



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 Shelley College at 6pm on Thursday 6 October 2022.

Present

Mr M Day, Mr J McNally, Mrs L Rawlinson, Mr D Quinn, Prof J Keay, Mr M Dunkley, Mr R Amos.

In Attendance

Mrs D Howard (Director of Operations)

Mrs L Scully (Minute Clerk)

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 A Kent and Mr N Javaid.</p> <p>There were no declarations on interest.</p>	
2.	<p>Matters for any Other Urgent Business</p> <p>i. Membership of the Audit and Risk committee Following on from the discussions last meeting, Mr M Day has joined the A&RAC.</p> <p>The view from the Members is that they are over-represented on the committee. It was suggested that the membership in the Terms of Reference should be updated to include a minimum of two and up to four Directors from the Trust Board. Nominations should also be sought from our local governing bodies. This would be a significant change and a way to give governor’s exposure at the Trust level, if suitable individuals are found. Directors felt this was a better blend than the current approach.</p> <p>ACTION: Review and update the Terms of Reference for the Audit and Risk Committee and how it will report to the Trust</p>	<p>Chair and Mr M Dunkley</p>

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	<p>Board. A letter to be written and sent to Local Governing Bodies inviting expressions of interest to join the committee.</p> <p>Q: Do we feel we are focusing on the right areas? Should we focus more on risk than finance?</p> <p>ACTION: CEO to discuss potential audit areas with the Director of Finance</p> <p>ii. Admissions Appeal panels Whitcliffe have a lot of appeals scheduled. The cost of the appeals is in the region of £30,000. Is there merit in convening our own panel and not using the LA? Trusts can run panels for other Trusts.</p> <p>It could be cheaper to use another company and costs could be further reduced by convening panels on the same day.</p> <p>The CEO has reservations about using other organisations but the board could allow a governing body to trial a third-party provider.</p> <p>ACTION: CEO to inform headteachers they can trial a third-party admissions appeal panel if they wish.</p> <p>iii. Remuneration</p> <p>RESOLVED: The Remuneration and CEO appraisal committees to merge. The membership will be D Quinn, J Keay, M Day and M Dunkley.</p> <p>ACTION: Mrs A Eastham to arrange a date for the CEO’s annual appraisal.</p>	<p>CEO</p> <p>CEO</p> <p>Executive PA to the CEO</p>
3.	<p>Representation</p> <p>Mr R Amos has been appointed to the Trust Bord and was welcomed to the meeting.</p>	
4.	<p>Minutes of the Previous Meeting held on 30th June 2022 and Any Matters Arising from the Minutes</p> <p>Matters arising are the Trust Diagnostic report and the report on Governance structures, which are on the agenda and therefore there are no outstanding actions from the minutes of the meeting held on 30th June 2022.</p>	

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	<p>RESOLVED: That the minutes of the meeting held on 30th June 2022 be approved and can be signed by the Chair as a correct record of the meeting.</p>	
5.	<p>To discuss the appointment of Directors with specific responsibilities</p> <p>A discussion was had on the current appointment of Directors with specific roles.</p> <p>RESOLVED: That Directors be appointed with the following responsibilities:</p> <ul style="list-style-type: none"> • Safeguarding, Behaviour and Attendance – Mr R Amos • IT – Mr M Day • Looked After Children and Disadvantaged – Mr D Quinn • Equality and SEND – Mr N Javaid • Training – Prof J Keay • Health and Safety – Mr A Kent <p>Mrs L Rawlinson is planning to step down as a director at the end of the year.</p> <p>RESOLVED: That Mr R Amos is appointed the responsibility of safeguarding, behaviour and attendance with immediate effect. Mrs L Rawlinson to be available to mentor.</p> <p>Election of Chair and Vice-Chair</p> <p>Nominations were sought for the election of Chair and Vice-Chair.</p> <p>RESOLVED: That Mr D Quinn was elected Chair.</p> <p>RESOLVED: That Prof J Keay was elected as Vice-Chair.</p>	
6.	<p>Confirmation of Meeting Structure 2022-23</p> <p>RESOLVED: That the SHARE MAT Directors' meeting structure 22/23 be approved.</p>	
7.	<p><u>National pay offers</u></p> <p>The School Teachers Review Board have recommended inflationary pay increases of between 5% and 9%, with the largest increases for lower paid staff.</p>	

