



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 Shelley College at 8.00am on Thursday 19 May 2022.

### Present

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

### In Attendance

Mrs D Howard (Director of Operations)  
 Mrs A Eastham (Executive PA, SHARE Multi Academy Trust)  
 Ms E Kilner (Minute Clerk)  
 Mrs R Hesmondhalgh (Observer)

Agenda Item	Discussion and Decisions	Action – who/by
535.	<p><b>Apologies, Consent and Declarations of LAAPS and Interests</b></p> <p>The Chair welcomed all to the meeting.</p> <p>Apologies for absence were received from Mrs C Potterton with consent</p> <p>There were no declarations on interest.</p>	
536.	<p><b>Matters for any Other Urgent Business</b></p> <p>There were no matters of Other Urgent Business for discussion.</p>	
537.	<p><b>Representation</b></p> <p><b>RESOLVED:</b> That Mr M Day, Mr M Dunkley, Mr A Kent and Prof J Keay are reappointed as Directors from 17 July 2022 for a term of 4 years.</p> <p>It was noted by the Chair that Mr J Glazzard has not attended any recent meetings and has not responded to attempts to make contact. It is proposed that in accordance with the trust's Articles of Association, that Mr J Glazzard should be removed as a director of the Trust Board.</p>	

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	<p><b>RESOLVED:</b> That Mr J Glazzard is removed as a director of the Trust Board.</p> <p><b>ACTION:</b> A letter should be sent from the chair to Mr J Glazzard to inform him of the resolution and to thank him for his hard work and past contributions.</p> <p><b>Q. Do we have a process to appoint new directors?</b> A. Yes we do. The chair of members has been informed as members appoint directors.</p> <p><b>Q. Do we have an optimum number of Trustees?</b> A. We would want to find a replacement for Mr J Glazzard. Recruitment of directors and trustees should be a rolling programme. It may be helpful to increase the number of directors.</p> <p><b>ACTION:</b> Succession planning for directors and skills required to be discussed at the next Board meeting.</p> <p><b>ACTION:</b> We need a director to take Specific Responsibility for Looked After Children and Disadvantaged.</p> <p><b>ACTION:</b> Mrs A Eastham to circulate the outcome of the directors skills survey.</p>	<p><b>Mrs A Eastham/Chair</b></p> <p><b>Chair</b></p> <p><b>Chair</b></p> <p><b>Mrs A Eastham</b></p>
538.	<p><b>Minutes of the Previous Meeting held on 17 March 2022 and Any Matters Arising from the Minutes</b></p> <p><b>RESOLVED:</b> That the minutes of the meeting held on 17 March 2022 be approved and can be signed by the chair as a correct record of the meeting subject to the amendment below.</p> <p style="text-align: center;"><u>Minute 525(a) – CEO Report for Directors</u></p> <p style="text-align: center;">In the first line of the first action at the top of page 334, replace ‘Mrs E Eastham’ with ‘Mrs A Eastham’.</p> <p>There were no matters arising.</p>	
539.	<p><b>CEO Report for Directors</b></p> <p>The Chief Executive’s Report May 2022 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 conversion</u></p>	

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	<p>The process is on track and we are hopeful for a conversion on 1 September 2022.</p> <p><b>Q. Is the leasing of the land just a legal process with no additional risks?</b> A. We are not aware of any risks from leasing the land.</p> <p><b>Q. Are the Governors of Whitcliffe Mount trustees of the Whitcliffe Mount Trust?</b> A. All the trustees are governors of Whitcliffe Mount but they are a subset.</p> <p><b>Q. Are there any cost impacts of leasing the land?</b> A. No.</p> <p>(b) <u>Royds Hall</u></p> <p>We are chasing the RSC for a decision on the de-amalgamation of Royds Hall.</p> <p>(c) <u>Trust Improvement Plan 2021-22</u></p> <p>The SHARE MAT Improvement Plan 2021-2022 DRAFT 2-3 had been circulated before the meeting.</p> <p>The Trust has made good progress in the context of Covid. OFSTED staff and pupil survey results have been analysed and have highlighted that we may need to look at communication and engagement with communities. We also need to ensure that success is celebrated well.</p> <p><b>Q. Do we need to put more actions in place for September in light of some of the SOAP data?</b> A. Actions are in place for recovery across the Trust and we are also using external consultants in schools. We will include any action in our future improvement plans.</p> <p><b>Q. Why are we seeing increases in behaviour incidents?</b> A. We are now using CPOMS to record all incidents. This will allow us to recognise patterns in behaviour better. Many of the increases arise because more concerns are recorded, even if they turn out not to be significant concerns. There are more serious safeguarding disclosures from a small number of pupils. We are uncertain if this is as a direct result of the pandemic or other factors.</p> <p><b>Q. In which subjects do we have curriculum planning issues?</b> A. Curriculum plans are much stronger in most subjects. There are some smaller subjects where further support is needed and</p>	

