

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 via Microsoft Teams at 8.30am on Thursday 13 May 2021.

Present

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

In Attendance

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

Agenda Item	Discussion and Decisions	Action – who/by
464.	<p>Apologies, consent and declarations of LAAPs and interests</p> <ul style="list-style-type: none"> • The Chair welcomed all to the meeting. • Apologies for absence were received from Mr N Javaid with consent. • No one was declared as a LAAP. • The following declaration of interest was made <ul style="list-style-type: none"> - The wife of Mr M Dunkley works for SHARE Multi-Academy Trust. 	
465.	<p>Matters for any other business</p> <p>There were no items of other business for discussion.</p>	
466.	<p>Representation</p> <p>The following matters of representation were noted:</p> <ul style="list-style-type: none"> • James Smith resigned as a governor of HA/Millbridge on 16 March 2021. 	

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	<p>RESOLVED: That Sahera Patel be appointed as a Trust Governor for a term of 4 years at Thornhill Community Academy.</p>	
<p>467.</p>	<p>Minutes of the previous meeting held on 11 March 2021 and any matters arising from the minutes</p> <p>RESOLVED: That the minutes of the meeting held on 11 March 2021 be approved and can be signed by the chair as a correct record of the meeting.</p> <p>There were no matters arising.</p>	
<p>468.</p>	<p>CEO Report for Directors</p> <p>The Chief Executive’s Report May 2021 had been circulated before the meeting.</p> <p>The CEO updated the meeting on key areas in the report.</p> <p>(a) <u>Whitcliffe Mount</u></p> <ul style="list-style-type: none"> • Whitcliffe Mount governors voted unanimously to pursue joining SHARE MAT, subject to a consultation and due diligence. • We will also need to complete our due diligence processes and will gather more information about finance and operations. • Whitcliffe Mount is a large school with 1250 pupils aged 11 to 16 • The school is financially secure • Financial due diligence will be a very important part of the work done with a focus on key assumptions included in financial forecasts. <p>Q. Will the outcomes of due diligence be reported back to Directors? A. Yes and then a final decision will be made.</p> <p>Q. Do we need any additional resources during the transition period? A. We will need additional legal support but other than that we will be able to do the work in house.</p>	

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	<p>Q. Are Whitcliffe Mount now committed to the transition process? A. Yes they are.</p> <p>Q. Will we continue to work with Whitcliffe Mount as an associate member through the transition process? A. Yes we will.</p> <p>Q. What is a realistic date that we can expect Whitcliffe Mount to join the Trust? A. The only foreseeable source of delay would be PFI contracts and lenders. We would expect them to join the Trust by 1 November 2021 at the earliest and January 2022 at the latest.</p> <p>DELETED – Minute 477 refers</p> <p>Q. Are the LA still paying funding for Head Teacher support? A. Yes this will continue to be paid until 31 August 2021. We will plan to charge some form of top slice from 1 September 2021 even if the completion date is later. Top slice has been included in Whitcliffe Mount budget from 1 September 2021.</p> <p>RESOLVED: That approval is given to progress to due diligence for Whitcliffe Mount School joining the Trust.</p> <p>RESOLVED: That a Director working party will be set up to meet with Whitcliffe Mount governors. The working party will include Mr M Day, Prof J Keay and Mrs L Rawlinson.</p> <p>(b) DELETED – Minute 477 refers</p> <p>(c) <u>Teacher assessed grades and SOAP reports</u></p> <p>Initial views of Teacher Assessed grades have been reviewed for Secondary Schools.</p> <ul style="list-style-type: none"> - Royds Hall overall grades look as expected except maths were there are still two assessments to be done. - Thornhill grades look reasonable with some moderation being required in some areas. 	

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	<ul style="list-style-type: none"> - Some Shelley College grades are high and may need to be moderated. - Whitcliffe Mount grades are in line with expectations. <p>Moderation will be done across subjects and schools in the Trust. A rigorous process is in place in the Trust but there may be some challenges and appeals in the summer.</p> <p>Attendance is currently lower than it was in 2018/2019. It is approximately 93% across the trust and the key area of concern is disadvantaged students with attendance at 90%. Current attendance seems to be well above the latest national averages available.</p> <p>(d) <u>Pupil premium and catch up strategy</u></p> <p>Q. Are we doing anything for children other than current year 6? A. There was concern about having Academic Summer Schools. A programme of summer schools is planned for year 6 students who will start year 7 in September 2021 and we will try to target the most vulnerable students. Shelley summer school will be for current year 8 who will join year 9.</p> <p>(e) <u>Teaching School Hub</u></p> <p>The Director of the Teaching School Hub has made a great start.</p> <p>Governance will be a Committee of the SHARE MAT board.</p> <p>Q. How often is the committee expected to meet? A. Three meetings a year are expected lasting 1.5 hours. The focus will be Teaching School Hub KPI's and financial performance and budgets.</p> <p>RESOLVED: That the membership of the Teaching School Committee will be the CEO, Mr D Wadsworth, Prof J Keay and Mr M Dunkley and representatives from Teaching School Hub strategic partners.</p> <p>(f) <u>Trust Leadership Structures</u></p> <p>Mrs J Newson will be appointed to a new role as Corporate Services Manager. This role will include oversight of the Teaching School Hub. A new Executive PA will be recruited to work with Mrs J Newson.</p>	

