

Kirklees Directorate for Children & Young People

Company no: 07729878

THE BOARD OF DIRECTORS OF SHARE MULTI ACADEMY TRUST

Minutes of the meeting of the Audit & Risk Assurance (A&RA) Committee held at 5:30pm via Microsoft Teams on Thursday 10 June 2021.

Present

Mr M Dunkley (Chair), Mrs M Campbell, Mrs D Howard (Director of Operations), Mr J McNally (Chief Executive Officer), Mrs E Lewis, Mr P Marshall, Mrs C Potterton (Director of Finance), Mr V White, Ms K Wallett

In Attendance

Ms E Kilner (Minute Clerk)

Agenda Item	Discussion and Decisions	Action who/by –
308.	<p>Apologies, consent and declarations of LAAPs and interests</p> <ul style="list-style-type: none"> • There were no apologies for absence. • Declarations of Interest <ul style="list-style-type: none"> - Mr Dunkley declared an interest as his wife works for SHARE Multi-Academy Trust (the Trust). - Mr Phillip Marshall noted that he is the Chair of MAST Trust Board. 	
309.	<p>Matters for any other urgent business</p> <p>There were no items of Any Other Business.</p>	
310.	<p>Minutes of the previous meeting held on 25 February 2021</p> <p>RESOLVED: That the minutes of the meeting held on 25 February 2021 be approved and signed by the Chair as a correct record of the meeting subject to the amendment below.</p>	

Agenda Item	Discussion and Decisions	Action who/by –
	<p><u>Minute 306 (Any Other Urgent Business)</u></p> <p>In the answer to the second question at the top of page 167, replace ‘Weavill and Sudworth’ with ‘Wheavill and Sudworth’.</p> <p>The following matters arising were noted:</p> <p>(a) <u>Policies for Review and Approval (Minute 302 refers)</u></p> <p>Mrs C Potterton updated that the Procurement Policy will be reviewed again when EU guidance has been received. This may take 12 to 18 months.</p>	
311.	<p>COVID-19 Update</p> <p>The CEO and the Director of Operations updated the meeting:</p> <ul style="list-style-type: none"> • Covid cases were high in Kirklees before half term. Face coverings continue to be worn in school in line with Kirklees guidance. • There were cases in schools before half term that resulted in bubble closures. We do not know of any cases since half term. • Cases before half term were higher in Secondary schools with 24 confirmed cases at Royds Hall, 15 at Thornhill and 14 at Shelley College. These cases did result in bubble closures. • Surge testing took place at Royds Hall on 27 May and there is a pilot in progress of regular testing instead of isolation. • As yet we do not know what arrangements will be in place in September 2021. We will continue to monitor and plan over the summer months. 	
312.	<p>Consider internal scrutiny reports and actions</p> <p>The Director of Operations updated the meeting:</p> <ul style="list-style-type: none"> • The Internal Audit Report April 2021 covered Payroll. The payroll function was brought in house in April 2020. • There were no recommendations arising from the Internal Audit report. 	

Agenda Item	Discussion and Decisions	Action who/by –
	<ul style="list-style-type: none"> We are very pleased with the report given that the function was brought in house in April 2020. <p>Q. Why is the table in section 4 not completed? A. This is because there were no recommendations but it would have been more useful if a comment had been included to make this clear.</p> <p>Q. Was the audit conducted remotely and was all required information provided to the auditors? A. Yes it was remote and all information was provided.</p> <p>Q. Do we know which area will be covered by the next Internal Audit? A. This can be agreed after review of key risks at item 7 on the agenda.</p>	
313.	<p>Final review of External Audit Management Letter for the previous year</p> <p>The Director of Finance noted that there are no actions to carry forward and the External Audit Management Letter from the previous year was clean.</p> <p>The External Auditors are newly appointed for the current financial year.</p> <p>Q. How is planning going with the new External Auditors? A. A meeting has been held with the lead auditor and partner from BHP. Scoping and online methodology have been discussed. Online training in BHP systems has been booked.</p>	
314.	<p>Review of Key Risks facing the Trust</p> <p>The Director of Operations updated the meeting. The Risk Register and Risk Register Review June 2021 documents had been circulated before the meeting.</p> <p>Q. How is the Ofsted report into Sexual Harassment in schools being approached in SHARE MAT and should this be included in the Risk Register?</p>	

