

**SHINE Multi Academy Trust**

**Annual General Meeting**

Tuesday 10<sup>th</sup> February 2026 at 6.00pm  
Whitemoor Academy

**Present:**

WR – Walaiti Rathore (Chair)  
RW – Rhys Wyborn  
RB – Robert Bevington  
SC - Sam Clulow  
PW - Pat Woodfield

**Apologies:**

KW - Kate Watson, Interim Chief Executive Officer  
EP – Eddie Pearce

**In attendance:**

SB - Sarah Brown, Chief Finance Officer  
LC - Lauren Cartwright, HR Director  
HR - Harriet Roberts, Clerk

<b>1.</b>	<b>Welcome, Apologies and Introductions</b>
	<p><i>SC opened the meeting and welcomed all those in attendance to the meeting.</i></p> <p><i>Apologies had been received from KW and EP.</i></p>
<b>2.</b>	<b>Minutes from previous meeting</b>
	<p><i>Minutes of the Annual General Meeting held on <b>17<sup>th</sup> December 2024</b> had been circulated in advance for Members and Trustees prior awareness.</i></p> <p><i>Members and Trustees approved the minutes as a true and accurate record of the meeting.</i></p>
<b>3.</b>	<b>Trust Board Membership</b>
	<p><i>The following Trust Board resignations were noted:</i></p> <ul style="list-style-type: none"> <li>- <i>Fiona Boyd, Trustee, with effect from 9<sup>th</sup> December 2025</i></li> <li>- <i>Judi O’Leary, CEO and Trustee, with effect from 21<sup>st</sup> April 2025</i></li> <li>- <i>Chris Newton, Trustee, with effect from 30<sup>th</sup> April 2025</i></li> </ul>

4.	CEO Report
<p><b>LC</b></p>	<p><i>KW apologised for being unable to attend the meeting. LC confirmed that she would present KW's report highlights to Members in KW's absence.</i></p> <p>The reason KW is unable to attend the meeting today is due to an Ofsted inspection at one of the Aspire schools under the new framework. KW was keen to be involved in the inspection as it is the first inspection within Aspire Trust under the new framework.</p> <p>There has been a change in the inspection framework, and Ofsted are now coming in with different approach. The inspections are now more in-depth with areas such as inclusion. We have amended our Trust paperwork in line with this, including the school improvement plans and quality assurance documentation. To minimise workload, we have tried to collate both documents. It has been positive amongst the school Headteachers. We have held a few meetings to refine the documents, but they cover a wider scope and allow for more information in one place. Off the back of the first Ofsted, KW will reflect and refine the documents more.</p> <p>We anticipate that Whitemoor and Ironville will be next on the Ofsted list for SHINE schools. They will be receiving more intensive support from school improvement. There is a focus on governance to ensure governors are able to support those processes.</p> <p>A key priority, and focus for Ofsted, is attendance. It takes a lot of work to ensure attendance is where it needs to be. There is a new government initiative called Attendance Baseline Improvement Expectations (ABIE). They are individual, data-driven targets which are tailored to each school's specific context, including location, pupil needs, and deprivation, helping to reduce persistent absence. ABIE can look different at Ranskill where attendance is easily achieved in comparison to Ironville where there is a focus on getting parents to get up and get their kids to school. It reflects Ofsted too. ABIE is positive in this sense. Ironville is the most deprived school, but has the best attendance.</p>
<p><b>SC</b></p>	<p>A table has been published in the last few months which demonstrates that Ironville was the most deprived school in Derbyshire. There is a school in Aspire have that's the same but in Nottinghamshire.</p> <p>It's very good to get an attendance figure like that in the context of the school.</p>
<p><b>RW</b></p>	<p>Derbyshire have removed the Early Help scheme. So, what the school have to do in comparison to county and city schools is huge. They have to be more focussed.</p>
<p><b>LC</b></p>	<p>They have done some great work. All schools conduct attendance audits between each other. The ABIE's provide good data. Schools have received more data from KW.</p> <p>KW has also mentioned Kate Hall (KH), the School Improvement Lead and Head at Scotholme. There are a number of appendices to the report, including a diagram and school improvement model. KW and KH deliver this at all schools. They look at key questions from the school, where they are, where they are aiming and what support they need. KH undertakes "Grow and Shine" reviews, where the school pick any area they want to develop. KH will work with them on developing that area</p>

over the year and will include other experts as required. CPD wise it is positive. KH has also done writing reviews. Writing is the biggest challenge at all schools. It's the hardest thing to get right and the hardest thing to teach. KW then completes CEO quality assurance, which is a layer on top of KH's work to ensure actions are put in place and followed through.

