

Kirklees Directorate for Children and Adults

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 6:00pm at Shelley College on Thursday, 3rd October 2019.

Present

Mr A Kent (Chair), Mr M Day, Mr M Dunkley, Prof J Keay, Mr J McNally and Mrs L Rawlinson.

In Attendance

Ms D Howard, Director of Operations
Mrs J Newson, Executive PA, SHARE Multi Academy Trust
Mrs C Potterton, Director of Finance
Mrs G Hewitt, Minute Clerk

The Chair welcomed Mrs Rawlinson to the Board of Directors and introductions were made.

Agenda Item	Discussion and Decisions	Action – who/by
364.	<p>Apologies, consent and declarations of LAAPs and interests</p> <ul style="list-style-type: none"> • No apologies for absence were received. • No one was declared as a LAAP. • Mr Dunkley declared an interest as his wife works for the SHARE MAT. 	
365.	<p>Matters for any other urgent business</p> <p>The following matters of any other business were noted:</p> <ul style="list-style-type: none"> (a) May Bank Holiday (b) Holiday dates (c) Training pot for governance (d) Interview support 	

Agenda Item	Discussion and Decisions	Action – who/by
366.	<p>Representation</p> <p>(a) <u>Governor Appointments</u></p> <p>RESOLVED: That the following governor appointments be approved:</p> <ul style="list-style-type: none"> ▪ Vic White, temporary Chair at Thornhill for one term. ▪ Sam Crowther, Thornhill, effective from 24.09.19. ▪ Marilyn McMahon, Thornhill, to remain as a governor following resignation as Chair. ▪ Vic White, Chair and Kelly Cardwell Vice Chair at Millbridge ▪ Ibrahim Jogee has been removed as a governor at Thornhill as he hasn't attended the last three meetings. 	
367.	<p>Minutes of the previous meeting held on 9 July 2019 and any matters arising from the minutes</p> <p>RESOLVED: That the minutes of the meeting held on 9 July 2019 be approved and signed by the chair as a correct record of the meeting.</p> <p>(a) <u>Remuneration Committee – Minute 353 (e) refers</u></p> <p>The Board were informed that Tracy Nash, Human Resources Manager at Heaton Road, has advised that she will put some materials together for the committee meeting.</p> <p>Q: Who is on the committee? A: Mr Day and Mr Dunkley.</p> <p>(b) <u>Agreement of 2019/20 Budgets</u></p> <p>Mrs Potterton confirmed that she had responded to the questions from the governor at Royds Hall School as discussed. She had also recirculated the final version of the budget as there had been a formula error in the original version.</p>	

<p>368.</p>	<p>CEO's report to Directors</p> <p>The Chief Executive's report had been circulated before the meeting. The following discussion took place:</p> <p>(a) <u>Summer Examinations and Teacher Assessments</u></p> <p>The Board were advised that the primary progress scores will be out next month. Improvements have been seen at Cowersley and Beech, however there have been some dips at Millbridge and Heaton Avenue in reading.</p> <p>Shelley College performed exceptionally well, whilst Thornhill remained more or less in line with last year and Royds Hall remained low.</p> <p>(b) <u>Regional Schools Commissioner – Trust Review</u></p> <p>The CEO reported that the conference call with the Regional School Commissioner's lead for West Yorkshire to discuss the Trust's performance had gone well.</p> <p>Q: Is that a routine thing? A: We believe so, we feel it was positive. He asked about growth plans, was very pleased with the improvements at Cowersley and impressed with the results at Shelley.</p> <p>Q: Do you think there is an expectation for us to take on more schools? A: We were asked what our plans were and how we are reaching out to other schools beyond the trust. We may need another six months before we begin to consider expanding the Trust.</p> <p>RESOLVED: That the Board agree they are open to offers regarding expansion of the Trust.</p> <p>Q: What is the benefit of reaching out rather than remaining as we are? Is there the possibility of spreading too thin? A: Trust growth is stepped and once you reach a certain size you would have to reorganise. Another secondary school wouldn't necessarily require a lot of restructuring, but would bring the benefit of extra resources and skills. It could benefit both the trust and the school.</p> <p>Q: What is the thinking behind plans to extend the Trust? A: It is about providing a better education for pupils and we would</p>	
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like to extend that to other schools. We also have to consider our moral responsibility, if we can help another school then we should do.

Q: Is there any view on whether it would be a secondary, primary or both?

