



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 8.00am at Shelley College on Thursday 5 December 2019.

Present

Mr A Kent (Chair), Mr M Day, Mr M Dunkley, Mr J McNally, Mrs L Rawlinson, Mr N Javaid, Mr J Glazzard

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
376.	<p><b>Apologies, consent and declarations of LAAPs and interests</b></p> <ul style="list-style-type: none"> <li>• The Chair welcomed all to the meeting and introductions were completed.</li> <li>• Apologies for absence were received from Prof J Keay with consent.</li> <li>• No one was declared as a LAAP.</li> <li>• The following declarations of interest were made                             <ul style="list-style-type: none"> <li>- The wife of Mr M Dunkley works for SHARE MAT</li> </ul> </li> </ul>	
377.	<p><b>Matters for any other business</b></p> <p>There were no items of other business for discussion.</p>	
378.	<p><b>Representation</b></p> <p>The following matters of representation were noted:</p> <ul style="list-style-type: none"> <li>• Resignation of Adam Ahmed, Member 15.10.19</li> <li>• Appointment of Prof. Jonathan Glazzard, Director 5.12.19</li> </ul>	

<b>Agenda Item</b>	<b>Discussion and Decisions</b>	<b>Action – who/by</b>
	<ul style="list-style-type: none"> <li>• Appointment of Naveed Javaid, Director, 5.12.19</li> <li>• Appointment of Alan Aiziewood, Trust Governor, Royds Hall, 5.12.19</li> <li>• Appointment of James Metcalfe, Trust Governor, HA/Mill 5.12.19</li> <li>• Appointment of Marcus Davy, Trust Governor Royds Hall 5.12.19</li> </ul>	
<p><b>379.</b></p>	<p><b>Minutes of the previous meeting held on 3 October 2019 and any matters arising from the minutes</b></p> <p><b>RESOLVED:</b> That the minutes of the meeting held on 3 October 2019 be approved and signed by the chair as a correct record of the meeting subject to the following amendment;</p> <p style="text-align: center;"><u>Minute 367(a) Remuneration Committee</u> In the second line, remove 'at Heaton Road'.</p> <p>The following Matters Arising were discussed;</p> <p><u>Safeguarding, Training and H&amp;S (Minute 371 refers)</u></p> <p>It was noted that the Health and Safety review to be carried out by the Chair is in progress.</p>	
<p><b>380.</b></p>	<p><b>CEO's report to Directors</b></p> <p>The Chief Executive's Report December 2019 had been circulated before the meeting. The CEO updated the meeting.</p> <p>(a) <u>2019 pupil outcomes</u></p> <p>Inspection Data Summary Reports (IDSR) had been circulated before the meeting. It was noted that it is important for Directors to review and ask questions / challenge the CEO. The CEO also circulated 2019 Inspection Data Summary Reports (IDSR) - December 2019 SOAP Reports – CEO Comments.</p> <p>The CEO highlighted key points.</p> <ul style="list-style-type: none"> <li>- Disadvantaged pupil cohort attendance is an issue in some schools</li> <li>- Pupil Exclusions are below the National Average in the Trust. There have been Permanent Exclusions in primary years 1 and 2. These were due to extreme violent behaviour.</li> </ul>	

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	<p><b>Q. In respect of Millbridge problems with staff and leadership, what action is being taken to resolve issues?</b></p> <p>A. A new Head of School was appointed in June 2019 and Jim McGrath has done a review. Leadership is now stronger and staff are on board. The key issue remaining is to fill the gaps in learning. The CEO is performing learning walks and there is also a Quality Assurance programme in place.</p> <p><b>Q. What are the key issues that the CEO wants to highlight to the Directors?</b></p> <p>A. Attendance by Disadvantaged pupils is an issue at some schools in the Trust.</p> <p><b>Q. Do staff understand issues with attendance of disadvantaged pupils?</b></p> <p>A. Yes. This is a small number of pupils with multiple needs for example at Shelley College, a full time Attendance Officer is in place and different approaches are being used. A lot of effort is being made to resolve the problems with attendance by disadvantaged pupils.</p> <p><b>Q. What are the criteria for Disadvantaged pupils?</b></p> <p>A. These include Free School Meals and Looked After Children. In some cases issues are complex and include family breakdown. Kirklees have not progressed some prosecutions for non attendance because mental health issues have been declared.</p> <p><b>Q. Do prosecutions work?</b></p> <p>A. There is mixed success.</p> <p><b>Q. Are resources in place to ‘knock on doors’?</b></p> <p>A. Yes and this happens at most schools in the Trust.</p> <p><b>Q. What is the gap between average attendance and attendance in the disadvantaged group?</b></p> <p>A. The attendance for the disadvantaged group is 3% to 4% lower than the school average nationally</p> <p><b>Q. Do the DfE have a requirement for attendance?</b></p> <p>A. No. Anything below 90% is persistence absence. The national average for attendance was 94.5% in 2017/18.</p>	