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	<p>Mrs J Newson was congratulated on the new role. The role will start officially on 1 September 2021 and recruitment of the Executive PA is ongoing now.</p> <p>Q. Are there any internal candidates for the Executive PA role? A. Possibly.</p> <p>(g) <u>Trust Improvement Plan 2020 – 21 and 2021 – 22</u></p> <p>The CEO noted that the wrong version of the Trust Improvement Plan 2020 – 21 was circulated before the meeting but the correct version has now been added to the Directors’ Folder.</p> <p>The CEO shared the latest version of the Trust Improvement Plan 2020 – 21 on screen and summarised progress.</p> <p>It was noted that the only RED Rag was for Safeguarding. The RED status was assigned because not as many checks have been done as we would have liked, not because we have concerns.</p> <p>It was noted that a lot of good progress has been made in a lot of areas.</p> <p>Q. What targets do we have for the Trust Improvement Plan? A. This is difficult as some areas have subjective measures. We want to make sure that all schools are performing better than national averages and that all schools are rated ‘good’ by Ofsted.</p> <p>Q. In relation to Safeguarding which is RAG rated Red, will this area now be given top priority to ensure we improve to at least Amber? A. The Red RAG is because we did not do sufficient checks last year. Pupils are not unsafe but checks will now be prioritised.</p> <p>Q. Is the Ofsted rating measurable in a plan year? A. No as it is hard to predict when schools will receive Ofsted inspections.</p> <p>The CEO noted that the correct version of the 2021 – 2022 Trust Improvement Plan had been circulated before the meeting.</p> <p>Directors had submitted questions before the meeting which were answered by the CEO.</p>	

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	<p>Q. How realistic is it for pupils to catch up in 1 academic year? A. It may not be. The end date in the plan reflects the cycle of the plan and a date of 31 March 2021 indicates an ongoing activity.</p> <p>Q. What is an ‘ambitious curriculum’? A. This will be different from school to school and subject to subject. The breadth and depth of coverage in a subject indicates the ambition in the curriculum.</p> <p>Q. Do all staff in the Trust understand ‘ambition’ in the same way as the CEO? A. A clearer statement can be included in the document.</p> <p>Q. Is the statement ‘SEN to achieve high academic standards’ the right statement? A. We must remember that special needs students can achieve high academic results. We can add wording to indicate that every child should achieve their best.</p> <p>Q. Is mentoring and support a part of the Early Career Teacher (ECT) framework and programme? A. Yes, the ECT framework is a comprehensive programme including mentoring, coaching and assessment. This is a thorough programme that is being delivered nationally.</p> <p>Q. What is the concept of a ‘Scholarly Approach’? A. This is a rigour and sense of depth in a subject but the wording can be reviewed.</p> <p>Q. Can we include more measures and KPI’s in the Trust Improvement Plan? A. Yes we can.</p> <p>Q. Do we have any concerns about sex abuse in our schools? A. This is a Safeguarding issue and there may be an issue of ‘sexual pestering’. Education in respectfulness and appropriate conduct is needed in schools.</p> <p>Q. How is staff Personal Development included in the Trust Improvement Plan? A. This could be included in Leadership and Development. A new target can be included covering Staff Engagement and Decision Making and Supporting Staff Mental Health</p>	

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	<p>ACTION: The CEO to update the 2021 – 2022 Trust Improvement Plan based on changes agreed with directors.</p> <p>RESOLVED: That the Trust Improvement Plan 2021 -2022 be approved subject to agreed changes.</p> <p>(h) <u>Quality Assurance</u></p> <p>The Trust Diagnostic will start with Ambition Institute on 17th June. There will be staff questionnaires, which will focus on the trust’s strategy and impact. Ambition Institute will analyse the responses and we can then agree some focus areas for further investigation and work. The review cycle takes a full year.</p> <p>(i) <u>Behaviour and Safeguarding</u></p> <p>Shelley College behaviour and safeguarding review revealed some concerns. The safeguarding concerns can be fixed quickly but the evidence suggests some failings may be systematic and cultural. We are proposing to undertake at least three more reviews before the end of January 2022, to ensure the problems are resolved. The issues may be due to a degree of complacency. A draft improvement plan has been shared.</p> <p>A review at Thornhill Community Academy has just taken place and the outcomes were positive.</p> <p>Q. Are issues with Safeguarding at Shelley College related to attendance and behaviour as there is a relationship. Does the improvement plan address these issues?</p> <p>A. The academy’s own improvement plan will include actions to address issues and improve safeguarding.</p> <p>(j) <u>Finance Report</u></p> <p>The DoF updated the meeting.</p> <ul style="list-style-type: none"> • 2021-22 ESFA Funding Allocation / Indicative Budgets - A snapshot of the 2021/2022 Budget has been shared. The detailed draft budget will be shared at the next directors’ meeting. • Budget review meetings with Head Teachers are currently taking place. • The DoF summarised the following areas; 	