A: If primary, I feel we should take on schools where we can cluster them. The same applies to location for a secondary school, it must be within reasonable travelling distance.

Q: Would it have to be within Kirklees?

A: Not necessarily. Other authorities can bring a few relatively minor complications but it is something we would consider.

(c) Education Inspection Framework

Directors were encouraged to read through the Ofsted updates. The CEO noted that Ofsted would want to see how governors and boards have ensured a good quality curriculum is in place.

(d) Curriculum Policy Statement

The CEO advised that a policy showing what the Trust believes the curriculum should look like has been circulated to the Trust Heads and responses are awaited.

Q: Can you explain the policy statement that RE would be taught in accordance with the trust funding agreement?

A: The agreement specifies that we have to teach Religious Education.

Q: Is Physical Education a given as it does not state this in the Policy?

A: It is covered in the National Curriculum, but we can include an additional statement.

Q: Guidance states that there is an expectation that every child does two hours of PE a week?

A: We have to be very careful not to disengage pupils from sport and balance curriculum time carefully.

Q: Could it be compulsory at sixth form?

A: It would be better to include it as part of an enrichment activity.

The CEO advised that he will also be adding a short section regarding assessment, and the addition of the discussion around PE and then the Curriculum Policy will be complete.

(e) 2018/19 Trust Improvement Plan

The Board received a copy of the final progress report on the 2018-19 plan.

Q: How satisfied do you feel in terms of where we have got to and are there any areas which, on reflection you feel more could have been done?

A: We have taken on four schools, which has brought lots of challenges and extra work and we have done this very successfully. I feel proud of what we have done overall as a Trust. Staffing is strong and Shelley College has done better than ever. We would like Royds Hall's results to improve, but we have achieved a tremendous amount in a year and done as much as we could. Strong foundations are now in place and I believe we will begin to see improvements with Royds Hall by next year.

Q: Is action towards Pupil Premium something which will definitively be carried forward?

A: Yes, we will still work hard. There has been some success at Shelley with Pupil Premium children achieving in line with non-disadvantaged nationally. Achievement of Pupil Premium children is a good measure of the success of a school.

(f) 2019/20 Trust Improvement Plan

The Board were informed that there have been some tweaks to the plan, including improving mental health and providing better support for children experiencing serious difficulties. The challenge for the Trust is to also improve progress measures.

Q: What are the key differences from last time?

A: Curriculum planning is central to the plan, there is a lot more focus on how well teachers perform, as well as what they are teaching. Middle leaders will be required to think deeply about their subjects. Other areas of focus will be attendance and Reading in one of the primary clusters.

Q: How do the Heads of the schools feed into this?

A: This plan was created in March and circulated to Heads for their comments and adjusted with their feedback. They have used the template but adapted the KPIs to suit them, with my guidance. The Director of School Improvement has been to every school to do some training on setting good objectives and will check to confirm that these link with the objectives in the SIP and with individual's targets.

Q: Are the objectives mandatory that we share with the schools?

A: The school objectives may be but not for individuals. They vary depending on the schools. Staff are asked to do a self-evaluation and assess themselves against the Trust's standards to see what should be on their objectives.

Q: Should the objectives link up to the vision or is there something else in the middle?

A: The objectives were linked to the vision in another document earlier in the year but this is the detail regarding how to achieve that.

(g) Safeguarding

The CEO advised the Board that the Trust's Safeguarding Policy has been updated again. The Keeping Children Safe in Education document was updated on 2nd September, and the Policy reflects those changes: criminal exploitation of children, upskirting, which has become a criminal offence and information regarding more serious violence between pupils is now included in the policy. Keeping Children Safe in Education is very clear in stating that those responsible for governance are responsible for safeguarding. The CEO stated that this has to sit within the Trust Board, and a Director should be responsible for safeguarding, including checking the Single Central Record, ensuring staff receive suitable training and schools have a DSL who is responding to any concerns. The Director would then report back to the board.

RESOLVED: That Mrs Rawlinson take on the role.

ACTION: Mrs Rawlinson is to visit the central team to see Single Central Record and arrange visits to the schools to speak with their DSLs.

RESOLVED: That the Board approve the updated Safeguarding Policy.

(h) Directors' Roles and Responsibilities

The CEO noted there should be a Pupil Premium Director and a Director responsible for Looked After Children. It was agreed that Mr Glazzard, a potential new Director would be suitable for the Pupil Premium role as he has carried out a lot of research in that area.

