer reviews have been very helpful and have indicated issues in the past.</p> <p>Q. Is there sufficient support in place for Mrs L McCaffrey?</p> <p>A. Yes and there is also help from the wider trust.</p> <p>Q. Is there a succession plan in place for primary leadership?</p> <p>A. Yes we have options with some strong headteachers and leaders. We are focussed on being future proofed.</p> <p>Q. Are we doing work with parents on Little Wandle?</p> <p>A. Yes. Sessions are in place for parents. There has been some low engagement but we plan to do more workshops with parents and children.</p> <p>Q. How aware are parents of the changes made and the extent of the issue?</p> <p>A. Further communications with parents are planned. We do not always get parental support for schools.</p> <p>DELETED – See Minute 33</p> <p>Q. Could additional funding help with the issues in primary schools?</p> <p>A. More staff would help but they would need to be the right staff. This would not resolve underlying problems. SEMH is a challenge for schools. SENCO recruitment is also very challenging.</p> <p>Q. Have new appointments improved capacity trust wide? Early years is very important?</p> <p>A. We do have resource capacity in the structure. There have been EYFS audits and as a result, recommendations are in place.</p>	

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	<p>It was noted that there may be a national issue with children arriving at school with more complex needs, including speech and language development issues, this may be a legacy of Covid.</p> <p>The Chair noted that Mrs L McCaffrey should notify directors if there is a need for additional investment and funding.</p> <p>ACTION: The CEO to progress a review of PE, health and wellbeing across the trust.</p> <p>(e) <u>Secondary progress and quality of education report</u></p> <p>Mr D Wadsworth and Mrs J Carr updated the meeting on key areas in the report.</p> <ul style="list-style-type: none"> • Quality of Education update <ul style="list-style-type: none"> - The new trust improvement team is working well. - We have a 'Golden Knowledge' approach to curriculum planning. - The next step will be the planning of quality lessons and quality tasks. This is a staged approach. - We have a robust system to identify pupils with reading levels below age-related expectations in secondary schools. Support systems are in place to support all pupils to fluent reading. The work is robust and strong. • Pupil Premium update <ul style="list-style-type: none"> - We are working on a 'sense of belonging' in school. We have done a lot of research. - We have a pilot taking place in our English departments. We will measure the impact before this is rolled out. • Quality Assurance <ul style="list-style-type: none"> - We are looking at behaviour with a focus on SEND. <p>Q. Is the reading issue a covid legacy? A. This may be related to COVID but there has been an improved focus on helping pupils catch up with reading.</p> <p>Q. Are we building a 'love of reading' in all schools? A. Yes. We have a focus on 'love of reading' in all secondary schools and outside of school. The work also runs into KS4. There are alternative routes for pupils who cannot do phonics.</p> <p>Q. Does the 'sense of belonging' work feed into the extra curricular offer? A. Yes. We do monitor disadvantaged attendance at extra curricular activities and we do ask pupils what they would like to do. Buy in is often linked to the person or teacher.</p>	<p>CEO</p>

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	<p>Q. Do we also have a focus on talented students as well as disadvantaged students?</p> <p>A. Yes. We carry out reviews to ensure those students are being sufficiently stretched.</p> <p>Q. Who are deep dives done by?</p> <p>A. These are carried out by trust senior leaders, academy senior leaders, core directors in the trust and quality of education leads. Cascade training is in place.</p> <p>Q. Are deep dives a rolling programme or just when problems are identified?</p> <p>A. There is a rolling programme, but deep dives are also carried out if problems are identified or we want to develop a better understanding of strengths or other standards</p> <p>(f) <u>Other quality assurance including peer reviews</u></p> <p>Peer reviews are moving at pace in the trust.</p> <p>(g) <u>Pupil Progress and Forecasts</u></p> <p>Mrs L McCaffrey and Mr D Wadsworth updated the meeting.</p> <ul style="list-style-type: none"> • Primary <ul style="list-style-type: none"> - The latest forecast data does indicate concerns, but teachers are cautious at this stage in the year as they do not have sufficient evidence built up. • Secondary <ul style="list-style-type: none"> - P8 projections are positive overall for the trust and there are predicted improvements for the disadvantaged cohort. - The trust aim is to have an overall disadvantaged P8 of at least zero. - All schools are predicting improved P8 with a more challenging curriculum. <p>(h) <u>Behaviour and attendance update</u></p> <p>Mrs L McCaffrey, Mrs J Carr and Mr D Wadsworth updated the meeting.</p> <ul style="list-style-type: none"> • Primary <ul style="list-style-type: none"> - DELETED – See Minute 33 - DELETED See Minute 33 	