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	<p>contacts are being made for these subjects across the Trust. We have strengths in all subjects and these need to be shared across the Trust.</p> <p><b>Q. How much control do we have over external companies used for PE in primary schools? How are they teaching the curriculum? This is an area of government focus.</b></p> <p>A. There are gaps in teacher knowledge for PE at primary schools that we need to try to fill. There is still work to do in this area.</p> <p><b>Q. Do we have a consolidated view of the SOAP report?</b></p> <p>A. No but this is something that we could look to develop. The CEO acknowledge that a higher level overview of key performance indicators would be useful.</p> <p><b>ACTION:</b> A consolidated view of the SOAP report with Key Trust Measures needs to be developed.</p> <p><b>Q. In relation to the red areas in the Trust Improvement Plan, will these be the priorities to address?</b></p> <p>A. Not always as the red areas may not always be the top priority for the Trust.</p> <p><b>Q. What is the frequency of staff and pupil surveys and how do we respond to ‘safe in school’ responses from pupils?</b></p> <p>A. We issue surveys at least once per year. We also meet small groups of pupils to explore issues in greater depth.</p> <p><b>Q. Is there a correlation between responses in the pupil survey and safeguarding behaviour issues?</b></p> <p>A. We do triangulate with other evidence and between different responses in the surveys. The pupil and staff surveys are a starting point and meetings are then held to follow up on any potential issues highlighted. ImpactEd have a range of surveys that we plan to use with increased frequency.</p> <p>(d) <u>Trust Strategic Plan</u></p> <p>The CEO noted that the latest version includes ‘Our Guiding Principles’.</p> <p><b>Q. What is the deadline for the completion of the Strategic Plan?</b></p> <p>A. We need to agree the Strategic Plan to allow specific targets to be set for September 2022.</p> <p><b>Q. Has the Strategic Plan been discussed with the Local Governing Body and parent and teacher groups?</b></p> <p>A. We have worked with Head Teachers and they have shared an overview of the plans with governors during Local Governing</p>	<p>CEO</p>

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	<p>Body meetings. The Strategic Plan has been shared with parents. The focus of parents is usually the school not the Trust.</p> <p><b>Q. Can the number of bullet points in objectives be simplified?</b>  A. We can review again after detailed planning has taken place. There is a balance to ensure clarity of understanding.</p> <p>KPI's will be managed at the next stage of the Strategic Plan development.</p> <p>The CEO noted the government White Paper and that the focus is minimum trust size.</p> <p>It was noted that directors do like the Guiding Principles but suggested the wording could be refined. The directors also liked the pyramid approach to the Strategic Plan on a Page.</p> <p><b>ACTION:</b> The CEO to review the wording of the Guiding Principles based on feedback from directors. The draft Strategic Plan will then be circulated by email for approval before the next Board meeting.</p> <p>(e) <u>Length of School Day</u></p> <p>The CEO updated on the government requirements for a minimum school day of 32.5 hours and summarised the proposed secondary school model.</p> <p><b>Q. Do you have extra curricular activities at lunchtime?</b>  A. Yes we do.</p> <p><b>Q. What are the main changes?</b>  A. This varies by school but will be to the timing of breaks and lunchtime.</p> <p><b>Q. Do we allow time for movement to the next class?</b>  A. We do not give a gap but do allow that there is some movement time.</p> <p><b>RESOLVED:</b> The following resolutions were agreed.</p> <ul style="list-style-type: none"> <li>• That the school day model proposed for secondary schools be adopted.</li> <li>• That Head Teachers should decide on the consultation process provided that parents and staff are given a chance to give their views and sufficient notice is given.</li> </ul>	<p><b>CEO</b></p>

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	<ul style="list-style-type: none"> <li>• That schools can implement the changes on the most appropriate date provided implementation is before 1 September 2023.</li> </ul> <p>(f) <u>SOAP</u></p> <p>The CEO noted the increase in Permanent Exclusions at Royds Hall and Whitcliffe Mount. These have been for substantial reasons.</p> <p><b>Q. The SOAP shows a lot of capacity in Primary schools, do we need a focus on recruitment?</b></p> <p>A. Different activities are being undertaken at different schools as appropriate.</p> <p>(g) <u>Teaching School Hub</u></p> <p>The CEO updated that on this occasion the Teaching School Hub has missed out on being approved as an ITT lead provider by 1 mark. This is in relation to the mentoring section. The application will be resubmitted by 27 June 2022 and the section will be re written.</p> <p><b>Q. What are the implications of not being successful?</b></p> <p>A. We would partner with other ITT providers.</p> <p>(h) <u>Finance</u></p> <p>The Director of Finance is working on the budgets and plans for 2022/23 with schools in the Trust. Budgets will be reviewed with directors at the next Board meeting.</p> <p><b>Q. Do we expect the £628k deficit to come down before July 2022?</b></p> <p>A. Yes we do.</p> <p>(i) <u>Operations</u></p> <p>The Director of Operations updated the meeting.</p> <p>The catering contract with Mellors reaches the end of its initial three-year period in August. Our recommendation is that the contract be extended by 2 years from 31 August 2022.</p> <p>It should be noted that due to the current economic climate, Mellors are experiencing issues with the supply chain and the labour market. We do monitor the catering contract closely.</p> <p><b>Q. Is this contract for all schools in the Trust?</b></p>	