(i) Financial Report

Mrs Potterton reported that the central finance team have moved into

their new office at Shelley College. Overall, the transition has been very smooth and the team are working hard on the closure of period 12, as well as preparation for the audit for the schools they were originally based at. They are also working to their new roles in the centralised structure for period one transactions.

Q: Is it working well?

A: Yes. We have a large backlog, which we knew we would have after transitioning to a central team. We have a very effective and efficient central finance team and we are catching up. We will continue to give priority to orders and making sure all requisitions and orders are on the system, whilst working on preparation for audit. It may be necessary to look at delaying the AGM for one week. We haven't made a final decision as yet but may have to. Is there any objection to that?

Q: Would this also delay the directors meeting?

A: Not necessarily but it is more convenient to have them on the same day.

The Chair felt that this should be avoided if possible, but Directors accept the possibility of delaying the AGM if necessary, however, they feel that a decision should be made as soon as possible.

Q: Is this peak likely to come every year?

A: We had four or five members of staff in finance leave, we also moved to ParentPay with two schools, which was a big thing. Once the audit and accounts return are completed, we will be able to focus on the day to day tasks, so we envisage things will be much smoother next year. We have generated savings already but would like to step this up and allow the Procurement Officer to move to looking more into this rather than focussing on the backlog with orders.

Directors agreed that the backlog was inevitable due to the big changes which have taken place.

Q: Internal audits are taking place for next year, didn't we have any this year?

A: No there hasn't been any, we spoke with external auditors and agreed that they will look at purchase ledger in February or March, then an internal audit looking at procurement and they will follow that with fixed assets. The following year they will look at payroll.

The Board noted concerns that no audits have been carried out this year, although they appreciate that things have been very busy. Mrs Potterton stated that an audit was planned in March but did not go

ahead.

Q: Would the curriculum lead financial planning review count?

A: Yes, it would as that was done independently.

(j) Teacher's Pay Award

The Board were informed that the Trust budgeted for a 2% increase, but it is 2.75%, however, the .75% will be covered by the DfE. An increase of 2.75% across the board was recommended.

RESOLVED: That the Board agree to the pay recommendations.

Q: Will that be backdated?

A: Yes, to 1st September.

(k) Executive Pay

The Board were advised a benchmark process had been carried out regarding the CEO's salary, but this process may need to be repeated to ensure decisions are fully recorded.

The CEO explained the difference between the remuneration and the appraisal processes.

Q: Do the remuneration committee design the process?

A: No, they decide the salary structure for the CEO role.

ACTION: The Remuneration Committee are to meet to discuss executive pay. This will be brought back to the board.

(l) Recruitment

The interview process for the Primary Executive Headteacher had taken place. The CEO reported that this was a thorough and challenging process and a strong candidate was successful.

(j) Gender Pay Report

The 2018 gender pay report was included, this showed that the median hourly rate was 37.8% lower for women within the Trust, the gap was lower than with some other local Trusts. Directors were surprised at this, however, it was noted that the figures can be skewed as Teaching Assistants and admin staff are on a lower pay scale and these roles are generally filled by women. The CEO assured Directors that the Trust follows standard scales and a position is appointed within an agreed salary range. In subjects where it can be difficult to recruit, such as maths and science there

may be a higher proportion of men and these roles may receive higher pay because of the challenges with recruitment.

Q: Do we compare to other academies of a similar size?

A: We have done in the past, I think it is an exercise we need to return to.

(k) ICT

Directors were thanked for responding to the ICT proposal for a full re-build of the infrastructure at the three primaries. The proposal had been to spend a sum of capital money on this and all directors were supportive. A lower cost than originally quoted to the Board had been found and the work will be beginning during half term.

Q: Do we have the expertise in the trust to ensure all this is used efficiently and effectively once it is in place?

A: Staff have put together a three-year plan and a huge amount of change will take place in the first six months. We will change the infrastructure, then the Office 365 project will commence, we will be looking at print management across the Trust and door access systems.

The Board were informed that the ICT team have also had a very busy time and the new ICT manager has performed well.

It was noted that the decision regarding the infrastructure was the right decision as it was an acute need, however, the Board feel that in future, it may be necessary to consider other options to minimise the cost, such as leasing equipment. The CEO advised that this is the first time it has been possible to spend the capital grant on ICT. As the same situation could arise again in five or six years' time, plans will be made towards the future.

(l) GDPR

Q: Who is the new GDPR Officer?

A: Holly Senior, she works within the facilities team and is line managed by Bev Stapleton.