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	<ul style="list-style-type: none"> - Suspensions – we are working on support procedures and interventions in schools. - Behaviour is prioritised with heads of inclusion in schools. <p>Q. Does BCL Consultancy help us build capacity for the future?</p> <p>A. Yes as staff are being trained. The trust will have improved structures and processes for the future.</p> <ul style="list-style-type: none"> • Secondary <ul style="list-style-type: none"> - Attendance is above the national average at all schools. Attendance is a key focus. - Some parents seem to be more willing to take children out of school for holidays. - DELETED – see Minute 33. We want to work with parents and we are changing our communications to parents. - Suspensions are slightly higher than last year. DELETED – SEE Minute 33. Schools are working very hard with support structures. We do permanently exclude if children are having a significant negative impact on their peers with extreme behaviour. - The significant impact on life chances of permanent exclusion was noted. - DELETED – See Minute 33. - The strong procedures in Royds Hall have been rolled out across the trust. - Secondary schools are involved in a trauma informed practice schools’ pilot. - The trust does aim to identify issues and provide support and interventions to avoid permanent exclusions. <p>Q. Given that suspensions in year 9 at Shelley College have risen, do we know if this trend was already apparent in middle schools?</p> <p>A. Attendance at middle school was very low for this small cohort of students within the year group. Covid has extended attendance issues.</p> <p>Q. Do we have more of a problem with children taken out of school for holidays?</p> <p>A. Some parents seem to be more willing to take children out for holidays. They accept the fine but the cost is still cheaper. There is some impact of the cost of living crisis.</p> <p>DELETED – see Minute 33</p>	

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	<p>Q. How many pupils have been permanently excluded in the Trust in the last 12 months? A. We can provide this data.</p> <p>Q. Do we take students that have been permanently excluded from other schools? A. Yes, we are net importers.</p> <p>(i) <u>Personal development update</u></p> <p>Mrs J Carr updated the meeting.</p> <ul style="list-style-type: none"> • Faith and culture <ul style="list-style-type: none"> - Good work is being done on the curriculum to move to consistency through the trust. - We want children to leave school with a strong understanding of faiths and cultures and with respect and tolerance. • Sex and relationship policy and curriculum <ul style="list-style-type: none"> - We have a strong policy, procedures and educational package in place. <p>(j) <u>Teaching School Hub update</u></p> <p>We have submitted our application to continue as Teaching School Hub from 2024 to 2028. We will find out if we have been successful in February 2024.</p> <p>It was noted that NPQs are unlikely to be fully funded in the future.</p> <p>(k) <u>Trust growth</u></p> <p>Some informal discussions are taking place.</p> <p>The trust brochure has been updated and it was noted that the TSH has its own brochure.</p> <p>(l) <u>Safeguarding</u></p> <p>Mrs J Carr updated the meeting.</p> <p>We have had a strong start to the year. We have strong practice in schools and there is evidence that children are feeling safe.</p> <p>Safeguarding reviews have taken place at Shelley College and Heaton Avenue.</p> <p>(m) <u>Finance</u></p>	

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	<p>Mrs A Kimber updated the meeting.</p> <ul style="list-style-type: none"> • The external audit went very well. The auditors have issued an unqualified audit report and an unmodified regularity report. There are no matters which need to be brought to the attention of the directors. • Financial statements have been updated for director's and member's feedback. • Total free reserves in the Trust are £8.1m which is 20% of total income. This is above the current reserves policy level. We do have a proposal for a new reserves policy. • Higher reserves are required due to uncertainties in funding from the ESFA. • DELETED – see Minute 33 <p>(n) <u>Operations</u></p> <p>Mrs N McSheffrey updated the meeting.</p> <ul style="list-style-type: none"> • Capital spend projects have been reviewed. • A full RAAC report for Shelley College has been circulated. Due to the length of time and uncertainty of how long areas of school will remain unavailable, options are being explored with the DFE for temporary classrooms to house 2 ICT suites, the Library and Reception. We are currently working on a timescale of 3 months which would be early February 2024. • DELETED – see Minute 33 • We now have planning approval for the 3G pitch at Shelley College but will delay starting until we know more about the solutions to the RAAC problem • We have an agreed contribution with the LA for the expansion of Thornhill dining room. • Our PFI contracts end in 2031. Early planning and conversations with the LA have begun. • Key financial risks identified for the Trust are:- <ul style="list-style-type: none"> - teachers' pension contributions - PFI contracts <p>(o) <u>Human Resources</u></p> <p>Mrs N McSheffrey updated the meeting.</p> <ul style="list-style-type: none"> • The report summarised current HR issues. 	

