

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 8am on Thursday 9 December 2021.

Present

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

In Attendance

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

Agenda Item	Discussion and Decisions	Action – who/by
506.	<p>Apologies, Consent and Declarations of LAAPS and Interests</p> <ul style="list-style-type: none"> • The Chair welcomed all to the meeting. • There were apologies for absence from Prof J Keay and Mr M Dunkley (with consent). • There were no declarations on interest. 	
507.	<p>Matters for any Other Urgent Business</p> <p>There were no items of Any Other Business noted.</p>	
508.	<p>Representation</p> <p>There were no matters of representation.</p>	
509.	<p>Minutes of the Previous Meeting held on 7 October 2021 and Any Matters Arising from the Minutes</p> <p>RESOLVED: That the minutes of the meeting held on 7 October 2021 be approved and can be signed by the chair as a correct record of the meeting.</p>	

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	<p>Matters arising are noted below.</p> <p>(a) <u>To Confirm the appointment of Directors with Specific Responsibilities (minute 494 refers)</u></p> <p>The Chair noted that the website needed to be updated for Directors Specific Responsibilities.</p> <p>ACTION: Mrs A Eastham to update the website for agreed Directors Specific Responsibilities.</p> <p>(b) <u>Safeguarding – Keeping Children Safe in Education 2021</u></p> <p>ACTION: Mr J Glazzard to sign and return the safeguarding declaration from to confirm that he has read and understood the SHARE MAT Child Protection and Safeguarding Policy 2021/22 and Keeping Children Safe in Education September 2021</p> <p>Q. Can draft minutes be circulated earlier to allow Directors to see actions?</p> <p>A. Yes, it should be possible for draft minutes to be circulated 4 weeks after the meeting.</p> <p>ACTION: Mrs A Eastham to circulate draft minutes to Directors 4 weeks after the meeting.</p>	<p>Mrs A Eastham</p> <p>Mr J Glazzard</p> <p>Mrs A Eastham</p>
510.	<p>CEO Report for Directors</p> <p>The Chief Executive’s Report October 2021 had been circulated before the meeting.</p> <p>The CEO updated the meeting on key areas in the report.</p> <p>(a) <u>School on a page (SOAP) reports</u></p> <p>Key issues were noted.</p> <ul style="list-style-type: none"> • Patterns of attendance have changed since 2019. The evidence is circumstantial but attendance seems to be down in schools where levels of deprivation are lower. • Predictions for GCSEs and other qualifications suggest pupils will perform well in the summer. However, caution is needed this year. 	

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	<ul style="list-style-type: none"> • There is concern for academic performance at primary schools, especially KS1. This is due to the pandemic and disruption to education. We do have catch up plans in place and we are looking for measures to indicate that gaps are being closed. • Teacher Assessments are taking place and Teacher Assessed Grades may be used for GCSEs and other qualifications if exams do not take place. • We do expect more permanent exclusions due to there appear to be more dysregulated pupils. The LA seem to be struggling with capacity. Alternative Provision is stretched. This is a risk but we never permanently exclude lightly. <p>Q. Wales has announced that there will be a further 1 hour per day in schools for catch up, could this happen in England?</p> <p>A. Nothing has been heard. Catch up funding has been allocated for additional time after school. We do have catch up plans in place in all schools and some of the activity is after school.</p> <p>Q. Which age groups are affected most?</p> <p>A. Severe behaviour problems can manifest themselves in different ways in primary and secondary schools but both are experiencing an increase in severe behaviour problems from a small number of pupils. The behaviours can be different. For very young children, part of the challenge is identifying and determining their needs, which be special needs. We only permanently exclude as a last resort.</p> <p>(b) <u>Guidance for directors undertaking specific roles</u></p> <p>A draft guide for undertaking specific roles has been produced and circulated. The guide is based on the Handbook for Governance.</p> <p>Q. Could meetings be arranged, so directors can meet the relevant managers and report to the board?</p> <p>A. Yes this can be arranged and included in the guide.</p> <p>RESOLVED: That the Guide for Directors undertaking specific roles be agreed subject to agreed amendments.</p> <p>(c) <u>Millbridge Ofsted inspection</u></p> <ul style="list-style-type: none"> • Millbridge was inspected under section 5 of the OFSTED inspection framework on 5-6 October 2021. • The report portrays a school that is very strongly good. 	