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	<p><b>Q. Are we happy that data provided by staff is robust and correct?</b> A. Data is an indicator but it is variable across the Trust. Moderation is done across the Trust. Data is useful but should be considered together with Peer Review information and Quality Assurance reporting to get an overall view.</p> <p><b>Q. Are Head Teachers and staff doing the best they can to provide accurate data?</b> A. Yes in general.</p> <p><b>Q. Is there anything that can be done to Improve the data collection process?</b> A. Staffing stability improves data quality as does moderating standards across the trust.</p> <p><b>Q. Data is important but should we also focus on the Quality of Teaching and Quality of Education.</b> A. Reviews of Schemes of Learning and Deep Dives are being done with a focus on quality of planning and sequencing. Deep Dive reports are included in appendices circulated and are available for review on Office 365.</p> <p><b>Q. Is the CEO happy that issues are identified, resolved and improvements made.</b> A. Yes. The biggest challenge is recruitment of good quality teachers, particularly in shortage subjects, such as science or computing.</p> <p><b>Q. Is teacher recruitment a local area issue?</b> A. This is a national issue for science teachers. Science teachers often leave teaching to go into industry. The Trust retention of teachers is not as much of an issue as recruitment.</p> <p><b>Q. Do we ‘grow our own’ teachers?</b> A. Yes. The Trust has a teaching school but there are very few science and maths trainees applying.</p> <p><b>Q. Are we involved in Teach First?</b> A. Yes and it works well.</p>	

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	<p>(b) <u>Safeguarding</u></p> <p><b>Q. What was the issue at Cowlersley with gaps in practice identified by the safeguarding audit?</b>            A. Required checks had been done but the Single Central Record had not been updated on site. New Software will be in place early in 2020 which will provide a cloud-based system for the Single Central Record. This will enable identification of gaps across the Trust.</p> <p><b>(c) DELETED – Minute 388 refers</b></p> <p>(d) <u>De-amalgamation of Royds Hall Community School</u></p> <p>The CEO updated that the de-amalgamation is progressing well with few responses from parents, all of which have been positive.</p> <p>(e) <u>Academy name Changes</u></p> <p>There has been a consultation process on name changes. Ofsted will visit the schools involved in the de-amalgamation but this will not be an inspection, rather a check that a good quality curriculum will be delivered.</p> <p><b>RESOLVED:</b> That the proposed academy name changes from Cowlersley to 'Woodside Green A SHARE Primary Academy' and from Beech to 'Lily Park A SHARE Primary Academy' be approved as from September 2020.</p> <p><b>Q. Will there be a change of school uniform?</b>            A. Yes at one school and badges will change at both.</p> <p><b>Q. Will 'SHARE Academy' be on signage?</b>            A. Yes.</p> <p><b>Q. Will Royds Hall be split into 3 schools?</b>            A. Yes. There will be a federation between primary schools.</p> <p>(f) <u>Finance Report</u></p> <p>Mrs C Potterton updated the meeting.</p>	

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	<ul style="list-style-type: none"> <li>• 2018-2019 Annual Report and Financial Statements – The Audit has been completed and the Audit and Risk Assurance Committee have reviewed Draft 2018-2019 Annual Report and Financial Statements to be presented to the AGM on 5 December 2019. Reserves carried forward are £2.067m.</li> <li>• 2018-19 Outturn results Key Variances – Outturn was £+330k, a positive variance of £+550k due Staffing and Technology cost savings and deferred costs which will be incurred in 2019-2020.</li> <li>• 2019-2020 Spending Review as at period 2 – There are no issues. Spending is in line with budget and Central Services is giving improved control of spend.</li> <li>• Review of Governance, Finance &amp; Resilience – The Charities Commission has designed 15 questions to help Charity Trustees carry out the review.</li> </ul> <p><b>ACTION:</b> Mrs C Potterton to recirculate the questionnaire for completion by Directors by Monday 9 December 2019.</p> <ul style="list-style-type: none"> <li>• School Resource Management Self-Assessment Tool – A response was submitted by the ESFA deadline of 14 November 2019. The next step will be to complete the dashboard analysis which will be presented to the board meeting on 13 February 2020 for discussion and review.</li> </ul> <p>(g) <u>Operations Report</u></p> <p>Mrs D Howard updated the meeting.</p> <ul style="list-style-type: none"> <li>• The ICT rollout is going well and is ahead of planned timescales.</li> <li>• Mellors took over the catering contract at Shelley College on 1 November 2019 and this is going well.</li> </ul> <p>(h) <u>Marketing Report</u></p> <p>Mrs J Newson updated the meeting.</p> <ul style="list-style-type: none"> <li>• Training for the new App parental communication tool will take place before Christmas.</li> <li>• Four new school websites will be launched before Christmas</li> <li>• Recruitment for the Marketing and Communications officer post is in progress.</li> </ul>	<p><b>CP / All Directors</b></p>