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	<ul style="list-style-type: none"> - National Funding Formula and impact on Disadvantaged Students. - 2021-22 Funding Allocation The Trust has an overall increase in budget of 0.7% The initial estimate of the Trust in year deficit is £700k but this is likely to fall considerably as we complete reviews with headteachers. Each school budget includes a small amount for contingency. The Trust forecast reserves at the end of 2021 of £3m. - 2021-22 Budget Assumptions - 2021-22 Indicative Budgets – snapshot by academy - Looking beyond 2021-22 3 Year plans were summarised. The secondary schools do have reserves but there are issues with Primary school deficits 3 Year plans do not yet include the growth of the trust and structure changes. If all goes to plan there may an opportunity to reduce the Trust top slice. <p>Q. Why do the primary schools still have year on year deficits after the actions we have taken? Is this a National funding issue for primary schools and do we need to take additional actions?</p> <p>A. It is difficult for small schools to be sustainable because of the National Funding Formula, falling rolls and the generous funding by Kirklees in the past. Head Teachers are working hard to take actions to achieve balanced budgets. Budgets are challenging nationally for smaller schools.</p> <p>Q. Do we need to bring planned structure changes forward?</p> <p>A. We will review after the current restructure activity has been completed.</p> <ul style="list-style-type: none"> • Review of Governance, Finance and Resilience – Results of the questionnaires on effectiveness have been analysed. The report includes actions identified by directors and members. 	

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	<p>RESOLVED: The report and action plan were agreed and approved.</p> <ul style="list-style-type: none"> • School Resource Management Self Assessment - The report including RAG rating has been circulated. The report has been submitted to the ESFA. The report included actions for Red and Amber RAG ratings. This review will be an annual process. <p>Q. How does benchmarking information help? A. There is a lot of benchmarking information available and this is useful to make comparisons with other Trusts. Benchmarking data is not always on a like by like basis e.g., central services charges. The Benchmarking data does help with the budget setting process.</p> <p>RESOLVED: The report and action plan were agreed and approved.</p> <p>(k) <u>HR Report</u></p> <p>The expected employment tribunal has taken place. The case was for unfair dismissal and the outcome was compensation for injury to feelings. The Trust paid a £500 excess and the remainder of the compensation payment was paid by our insurance policy.</p> <p>The case highlighted the need for changes to be made to the Attendance and Management Policy and Procedure.</p> <p>Q. Is the Dismissal case at Royds Hall related to Safeguarding issues? A. The case was related to inappropriate language during a lesson.</p> <p>RESOLVED: That the Attendance and Management Policy and Procedure be agreed and approved.</p> <p>(l) <u>Operations Report</u></p> <p>The School Condition Allocation Fund has been confirmed at circa £0.5m. The team are currently developing plans for spend and these will be reviewed at the next Directors meeting in July.</p>	

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	<p>(m) <u>Governance Report</u></p> <p>The proposed dates for governance meetings 2021-2022 were circulated before the meeting.</p> <p>Q. Could the Audit and Risk meetings start at 6pm? A. Yes, options for the meeting will be explored.</p> <p>Q. Will meetings be face to face from September 2021? A. A blended approach to meetings (face to face and remote) could be proposed for 2021-2022, depending on the latest guidance.</p> <p>Q. Are there any requirements for face to face meetings? A. This can be checked.</p> <p>ACTION: Mrs J Newson to check if there is a requirement for face to face meetings.</p> <p>RESOLVED: That the meeting dates for 2021-2022 be agreed subject to agreed changes.</p>	
469.	<p>Finance, Operations and HR Reports</p> <p>This item was covered under The CEO Report to Directors above.</p>	
470.	<p>Verbal Updates from NE Directors</p> <p>A proposal for NE Director area of responsibility had been circulated before the meeting.</p> <p>RESOLVED: That the proposed NE Director areas of responsibility be agreed and approved.</p> <p>There were no specific updates from NE Directors.</p>	
471.	<p>Whitcliffe Mount</p> <p>This item was covered under The CEO Report to Directors above.</p>	

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472.	Teaching School Hub This item was covered under The CEO Report to Directors above.	
473.	Trust Improvement Plan This item was covered under The CEO Report to Directors above.	
474.	Approval of Policies This item was covered under The CEO Report to Directors above.	
475.	Correspondence None.	
476.	Any Other Business There were no items of other business for discussion.	
477.	Agenda, minutes and related papers – school copy RESOLVED: That minute 468(a) question 6 and minute 468(b) be excluded from the copy to be made available at the Trust, in accordance with the Freedom of Information Act.	

The Chair closed the meeting at 10.32pm.