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	<p>(d) <u>Pupil premium and catch-up plans</u></p> <ul style="list-style-type: none"> • Each academy has completed a pupil premium and catch-up plan, which will be published online this month. Copies of the plans are provided in the directors' Teams folder. • We can be reasonably confident income for pupil premium and catch-up will remain quite high for the next three years or so, given the recent government spending review. <p>(e) <u>COVID 19</u></p> <p>We do not expect schools to have to close again but there is uncertainty with the new Omicron variant. Cases in schools are currently low.</p> <p>Q. Are we ready to go back to remote learning if we need to? A. Yes we are. The Primary offer could be extended to include more live lessons.</p> <p>Q. Are there any impacts of recent announcements? A. Not yet. We already have face masks in public areas and we are being cautious with events.</p> <p>Q. Would a whole class close if there were an Omicron case? A. Track and Trace / Head Teachers would identify close contacts rather than whole class closure.</p> <p>Q. Do we have any Omicron cases confirmed? A. Not that we know of.</p> <p>(f) <u>Trust review meeting</u></p> <ul style="list-style-type: none"> • The Chair, CEO, Director of Finance and Prof J Keay met a team from the Regional Schools Commissioner's office on 15 November. • ESFA representatives were also in attendance. • The meeting covered our strategic plan, the performance of our academies, the impact of COVID and catch-up. • There were a lot of questions about pupil attendance, which is probably a national agenda driven by ministers. • We think the outcomes were positive but there seemed to be a fixed agenda of offering support, none of which we thought was particularly relevant to our needs. 	

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	<ul style="list-style-type: none"> • These meetings will be more frequent now and we can look forward to another one in the spring term. • We are just about ready to start the next stage of the Ambition Trust diagnostic review. <p>(g) <u>Whitcliffe Mount conversion progress</u></p> <ul style="list-style-type: none"> • We have submitted the application to the Regional Schools Commissioner. • This should not be a controversial decision because Whitcliffe has an OFSTED rating of good. • The RSC have updated that the conversion will be considered by the Advisory Board on 24 February 2022. • Our solicitors will be Schofield Sweeney. They will complete the next stages of the due diligence process and the legal aspects of conversion. • We have also analysed the additional staff or costs we need to budget for when Whitcliffe join. They include a new, Assistant Director of School Improvement, who will split his/her time between trust and teaching school hub activities. <p>Q. Do we think that conversion will now be after Easter 2022? A. Yes. We expect conversion to be on 1 June 2022 or 1 July 2022.</p> <p>(h) <u>Teaching School Hub (TSH)</u></p> <ul style="list-style-type: none"> • A TSH governor meeting was held on 11 November 2022. • The hub has comfortably exceeded targets for participation in the Early Career Framework programme, recruitment for the new, National Professional Qualifications has gone well and we have recruited more schools to our Appropriate Body service than we expected. • We currently expect the hub to break even financially. • In future years, we should operate with a financial surplus. • We now intend to advertise for a new Assistant Headteacher, to deputise for Lucy on hub business and Rebecca on school improvement activity (see above). • We need an extra person because of the increased demand for the Appropriate Body service and to take over the organisation of the NPQs. This task had previously been undertaken by a leader from one of our partners. • The government have responded to the review of Initial Teacher Training. Teaching School Hubs will be expected to play a leading 	

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	<p>role in future delivery. This is a great opportunity but will require significant resources.</p> <p>Q. Do we have candidates for the Assistant Head Teacher roles in the Trust?</p> <p>A. We do but this is a good opportunity to bring in new people. We need to build leadership capacity.</p> <p>Q. What are the timescales for recruitment as some funding will be from the increase in the central fund if Whitcliffe Mount join.</p> <p>A. Whitcliffe Mount are already making a contribution and can start to buy in more services from the Trust if approval is given by the RSC in February.</p> <p>Q. DELETED – Minute 520 refers</p> <p>A.</p> <p>Q. Could the TSH bring value to the Trust?</p> <p>A. We think it will make a positive difference. It will enable us to train more teachers. We already recruit a substantial number of trainees and they have had a very positive impact on standards.</p> <p>Q. Do we have a Business Case for Teacher Training Status?</p> <p>A. This review was only received recently. The Business case will be progressed. The two Assistant Head Teacher roles will be advertised in January 2022 with appointment from February 2022.</p> <p>RESOLVED: That approval is given for the recruitment of two Assistant Head Teacher roles to progress.</p> <p>(i) <u>Royds Hall restructure progress</u></p> <ul style="list-style-type: none"> • The review meeting with the RSC did give us an insight into the next steps of the process. Our proposals for de-amalgamating Royds Hall and closing Lily Park were described as logical and well-considered. • The RSC office said they have been checking our evidence. This included undertaking their own research into pupil numbers and demand in Kirklees. <ul style="list-style-type: none"> • DELETED – Minute 520 refers 	