(m) Health and Safety

A health and safety report was included in the CEO's report and this was read and noted.

(n) Marketing

A marketing update was included in the CEO's report and this was

	<p>also read and noted.</p> <p>(m) <u>Governance</u></p> <p>The CEO advised that the Trust needs to improve the governance of the teaching school alliance, to ensure that there is a good level of scrutiny and accountability. The CEO suggested it could run with a director, a governor from one or both of the National Teaching Schools and a headteacher – preferably from outside the Trust.</p> <p>RESOLVED: That Prof Jeanne Keay will serve on the Teaching School Alliance Governing Body.</p> <p>(o) <u>De-amalgamation</u></p> <p>The Board were informed that the public consultation required to de-amalgamate Royds Hall is intended to begin on the 14th October. The draft consultation document was included in the report.</p> <p>(p) <u>Uniform Policy and Guidance</u></p> <p>The CEO stated that uniform falls under the Behaviour Policy which is the responsibility of directors. A discussion took place regarding directors' views of uniform across the Trust.</p> <p>RESOLVED: That Directors agree to include a Policy statement stating that uniform for secondary schools should include shirts, ties and blazers.</p> <p>(q) <u>Events for the Diary</u></p> <p>A list of events across the schools was included in the report, Directors were advised that they were welcome to attend any of the events.</p> <p>The CEO was thanked for his thorough report.</p>	
<p>369.</p>	<p>Summer Performance Data</p> <p>This was discussed in the CEO's report.</p>	
<p>370.</p>	<p>Audit and Risk Committee Update</p> <p>The meeting was held on 17th September. Some areas were required to be followed up on and some amendments were made.</p> <p>The committee's effectiveness document and the annual report will</p>	

	<p>be finalised to bring to the December meeting to summarise what the committee has been doing.</p>	
371.	<p>Safeguarding Training and H&S (Verbal Updates)</p> <p>Training is still ongoing; it was noted that a push is required in this area.</p> <p>The Health and Safety Chair is to carry out a review.</p> <p>The Chair proposed an ICT Lead within the board.</p> <p>RESOLVED: That Mr Mark Day be elected as ICT Lead.</p>	AK
372.	<p>Approval of Policies</p> <p>(a) Safeguarding and Child Protection Policy and Procedure.</p> <p>This had already been approved.</p> <p>(b) RESOLVED: That the following policies be approved:</p> <p>Communication Policy and Procedure. CCTV Policy Freedom of Information GDPR Whistleblowing Communications</p>	
373.	<p>Correspondence</p> <p>A bill for the Royds Hall conversion had been received. The CEO stated that this belongs to Aspire Trust who are liable for the cost. The CEO suggested that if Aspire agree to pay, then Royds Hall will pay their share of the bill. The Trust is awaiting a response from Aspire.</p> <p>RESOLVED: That the Board have no objections to Royds Hall paying a contribution.</p>	
374.	<p>Any Other Business</p> <p>(a) <u>May Bank Holiday</u></p> <p>As bank holiday has moved from the 4th to the 8th May, some staff have already booked holidays. Directors agreed that this is a national holiday and there is still time to amend bookings.</p>	

	<p>(b) <u>Holiday dates</u></p> <p>It was proposed that the Trust follows the Kirklees holiday pattern. Individual schools will set their own inset other than first day back after summer which will be trust wide.</p> <p>RESOLVED: That the board agree to the proposal regarding holiday dates.</p> <p>(c) <u>Training pot for governance</u></p> <p>The CEO suggested setting a budget of £5000 for training for both Directors and the central team and asked whether directors felt this was a reasonable starting point.</p> <p>Q: Do the central team need a bigger pot as there is more people? A: Possibly. We will have a better idea of training requirements at the end of October following appraisals.</p> <p>ACTION: Directors were advised to contact Mrs Newson if there is any training they would like to attend.</p> <p>The Chair noted that the Chair's Forum has now become a governance network and all directors and governors are welcome to attend.</p> <p>(d) <u>Interview support</u></p> <p>Directors were informed that support is required for the Director of School Improvement interview. This will be 2.30pm at Heaton Avenue on 14th October.</p> <p>The Chair concluded the meeting with a report from a conference he had attended that day.</p>	
<p>375.</p>	<p>Agenda, minutes and related papers – school copy</p> <p>RESOLVED: That no part of these minutes, agenda or related papers be excluded from the copy to be made available at the school, in accordance with the Freedom of Information Act.</p>	

Chair

5/12/19.