In relation to appraisals, they were previously performance related, but are now more of a CPD process. The first part is CPD and the second part is wellbeing focussed. They have gone down positively. No matter who the Head is, they are having wellbeing conversations with staff.

KW has shared a data table in her report. It looks like a lot of red, but what it doesn't always tell you is the context. It shows performance data, projections and self-evaluation documents. In the first column, two schools are yellow; they are RISE (Regional improvement for standards and excellence) alert schools. RISE is a DfE initiative in England designed to raise educational standards by breaking the link between a young person's background and their future success. It focuses on providing tailored support to schools, particularly those that are underperforming. Due to their data last year, they need some further support and we need to engage with that. It is to do with a particular cohort, or at Langold a tricky leadership situation. We have navigated it. At Ironville, it's because they are the most deprived school. All schools are currently good; that doesn't happen by accident. Combined is one of the pieces of data we have to publish, and we are achieving above in reading, writing and maths. The other RISE priority school is Ironville, and the combined will be hard for them to achieve. The children come in at a very low level. Phonics is a real area of success for Ironville. The EYFS lead has started working in the nursery up the road, and that has really improved data. Most of the children will already be able to access text and put words together.

The EYFS marker is the column with the most red. What is evident that we are seeing in schools is there is a lot of parenting to do first, and children may not be in a vocabulary rich environment at home. There is a lot of pastoral and parental work; there are lots of children who need life skills, such as toilet training.

The 2026 predications show strong data for three of schools, but Ironville and John Hunt are red. There are tricky cohorts coming through. The schools are working with KH and KW.

There are no reds in attendance.

In relation to safeguarding, schools have been asked to self-evaluate. They all work hard to ensure children are as safe as they can be. SHINE do well with the DSL group, which is a strong group of leaders who help each other out.

Looking at the final column, that's the overall RAG rating. I've spoken about inclusion and the growing focus on that; it's something Ofsted really want to see. They will pick a variety of children, mainly from vulnerable groups, and they will see what two days in school is like for those children. It's very intense, but something Ofsted may refine as they go along.

<p><b>SC</b></p>	<p>I was involved in an exclusion for one of the schools. It was the child’s third school, and he was excluded in the end. In relation to the safeguarding side of things, there was 210 pages of evidence over 8 months that was pulled together. It shows the depth teachers are going in to. It was breath taking how well teachers pulled the information together. There seems to be more children needing support coming through the system.</p> <p>The level of need and behaviour is tricky.</p> <p><b>Question:</b> What is Pupil Premium?  <b>Response:</b> It is money for disadvantaged children. The school receive it for families who aren’t earning as much. They must show how they are providing education for everyone, but targeting certain children. The school receive a certain amount of funding, then they have to report back on strategy. It often now gets swallowed up in staffing costs. Ranskill receive £25,000 and Whitemoor receive £300,000 for example. Ironville is 98% Pupil Premium. For example, Booster classes to help with reading and writing is something that is provided using the funding.</p> <p><i>Members expressed their thanks for the information provided and commended the Trust.</i></p>
<p><b>5.</b></p>	<p><b>CFO Report</b></p>
<p><b>SB</b></p> <p><b>SC</b></p> <p><b>SB</b></p> <p><b>SC</b></p> <p><b>SB</b></p>	<p><i>SB shared highlights of the Annual Statutory Accounts with Members.</i></p> <p>We ended 24/25 with accumulative £1.6 million collectively. Budgets are getting tighter. There have been a lot of factors that have impacted the budget, such as lagged funding, paying for teachers, but having to wait for funding and providing extra support for children where funding isn’t available. Whitemoor is losing pupils, but it’s not fallen enough to reduce teaching staff. It looks good but we have been purposely cautious.</p> <p>We are keeping track of future predicted children. Langold have seen a 60 pupil increase due the new build estate. The funding doesn’t exist until the children are in school.</p> <p>In relation to Langold, we are working with the local authority and plan to build three new classrooms. It’s complicated because there is some need in EYFS but there is no funding as they only fund statutory aged children. Luckily, Langold have a lot of ground space. At the moment we have a total of 1,059 pupils on roll. Including nursery, there are 1,172.</p> <p>In the context of Aspire, the numbers are not too dissimilar.</p> <p>There are 283 staff employed at SHINE. The audit was very vigorous. It’s very intense, we have worked with the same company for years. There was concern around resources and whether we had enough money to keep going. But once the merger happens, we aren’t a going concern because we are going to merge. When we do merge, all our assets become a going concern. That’s why they have to note the concern.</p>