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	<p>The Local Government Association has offered unions a flat rate increase of £1925 for support staff plus one day extra holiday entitlement from 2023.</p> <p>Both offers are being considered by the government, local government and unions.</p> <p>The CEO recommended we award the increases, subject to revisiting them if higher offers are made nationally. He proposed that all staff should receive an increase of at least 5%, given inflation is running at over 10%. He also recommended making the payments early because our lower paid staff may be finding the cost of living crisis particularly challenging.</p> <p>RESOLVED: Inflationary pay rises to be awarded, with a further review if a more generous offer is made nationally. All pay rises to be a minimum of 5% this year.</p> <p>The financial impact of the pay awards to the Trust will be in the region of £610,000.</p> <p><u>Revised Budget</u> The Trust is likely to report a £5 million surplus for the 2021-22 academic year, so can meet the increased costs for pay rises and inflation increases from reserves.</p> <p>Exact energy cost increases are still unknown. Our PFI sites will have some protection from the energy price hikes. All schools are looking at ways of reducing consumption. There will be some protection offered by the government for six months.</p> <p>Generally, we can expect inflation to be running around 10% for most of the academic year.</p> <p>There was a discussion regarding schools with deficits and different models for redistributing large reserves assigned to secondary schools, to cover additional costs and address some large deficits in small primary schools. There is a particular need to address the deficit attached to Lily Park, which will close on 31st October.</p> <p>Q: If all debts are cleared, what are the incentives to schools to make their books balance? Is it fair to take away reserves from schools who have built them up over many years by careful leadership and planning?</p> <p>A: It is much harder for a small primary school to balance the books, particularly when the numbers on roll are falling. We also have the option of adjusting top-slice payments to balance books over a longer period of time. However, we recommend we use the surplus now</p>	<p>Directors</p>

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	<p>because finances are likely to be tighter in the future, the DfE are asking trusts to use surpluses to meet additional costs and our academies will be able to plan future budgets better. Having said that, we agree that poor financial management should not be incentivised.</p> <p>Q: Is financial management assessed as part of the headteachers' performance monitoring? A: Yes. Challenges are made about both standards and finance. The Director of Finance and the CEO meet headteachers to put in place deficit recovery plans when required.</p> <p>ACTION: Directors to consider deficits and surpluses at next the meeting. Feedback from headteachers and governors about different options will be shared.</p>	<p>Directors</p>
8.	<p>CEO Report for Directors</p> <p>The Chief Executive's Report for October 2022 was circulated prior to the meeting.</p> <p>The CEO briefly went through the key areas of the report.</p> <p>Ofsted Inspection of Woodside Green:</p> <p>The draft Ofsted report is positive. It will be published at half term. It is a great recognition that that the Trust team are working effectively, particularly because it covers the difficult period that was Covid. It is a great turnaround in the 18 months since the last inspection.</p> <p>Q: Previously, schools were inspected at 3-year intervals, has this changed? Is an inspection of Whitcliffe likely? A: It will probably be another three years before Whitcliffe is inspected because of the rules around conversion. It is likely that all our other academies will be inspected in the next few months.</p> <p>Pupil Outcomes 2021-22</p> <p>Overall, the secondary outcomes were strong. Royds Hall outcomes have improved hugely. Thornhill results have also improved considerably and are likely to be above national average. Shelley results are well above national average. Whitcliffe Mount results will be below the national average.</p> <p>For primary, the KS1, phonics and Early Years results were good. KS2 results were disappointing, with the exception of Millbridge.</p> <p>Q: Why is Millbridge significantly better?</p>	