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	<p>(j) <u>School improvement activity</u></p> <ul style="list-style-type: none"> • Jim McGrath has led our peer reviews again this year. We delayed the Millbridge review until January but otherwise the process will be complete by 3 December. • The reports we have available are provided in Teams. • We asked Jim to review Personal Development and the PSHE (Personal, Social, Health and Emotional) curriculum. • Rebecca Hesmondhalgh, our Director of School Improvement, has focused on secondary curriculum plans this term. Although our existing plans meet requirements, we thought subject leaders could think more deeply about how knowledge builds over time. • Primary leaders are also refining the curriculum. Michelle has a team of lead practitioners, who are supporting colleagues and writing examples of high quality curriculum plans. The teams are looking at reading, early years and foundation (non-core) subjects. • Primary reading specialists are supporting colleagues in secondary schools, to help improve our reading recovery programmes. <p>(k) <u>Behaviour, safeguarding & mental health</u></p> <ul style="list-style-type: none"> • Emily Devane has organised network meetings for Designated Safeguarding Leads, pastoral leaders and mental health leaders. This will help establish best practice and common systems across the trust. • Emily has also worked with Andy Jinks, our data manager, to produce another Power BI package, which allows us to interrogate safeguarding and behaviour concerns in a far more sophisticated way. For example, we can spot which year groups are more likely to be at risk, what those threats might be and where they are most likely to happen. <p>Q. Which part of the Trust does Emily work in? A. Emily is a Deputy Head Teacher at Royds Hall and also works across the Trust.</p> <p>(l) <u>Finance</u></p> <p>The Director of Finance updated the meeting. Updates and summaries were provided on the areas below.</p> <ul style="list-style-type: none"> • 2020-21 Annual Report and Financial Statements 	

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	<ul style="list-style-type: none"> • 2020-21 Reserves – key variances between actual and forecast reserves • 2021-22 Consolidated Budget Plan • 2021-22 Spending Review (as at period 2) • 2022-23 Funding Forecast (Government Spending Review 21) <p>Q. In relation to the ESFA suggestion that the Trust should spend the surplus, is this prudent?</p> <p>A. There is no stipulation on the level of surplus that should be held and there is no risk of clawback. The 3 to 5 year Spending Plan allows us to be confident in our reserves but we do need to do a Capital Plan. We would not run down reserves below target reserves of 8%.</p> <p>Q. Are we able to review the top slice before the Spending Review for 2022 is available in March 2022?</p> <p>A. We want to be prepared with a number of models as options.</p> <p><u>(m) Operations</u></p> <p>The Director of Operations updated the meeting on key matters from the report.</p> <ul style="list-style-type: none"> • Kirklees Planning Committee have approved the fencing at Royds Hall and work is now in progress. • A difficult long term sickness case with a grievance raised has now reached agreement via ACAS and the grievance has been withdrawn. <p>Q. How would we deal with any damage to the fence? This may be a potential given objections made?</p> <p>A. There was a lot of mis information in objections. We do have vandalism on the site. If we do get damage we are insured and the police will be involved. The fencing is a deterrent.</p> <p>Q. Will we check the quality of the work before we pay?</p> <p>A. Yes we will and always do. Checks will also be done by SPIE.</p> <p>Q. Do we have cameras in place?</p> <p>A. Yes but it is not possible to see the whole area.</p> <p>Q. Is the field still accessible?</p> <p>A. Yes the field and the woods are still accessible. There is no impact to public footpaths.</p>	