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	<ul style="list-style-type: none"> • We have supported a member of staff with redeployment in the Trust. • DELETED – see Minute 33 <p>(p) <u>Governance</u></p> <p>Mrs J Newson updated the meeting.</p> <ul style="list-style-type: none"> • We plan to start a contract for GDPR support to the trust in January 2024. • We will split the Royds Hall and Luck Lane local governing bodies in 2024 due to de amalgamation of the schools. This will be a focus in early 2024. <p><i>It was agreed to take the agenda out of order at this point.</i></p>	
24.	<p>Financial Statements & Management Letter</p> <p>Mrs A Kimber updated the meeting.</p> <ul style="list-style-type: none"> • There have been some minor adjustments to the Annual Report and Financial Statements for year ending 31 August 2023. The changes were summarised. <p>RESOLVED: That the Annual Report and Financial Statements for year ending 31 August 2023 be approved and can be signed by the Chair and CEO together with the letters of representation.</p> <p><i>The meeting was paused at 9.55am.</i></p> <p><i>The meeting resumed at 10.56am.</i></p>	
25.	<p>Audit & Risk Assurance Committee update</p> <p>Mr M Dunkley updated the meeting.</p> <p>The Annual Report and Financial Statements for year ending 31 August 2023 were reviewed in detail at the A&RAC meeting. This was the main focus of the meeting.</p>	
26.	<p>Review of Reserves Policy</p> <p>(a) <u>Reserves Policy</u></p>	

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	<p>Mrs A Kimber (CFO) updated the meeting.</p> <p>The draft Reserves Policy was circulated before the meeting.</p> <ul style="list-style-type: none"> • Our current policy tends to describe an aim of maintaining around 12% in reserves. We currently exceed this. • We do have a lot of financial uncertainties currently including falling pupil numbers in the Kirklees area and ESFA funding uncertainty. • It is proposed that our 'target' range for reserves be updated to 10% to 18% of annual GAG funding. • There have also been some changes to the wording of the policy which are highlighted in the version circulated. • The current deficit budgets do indicate that current funding is being spent on current students. • We do need sufficient reserves in the trust to remain as a going concern in any event. • This is a reserves range to work within and 18% is not a target. <p>Q. Why is the top of the range 18%?</p> <p>A. The ESFA are likely to intervene if our reserves exceed 20% or fall below 5%. We think 18% allows us to flag up a potential problem to the board and give us time to find a solution.</p> <p>Q. Are students missing out as funds should be spent on them rather than being held in reserves?</p> <p>A. 18% is an upper limit rather than a target. We do have spending plans for premises and investment in our schools. A wider range does make more sense for the trust.</p> <p>Q. Re Royds Hall buildings, should we consider other options?</p> <p>A. This is a listed building which adds a layer of complexity. We will have to wait until the end of the PFI contract before we can fully evaluate our options.</p> <p>RESOLVED: That the revised Reserves Policy be approved.</p> <p>(b) <u>Capital projects</u></p> <p>Mrs N McSheffrey updated the meeting.</p> <p>Proposals for investment were summarised.</p> <p>Q. Is the LA funding for the dining room extension still available?</p> <p>A. Yes, it is currently ring fenced but we want to get agreements in place before Christmas.</p> <p>Q. Is there an alternative girls' changing room?</p> <p>A. Yes. This area is only used for storage currently.</p> <p>RESOLVED: That the capital projects below be approved.</p>	

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30.	<p>Representation</p> <p>The following matters of representation were noted:</p> <ul style="list-style-type: none"> • Royds Hall Academy <ul style="list-style-type: none"> - Tiba Shaikh – new parent governor from 29.9.23 - Farzana Zahid – new parent governor from 1.11.23 • Thornhill Community Academy <ul style="list-style-type: none"> - Matthew Whittington - resignation parent governor from 24.9.23 - Hazra Jogiyat – new parent governor from 13.7.23 • Whitcliffe Mount School <ul style="list-style-type: none"> - Patricia Stevens - resignation trust governor from 25.10.23 • Member <ul style="list-style-type: none"> - Emma Lewis change of name to Emma Pearce 	
31.	<p>Correspondence</p> <p>There were no items of correspondence to discuss.</p> <p><i>Mrs A Kimber, Mrs J Newson, Mrs J Carr, Mr D Wadsworth and Mrs L McCaffrey left the meeting at 11.53am.</i></p>	
32.	<p>Any Other Business</p> <p>(a) <u>Primary Leadership</u></p> <p>It was agreed that an internal recruitment process would take place for the Executive Principal (Primary) role.</p> <p>Q. Are we clear on what the Executive Principal (Primary) role is? A. Yes we are.</p> <p>RESOLVED: That an internal recruitment process for the Executive Principal (Primary) role should be progressed.</p> <p>(b) <u>Resignation</u></p> <p>The Chair updated that Mr M Dunkley will resign at the next directors meeting as a director due to work commitments.</p> <p>Mr M Dunkley was thanked for all his work for the trust over the years and was wished well for the future.</p>	
33.	Confidentiality	

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	<p>RESOLVED: That the following minutes be excluded from the copy to be made available by the Multi Academy Trust for inspection, in accordance with the Freedom of Information Act:</p> <p>Minute 23 (d) question 8 Minute 23 (h) bullet point 1 points 2 & 3 Minute 23 (h) bullet point 2, first sentence of point 3 Minute 23 (h), bullet point 2, second sentence of point 4 Minute 23 (h) bullet point 2, point 6 Minute 23 (h), bullet point 2, question 3 Minute 23 (m), final bullet point Minute 23 (n), bullet point 3 Minute 23 (o), final bullet point Minute 27</p>	

The Chair closed the meeting at 12.11pm.