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	<p>A: Good leadership, a really effective SLT and high teacher expectations. This is the benchmark. Having said that, smaller schools see a greater effect of individual children on percentages. Also, there is a correlation between levels of disadvantage and results and the impact of Covid has been felt more at primary level. The validated data is due November / December, but we are not expecting it to be much different to that from the checking exercise.</p> <p>Q: With the data for secondary from the checking exercise in mind, we know that the children who took GCSE's recently (last year) had inflated grades. How will this be felt in A levels at sixth form? Are they struggling?</p> <p>A: We've only got one sixth form. At Shelley College sixth form, most pupils came from Shelley, which had 100% attendance online during remote learning periods. It seems to be more the psychological side that is impacting pupils. e.g. anxiety about taking exams than actually being behind. Having said that, it might be a greater risk for schools that don't have sixth forms or colleges. There may be a spike in dropouts. We know that colleges were focusing on catch up straight away.</p> <p>School improvement activities</p> <p>We have just completed the first peer review of this year at Heaton Avenue, led by Michele Costello, an ex-HMI. The feedback has been positive and we have received some useful learning points.</p> <p>We are moving forwards with the usual monitoring activity including Self Evaluation and Improvement Plans. These will be shared in the Directors Teams folder once they have been reviewed.</p> <p>Whitcliffe Mount conversion</p> <p>Whitcliffe Mount officially joined the trust on 1st September. Thanks to everyone for making themselves available for the legal signing process. All went smoothly, including transferring the budget to our systems and payroll.</p> <p>The Head of Whitcliffe Mount and the Director of School Improvement will swap roles after October half term. The is to support the current Head manage her ill health. All are happy with the change and this will be reviewed after a few months.</p> <p>Royds Hall restructure</p> <p>The local authority wrote to us in the summer break, outlining concerns they had about the closure of Lily Park. However, we have remained in contact with the Department for Education and are confident we are acting within our rights and in the best interests of the pupils. We</p>	

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	<p>agreed with the LA it would be worth requesting a variation to our admissions policy, to clarify that parents living in the area would be applying for a place at Luck Lane rather than Lily Park.</p> <p>We own and are responsible for the Lily Park site so we need to ensure the site is maintained and kept safe and secure until a new purpose for the site is found.</p> <p>DELETED – Minute 13 refers</p> <p>Safeguarding</p> <p>All governors need to read ‘Keeping Children safe in Education’ parts 1 and 2. The key changes have been highlighted.</p> <p>Q: I thought it was part 1 and the appendix? A: I think it was originally, but then that was updated. Directors have to read part 2. Directors and governors need to be sure they are holding leaders to account effectively.</p> <p>All governors need to look at training. We are looking at different providers to source suitable training. CST is one of the providers we are looking at. They have training running in January and March.</p> <p>Q: Is it more beneficial for us to do the training first, then sign off the document? A: It would be better if you could sign off part 1 asap, so that the Board is compliant.</p> <p>ACTION: All Directors to read Keeping Children Safe in Education part 1 and part 2 and to sign and return the declaration form.</p> <p>Q: Do we need to refresh which Governors have safer recruitment training? A: Yes. it would be great if all Governors and Directors have this training. At least one person on the panel needs it, but it would increase our options for panels.</p>	<p>Directors</p>

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	<p>There is guidance from the DfE that exclusions must not be the first action and how to avoid repeats. There is a greater emphasis on 5-day exclusions and suspensions.</p> <p>Q: Does practice need to change? A: It is happening. Governors need to be informed when it does.</p> <p>Q: Extreme haircuts are referenced? What is an extreme haircut? Surely this is subjective? A: Yes, it is. The Headteacher is the final decision maker. It is a sensitive topic and hard to define. We would be looking for extreme buzz lines and words. We do understand that young people need to challenge rules.</p> <p>Q: Isn't it okay to allow young people some freedom of expression? A: I suppose it is identifying where the line is and whether you are opening the floodgates for other challenge, like with jewellery or uniform. If it is a rule, it needs to be enforced. It's not easy to be definitive at times. I suppose a comparison would be with our policy on mobiles at Shelley, they are allowed in social areas, but not in school learning areas. So, our policy is that academies can make some choices to fit their needs best. If phones are used in bullying, that's problematic and different, covered in the confiscation rule.</p> <p>RESOLUTION: The Behaviour and Safeguarding Policies were approved.</p> <p>Ambition Trust Diagnostic Report</p> <p>The take home from the report was strengthening the link between Directors and the Local Governing Bodies.</p> <p>Teaching School hub</p> <p>There was concern raised that the Teaching School Hub governing body meetings are too brief and all online. These need to have greater depth. The Hub is going really well. More trainees were recruited to the programme this year than anticipated. Initial Teacher Training status has been awarded, from September 2024. It was anticipated it would be a longer-term partnership. It is a huge project to write the curriculum materials to support the accreditation. There are two options, create a consortium of schools from scratch or using the NTT or another partner. These options need to be considered further.</p> <p>ACTION: CEO / Chair to consider teaching hub meeting options for further discussion.</p>	<p>CEO/Chair</p>