Agenda Item	Discussion and Decisions	Action who/by –
	<p>A. SHARE MAT have dealt with past cases robustly. When cases are reported they are dealt with effectively. A Consent and Conduct programme is already in place at schools. The scale of this problem is greater than anyone realised. A discussion will take place with secondary school Head Teachers with a focus on how to educate pupils on appropriate conduct and how to report concerns. Peer on peer abuse is recorded and cases are treated sensitively and dealt with. The risk is probably already covered in the Risk Register under Failure to Safeguard Pupils which already has an Amber rating due to the severity of the impact on lives. At this stage, no changes to the risk register are required but the Trust Improvement Plan will need to be updated.</p> <p>Q. Should actions be taken in KS2?</p> <p>A. Yes. Safeguarding is a key issue including gangs and the many risks that young people face. National concerns will help awareness. Programmes are already in place for Year 5 and Year 6 in Primary schools.</p> <p>Q. Why is the Reporting to Directors risk still amber and what do we need to do to move this to Green?</p> <p>A. Scores are a combination of likelihood and impact. The Likelihood can be low but if the impact is high, the overall risk will still remain at Amber.</p> <p>Q. The Cyber attack risk is still Red, even after actions have been taken?</p> <p>A. We are doing all we can but there is still a possibility of a Cyber attack and the impact is massive. There is a view that Cyber attacks should be considered a ‘when’ not an ‘if’. Attacks are becoming increasingly sophisticated. The Trust does all it can to prevent a Cyber Attack and there is new training which will be circulated to all staff.</p> <p>Q. Do we have counter measures in place in case of a Cyber attack via a 3rd party software provider?</p> <p>A. This can be checked with the IT manager.</p>	

Agenda Item	Discussion and Decisions	Action who/by –
	<p>Q. Can we consider if the Teaching Hub should be added to the Risk Register?</p> <p>A. The Teaching Hub initial financial plan has just been received by the CEO:</p> <ul style="list-style-type: none"> - There is a risk of low numbers of teachers on the Early Career Framework – we currently expect 250 for the first year. - Most schools and colleges in Kirklees are working with the Teaching Hub. - We expect to receive a grant of £200k each year. The Hub will also receive income per Early Career Teacher and for National Professional Qualifications. - The initial financial view is total income £537k vs costs of £430k which indicates that financial risk will be manageable <p>Q. Is the Hub expected to Break Even or make profit?</p> <p>A. Any profits would have to be shared, perhaps by the provision of free training.</p> <p>Q. What would happen if the Hub were in deficit?</p> <p>A. This would be a risk to the Trust but in this case, we would ask the DfE to support.</p> <p>Q. Which area of risk should we consider for the next Internal Audit Report?</p> <p>A. Proposed that this should be ICT and the risk of Cyber attack.</p> <p>Q. Who does the ICT manager report to?</p> <p>A. The Director of Operations.</p> <p>Q. When should the next Internal Audit Report be completed?</p> <p>A. We should aim for completions and reporting by the end of the calendar year to ensure that we have completed two Internal Audit reviews in a 12 month period.</p> <p>It was noted the that we should include any external reviews in our overall view of 'Internal Audit'. This would include the Peer on peer reviews performed by Jim McGrath and reviews of the SEND provision being done as part of NPQEL work.</p>	

Agenda Item	Discussion and Decisions	Action who/by –
	<p>RESOLVED: That the next Internal Audit Report will cover ICT and Cyber attack.</p> <p>ACTION: The Director of Operations to check what counter measures are in place in case of a Cyber attack via a 3rd party software provider.</p> <p>ACTION: Teaching Hub financial plans to be reviewed at the next meeting of the A&RA Committee.</p> <p>ACTION: Consideration of if the Teaching Hub should be included on the Risk Register to be discussed at the next A&RA meeting.</p> <p>ACTION: The Director of Operations to progress the Internal Audit Report covering ICT and the risk of Cyber Attack.</p>	<p>DoO</p> <p>Chair / CEO</p> <p>Chair</p> <p>DoO</p>
315.	<p>Draft budgets 2021/22</p> <p>The Director of Finance updated the meeting. 2021-22 Indicative Budget Reports to Audit and Risk Assurance Committee 10 June 2021 had been circulated before that meeting.</p> <ul style="list-style-type: none"> • The overall in year deficit has now reduced to £29k. Activities are still progressing to further reduce this deficit. • Reserves are still very healthy, expected to be £2.8m at the end of the 2021-22 financial year. • Work to identify savings is still progressing at individual schools. • Budget assumptions were summarised. <p>Q. If NQT salaries are increased to £30k, will this impact other teacher salaries?</p> <p>A. We have not yet seen formal proposals from the government but there would be anomalies if this were progressed.</p> <p>DELETED – Minute 319 refers</p>	