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	<p>A. It is for 8 schools. Whitcliffe Mount will continue to use the Kirklees catering service when they convert.</p> <p><b>Q. Do we get any feedback on quality of the food?</b></p> <p>A. We do get comments and the catering company do attend parents' evenings which gives an opportunity for feedback.</p> <p><b>Q. Are we confident in light of cost of living increases and inflation, that the cost of school meals will not become unaffordable?</b></p> <p>A. This is very difficult but we will always provide for families who are struggling. Mellors do have a very wide range of suppliers to help contain costs within budget without compromising on quality or without reducing menu choices.</p> <p><b>Q. Can each school choose menus?</b></p> <p>A. Yes they can from a very wide selection on offer.</p> <p><b>RESOLVED:</b> That the catering contract be renewed with the current provider from 1 September 2022 to 31 August 2024.</p> <p><b>Q. Will the ICT and H&amp;S reports be presented to the A&amp;RAC Committee first?</b></p> <p>A. Yes. In relation to ICT, everything is under control and no concerns were raised. The Health and Safety report will be discussed at the A&amp;RAC Committee before reporting to the Board.</p> <p>(j) <u>HR</u></p> <p><b>Q. Is everything working well with the TUPE for Whitcliffe Mount?</b></p> <p>A. Yes, required preparation work is being done.</p> <p><b>Q. Do we have the capacity to manage Whitcliffe Mount payroll?</b></p> <p>A. Yes, we do have capacity within our existing team.</p> <p>(k) <u>Governance</u></p> <p>It was noted that the GLAD training package has been purchased from the LA. We have a trial for the summer term and we will gather feedback from courses attended.</p> <p><b>Q. Is Induction training compulsory for new governors?</b></p> <p>A. It is recommended and encouraged. We do want new governors to commit to Induction courses.</p>	
540.	<b>Length of the school day</b>	

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	This item was covered under the CEO Report to Directors above.	
541.	<p><b>Verbal Updates from NE Directors</b></p> <p>(a) <u>Safeguarding</u></p> <p>Mrs L Rawlinson updated the meeting.</p> <ul style="list-style-type: none"> <li>• The SOAP reports show activity and the improved reporting of incidents.</li> <li>• Contact has been made with governors with Specific Responsibility for Safeguarding on Local Governing Bodies and some positive responses have been received.</li> <li>• It is important that governors on Local Governing Bodies understand safeguarding issues in schools and the Safeguarding Policy.</li> <li>• Safeguarding is a standing item on all Local Governing Body agendas.</li> </ul> <p>(b) <u>Health and Safety</u></p> <p>The Chair has met with the Operations team and a report will be made to the next A&amp;RAC Committee.</p> <p>(c) <u>Training</u></p> <p>Prof J Keay has a meeting at the Trust after the Directors' meeting today to discuss training.</p> <p>(d) <u>IT</u></p> <p>Mr M Day has had a meeting with the IT team and all areas are being managed well.</p> <p>The Chair noted that directors do need to make contact with governors on Local Governing Bodies.</p> <p>There reformed Governance Group meetings offer an opportunity for directors to meet with governors on Local Governing Bodies, however, the CEO noted that it would be helpful to have a more formal mechanism for contact via chairs of Local Governing Bodies.</p>	
D	<p><b>Approval of Policies</b></p> <p><b>Q. Have the policies been updated significantly?</b></p> <p>A. There have been some changes to the Scheme of Delegation. The changes were summarised.</p> <p><b>RESOLVED:</b> That the policies below be approved and adopted.</p>	

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	<ul style="list-style-type: none"> <li>• SHARE MAT Maternity, Paternity &amp; Adoption Policy &amp; Procedure.</li> <li>• SHARE MAT Equality Policy &amp; Procedure</li> <li>• SHARE MAT Scheme of Delegation</li> </ul> <p>Mrs A Eastham confirmed that the current process for sharing revised policies with directors is working effectively.</p>	
543.	<p><b>Proposed SHARE MAT Directors meeting schedule 2022/23</b></p> <p><b>RESOLVED:</b> That the SHARE MAT Directors meeting schedule 2022/23 be approved.</p> <p><b>Q. Will we continue to hold hybrid style meetings?</b> A. Yes we will continue to hold meetings in this way.</p>	
544.	<p><b>Correspondence</b></p> <p>There was no correspondence for discussion.</p>	
545.	<p><b>Agenda, minutes and related papers – school copy</b></p> <p><b>RESOLVED:</b> That no part of the agenda, minutes or related documents be excluded from the copy to be made available at the academies, in accordance with the Freedom of Information Act.</p>	

The Chair closed the meeting at 9.59am.



Chair

30th June 2022

Date