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	<p>Trust strategy</p> <p>This was agreed at the last meeting, subject to changes over the summer.</p> <p>ACTION: To report on the plan’s progress and how the strategy can be shared with governors and a wider audience.</p> <p>Operations and HR</p> <p>Q: Is the fencing at Royds all completed? A: Yes. it was finished at February half term. It is doing the intended job, in terms of security. There’s been no youth ASB.</p> <p>Q: Emails. I’m having problems with the new emails and the way they are displayed. Is it because I’m using a mac? A: It is best to use the outlook app. It is likely to be a Microsoft/Apple issue.</p> <p>ACTION: Seek advice from IT regarding the email issues.</p> <p>Q: Are there any updates on the heating and pipework replacements at Shelley for 23/24? A: Plans are still underway. We have yet to appoint the principal designer, but it is moving forwards. The final budget needs to be approved.</p>	<p>CEO</p> <p>Executive PA to the CEO</p>
9.	<p>Governance Structure and Processes</p> <p>Discussion was had around improving lines of communication between the trust’s tiers of governance This follows the Ambition Trust Diagnostic, which highlighted weaknesses in this area.</p> <p>The proposed roles and structures for 2022/23 were shared ahead of the meeting.</p> <p>A Governors Conference could be held twice a year.</p> <p>The Chair and the CEO had prepared proposals, including joint committees, such as a trust-wide safeguarding committee.</p> <p>The proposal for 2022 23 moves us towards a structured Chairs Committee. We may have to insist on chairs attending, to ensure the meeting is meaningful.</p>	

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	<p>Directors attending local governing body meetings might help, and hopefully there will be more engagement in the new model.</p> <p>It was agreed that it would be better to arrange a Chairs meeting first, as an opportunity to discuss the strategy and conference, then to arrange a conference early next year.</p> <p>ACTION: A meeting to be arranged for all Trust Chairs.</p>	<p>Executive PA to the CEO</p>
10.	<p>Update from NE Directors</p> <p>Mr D Quinn submitted a report on behaviour and Mrs L Rawlinson submitted a report on safeguarding to the Board ahead of the meeting.</p> <p>Remuneration Committee</p> <p>There are only two Directors on this committee. There is no link with the CEO appraisal. Could the CEO appraisal and the Remuneration Committee be merged, with two Directors on the Appraisal Committee and two Directors on the Remuneration Committee?</p> <p>RESOLVED: Mr D Quinn, Prof J Keay, Mr M Day and Mr M Dunkley to form the Remuneration & CEO Appraisal committee.</p>	
11.	<p>Approval of policies</p> <p>RESOLVED: That the polices below be approved and adopted.</p> <p>SHARE MAT Safeguarding & Child Protection Policy & Procedure SHARE MAT Online Safety Policy & Procedure SHARE MAT Behaviour Policy SHARE MAT RSHE Policy and Procedure - Primary and Secondary Templates SHARE MAT Student Mental Health and Wellbeing Policy</p> <p>ACTION: Correction to spelling error on p6 and 7 of the Online Safety Policy.</p>	<p>Executive PA to the CEO</p>
12.	<p>Correspondence:</p> <p>There was no further correspondence for discussion.</p>	
13.	<p>Agenda, minutes and related papers – school copy:</p> <p>RESOLVED: That part of minute 8 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 8:20pm.



_____ Chair

__8th December 2022_____ Date