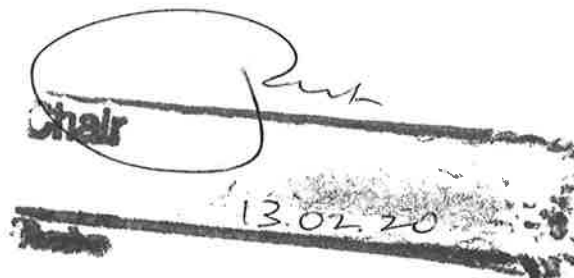
<b>Agenda Item</b>	<b>Discussion and Decisions</b>	<b>Action – who/by</b>
381.	<p><b>Progress of the Trust Improvement Plan</b></p> <p>The Trust Improvement Plan and Survey results for Staff, Parents and Pupils had been circulated to Directors.</p> <p><b>Q. How often are surveys done?</b>            A. Once a year.</p>	
382.	<p><b>School Performance Data</b></p> <p>This was covered under the CEO's report to Directors above.</p>	
383.	<p><b>Governance</b></p> <p>Governance was covered under CEO's Report to Directors above.</p>	
384.	<p><b>Audit &amp; Risk Committee Update</b></p> <p>The last meeting of the Audit and Risk Committee reviewed the Annual Accounts and Financial Statements for Year ended 31 August 2019.</p> <p><b>Q. What is the Trust gender pay gap?</b>            A. It is 20.9%</p> <p><b>Q. This seems high?</b>            A. Females are in lower paid roles including ETA's and Lunchtime Supervisors. The Trust is in line with similar institutions in the sector.</p> <p>A review of Committee effectiveness has been completed by the Audit and Risk Committee;</p> <ul style="list-style-type: none"> <li>- Work for the year was summarised.</li> <li>- RAG ratings were completed.</li> <li>- Training requirements of the committee should be reviewed.</li> </ul> <ul style="list-style-type: none"> <li>- Internal Audit areas of focus for the current year have been agreed</li> </ul> <p><b>ACTION:</b> More members are required for the Audit and Risk Committee.</p>	<p><b>Chair</b></p>

<b>Agenda Item</b>	<b>Discussion and Decisions</b>	<b>Action – who/by</b>
385.	<p><b>Safeguarding, Training and H&amp;S</b></p> <p>Mrs L Rawlinson updated the meeting;</p> <ul style="list-style-type: none"> <li>• The Trust has a clear policy on Safeguarding</li> <li>• A governor review of Safeguarding will be performed.</li> <li>• A Single Central Record (SCR) is held by each academy. There are currently some problems because the central SCR has not always been copied to individual schools but this will be resolved by new software to be implemented in Q1 2020.</li> <li>• Mrs L Rawlinson will visit all Trust sites to check adherence to the Safeguarding Policy including; <ul style="list-style-type: none"> <li>- Maintenance of the Single Central Record is adequate.</li> <li>- Check awareness of Safeguarding with staff and children and that they know how to raise a concern.</li> <li>- Check Roles and Responsibilities.</li> </ul> </li> </ul> <p>The CEO has done training with Governors on the new Ofsted Framework.</p> <p>The Health and Safety review by the Health and Safety Director will be arranged.</p> <p>Directors are required for Looked After Children and Disadvantaged and Equality and SEND. These are two separate roles.</p> <p><b>RESOLVED:</b> That Mr J Glazzard will be the Director for Looked After Children and Disadvantaged and will also be the Director for Equality and SEND</p>	
386.	<p><b>Approval of Policies</b></p> <p><b>RESOLVED:</b> That the policies below be approved and adopted.</p> <ul style="list-style-type: none"> <li>- Teacher Pay Policy</li> <li>- Support Staff pay Policy</li> </ul> <p>It was noted that the CEO appraisal has been completed and circulated.</p>	
387.	<p><b>Correspondence</b></p> <p>None.</p>	



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388.	<p><b>Agenda, minutes and related papers – school copy</b></p> <p><b>RESOLVED:</b> That minute 380(c) be excluded from the copy to be made available at the School, in accordance with the Freedom of Information Act.</p>	

The Chair closed the meeting at 10.10am.



Chair

13.02.20