Agenda Item	Discussion and Decisions	Action who/by –
	<p>Q. At what point would the Senior Leadership Team decide to invest in a school?</p> <p>A. It has been a difficult financial year for Woodside green with 6 lost pupils and 2 class teachers on maternity leave. We could consider differentiated top slice for smaller schools and the addition of Whitcliffe Mount may give an opportunity to reduce the overall top slice which would benefit Woodside Green and other struggling smaller schools.</p> <p>Q. Is there a reason why the SHARE MAT does not keep the overall GAG and not have individual school budgets?</p> <p>A. In practice the Trust Board do have overall control of school budgets but the mechanism of individual school budgets is important to manage the overall performance of the Trust.</p> <p>Q. What is the process and timescale for Whitcliffe Mount Due Diligence?</p> <p>A. Our Due Diligence process is based on the Academy Ambassadors process but has more detail. Areas covered include HR, Operations, Finance and Quality of Education and Provision. Consultation with parents and staff is planned for 21 June 2021. The aim is that the governors and Board decisions are made before the end of the summer term with the conversion taking place in the Autumn term.</p> <p>Q. How have we managed to improve the overall budget deficit position for Share Mat in such a short time?</p> <p>A. Key areas of change include Thornhill (budget changes for staff vacancies, historic contingency and additional funding for pupil growth), Shelley growth in 6th form and lower school, bringing forward one-off costs where possible into the 2021-21 financial year and the impact of staff restructures.</p> <p>The Chair thanked the Director of Finance for the ‘best estimate’ approach and the progress made in reducing the deficit.</p>	
316.	Review of the A&RA Committee	

Agenda Item	Discussion and Decisions	Action who/by –
	<p>The Director of Finance proposed a similar approach to review of the A&RA Committee as last year:</p> <ul style="list-style-type: none"> • The Director of Finance will draft a summary of A&RA Committee key activities and work done in the year. • A questionnaire will be circulated to A&RA Committee members before the end of June 2021. • The first meeting of the A&RA Committee in the Autumn term will review that A&RA Committee key activities report, Draft Terms of Reference, Work Programme and Survey outcomes. <p>Q. Should we consider how best the A&RA Committee should communicate with Local Governing bodies in SHARE MAT?</p> <p>A. Yes we should as communication of the work done is very important.</p> <p>ACTION: The Chair, CEO and Director of Finance to discuss how best to communicate the work of the A&RA Committee to Local Governing bodies.</p> <p>ACTION: The Director of Finance to progress with review activities proposed including circulation of the survey.</p> <p>ACTION: All members of the A&RA Committee to return the completed survey before the start of the Autumn term</p> <p>ACTION: The agenda of the next A&RA Committee to include review of A&RA Committee Activities, Survey outcomes, Draft Terms of Reference and Work Programme.</p> <p>ACTION: Review of the A&RA Committee Work programme to be included as a standard agenda item at the start of each meeting.</p>	<p>Chair, CEO, DoF</p> <p>DoF</p> <p>All</p> <p>Chair</p> <p>Chair</p>
317.	<p>Correspondence</p> <p>None.</p>	

Agenda Item	Discussion and Decisions	Action who/by –
318.	Any other urgent business There were no items of Any Other Business.	
319.	Agenda, minutes and related papers – Trust copy RESOLVED: That part of minute 315 be excluded from the copy to be made available at the Trust, in accordance with the Freedom of Information Act.	

The meeting closed at 6.56pm