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511.	<p>CEO Appraisal</p> <p>It was noted that the CEO appraisal has now been completed by Prof J Keay and Mr D Quinn.</p> <p>The CEO noted that this had been a good experience.</p> <p>ACTION: A Recommendation from Prof J Keay and Mr D Quinn to be considered by the Board of Directors for ratification and then next steps can be agreed.</p>	
512.	<p>Verbal Updates from NE Directors</p> <p>(a) <u>Confirmation of Directors with Specific Responsibilities</u></p> <p>RESOLVED: That Directors with Specific Responsibilities be agreed as follows.</p> <ul style="list-style-type: none"> • Director of Safeguarding – Mrs L Rawlinson • Director of IT and Employee matters – Mr M Day • Director of Looked After Children & Disadvantaged - Prof J Glazzard • Director of Equality & SEND – Mr N Javaid • Director of Training – Prof J Keay • Director of Health & Safety and Operational matters – Mr A Kent • Director of Behaviour & Attendance – Mr D Quinn <p>(b) <u>Verbal Updates from NE Directors</u></p> <ul style="list-style-type: none"> • Safeguarding – Mrs L Rawlinson <ul style="list-style-type: none"> - A lot of work on safeguarding takes place across the Trust. Emily Devane is a key safeguarding contact for Mrs L Rawlinson and has provided a clear view of activity on safeguarding across the Trust. - Safeguarding issues are being reviewed to identify hot spots and patterns. - Regular meetings take place with DSLs across the Trust. - A reassuring amount of work and effort is taking place by Emily Devane and the CEO. • IT – Mr M Day <ul style="list-style-type: none"> - Following the recent Cyber Security report, there is reassurance that there are no significant issues in the Trust. 	

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	<ul style="list-style-type: none"> - Mr M Day has had a meet and greet with the IT team and discussed plans. - Overall, the Trust is in a good position. - Most systems are cloud based and supported by global entities but it should be recognised that even global entities can be hit by cyber security issues. - It should be noted that schools are a target for cyber attacks. <p>Q. If we were data compromised, is there back up and how quickly could we restore data?</p> <p>A. We do have a robust Disaster Recovery plan in place and backups are also in place. Timescales are difficult to estimate but data loss would be under 1 week.</p>	
513.	<p>A&RAC Update</p> <p>The CEO updated that the last meeting on 29 November 2021, which focussed on reviewing the Annual Report and Financial Statements for year ending 31 August 2021.</p>	
514.	<p>Support staff Pay Award</p> <p>The CEO updated the meeting.</p> <ul style="list-style-type: none"> • To date, we have followed the Local Government pay awards for support staff. • Negotiations with Local Government are still ongoing and there is some risk of industrial action in the new year. • Local Government have not made pay awards for support staff. <p>Q. Do we want to continue to follow Local Government pay awards for our support staff?</p> <p>A. Yes, we should stay in line with Local Government pay awards for support staff as we have for teachers pay.</p> <p>RESOLVED: We should continue to follow Local Government pay awards for support staff and await the outcome of the national negotiations.</p>	
515.	<p>Feedback from Governance Group</p> <ul style="list-style-type: none"> • It was noted that the date of the Governance Group meeting was 18 November 2021. • Discussions at the meeting went well but attendance was low. Chairs of governing bodies do need to be encouraged to attend. 	

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	<ul style="list-style-type: none"> Mr V White was recognised as doing a very good job as a Chair of Local Governing Bodies. The Governance Group is very important for communication and this should be highlighted to Chairs of governing bodies. A large part of the discussions at the meeting were Ofsted related. 	
516.	<p>Local Governing Body elections</p> <p>It was noted that Mr R Milthorpe has stepped down as a Governor at Thornhill Community Academy.</p> <p>ACTION: A letter of thanks should be sent from SHARE MAT Directors to Mr R Milthorpe.</p> <p>RESOLVED: That the following appointments to Local Governing Bodies be approved.</p> <ul style="list-style-type: none"> Royds Hall Local Governing Body - Simone Giles to be appointed as a Trust governor. Royds Hall Local Governing Body – Mrs M Wood to be reappointed as a Trust governor not a parent governor. Thornhill Community Academy – Mr B Parkinson to be appointed as a Trust governor. 	Mrs A Eastham
517.	<p>Approval of Policies</p> <p>Q. Is confined space for working with asbestos covered adequately in the Health and Safety Policy.</p> <p>A. Yes this is covered and Risk Assessments are undertaken for any confined space working.</p> <p>RESOLVED: That the following policies be agreed and adopted.</p> <ul style="list-style-type: none"> Early Career Teacher Policy and Procedure Health and Safety Policy and Procedure Quality Assurance Policy and Procedure 	
518.	<p>Correspondence</p> <p>There was no correspondence for discussion.</p>	
519.	<p>Any Other Business</p> <p>There were no items of Any Other Business for discussion.</p>	

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520.	<p>Agenda, minutes and related papers – school copy</p> <p>RESOLVED: That part of minute 510 (h) and part of minute 510 (i) 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 9.30am.