	<p><b>Question:</b> What is the impact of the merger?  <b>Response:</b> It's all very positive, including from the DfE. It's not a red line, just a technical term.</p>
<b>SB</b>	Overall, it was a good, clean audit. Minor issues were raised, such as control improvement recommendations, the website missing one trustee's business interest, one school website was not available and one missing PO.
<b>LC</b>	Governance wise, we have struggled. We were behind. So, to get that much for governance, it's a welcome relief.
<b>SB</b>	<p>We have even had to report on energy and cyber security. They checked the minutes from all governor meetings. They check everything.</p> <p><i>The new Finance Handbook was shared with Members for their consideration. No questions or comments were raised.</i></p> <p><i>All Members confirmed receipt of the Annual Statutory Accounts.</i></p> <p><b>Question:</b> In terms of staffing levels, does anything change when the merger occurs? Will any roles be made redundant?  <b>Response:</b> We have completed the TUPE process, which has covered all staff but the central team. There are no change in roles. It's quite likely the Trusts will be run as they are. We don't want to re-write the wheel from day one. Some things can't be changed. The final part of the process was due to complete on Friday, but it will need to be extended. That will cover what the central team will look like moving forward, including roles and responsibilities.</p>
<b>PW</b>	The real cost saving is there will only be one CEO.
<b>SB</b>	We have to have one CFO, but there are two of us. There are two HR Directors too.
<b>PW</b>	<p>There is work taking place in relation to job evaluations and some role definitions.</p> <p>We are hoping to reshuffle things around.</p>
<b>LC</b>	There will be a need for all of you based on the number of schools.
<b>RW</b>	In my view, there is a need for more.
<b>SC</b>	It's about aligning policies and processes and ensuring that those are understood by all parties.
<b>PW</b>	And services; they need to be aligned across the new Trust.
<b>SB</b>	We are trying to ensure that everything moves forward in the right way, taking in to account the future moving forward. Schools are independent and individual, and we want to maintain that. The ethos between SHINE and Aspire is similar. We want to find what works and what is good.
<b>SC</b>	

PW	<p>There is a difference between the SHINE and Aspire set up and the commercial world. In commercial businesses, they often have quite big central teams, but in this example the teams are as small as they can be.</p>
LC	<p>It's a positive that KW is working across both as she can see what each Trust do and then share best practise.</p>
PW	<p>There will be more opportunities in both trusts and hopefully lower turnover as there will be more development opportunities.</p>
LC	<p>All the Aspire schools are in Nottinghamshire. So, Aspire is filling some of our geographical gaps.</p>
WR	<p>There is an air of positivity. However, it is still a challenge, especially for the central team.</p> <p><b>Question:</b> How are Headteachers feeling?  <b>Response:</b> We have communicated regularly with them. It's a worry but we have talked with them in depth and reiterated the positives. Everything will remain the same. There have been open meetings, including unions. We went to all schools with KW and spoke to staff. SHINE staff are generally happy.</p>
SB	<p>The biggest change for staff will be a different name on their payslip. Pensions are the same. Office staff will have the biggest change. We did a hearts and minds consultation, where lots of people attended. But when we did a more formal consultation, not many people attended.</p>
WR	<p>They were obviously reassured and had their questions answered satisfactorily.</p>
LC	<p>Yes, and the fact we made the effort to go and communicate with them. It's all been overwhelmingly positive.</p>
WR	<p>I mentioned a concern for the central team. In the commercial world, they are often hit first.</p>
LC	<p>The reassurance during the consultation process was really about the fact we are not changing the ethos or direct culture of their school. We did look at another Trust, but it wasn't a good fit, although it looked good on paper.</p>
SC	<p>In relation to the timeline of the merger, it's just over a year since we started the process. Aspire was known to us, KW was a Trustee at SHINE previously. Judi O'Leary left in April, and we needed someone to replace her as we were unable to continue without an official accounting officer in place. It was an ideal time to get the ball rolling; that's why KW was the most appropriate person to undertake the role. She was appointed Interim CEO from April 2025 to the end of the academic year. Once the merger was on the table, she continued to be the interim CEO. The 1<sup>st</sup> April 2026 is the diarised day of completion, but that may change depending on legal requirements. The formal application was submitted in June 2025. It took the DfE until October 2025 to get it signed off. We employed EPM to support and advise with the merger. Nothing has been signed off yet, but it will come to your desk at some point.</p>



<b>SB</b>	<p>We are still going through a due diligence process. We need to make a decision on payroll and governance. Once those decisions are made, it will then come to both boards to make the final decision on the merger. It's been emotional as it's the end of SHINE.</p> <p><i>Members had not further questions or comments in relation to the merger.</i></p>
<b>SB</b>	<p>We will have an audit to close down SHINE over a four month period. Everyone has to be in place until the accounts are closed down officially at the end of the summer.</p> <p><i>All Members agreed to appoint PSK Smith Cooper to undertake the audit and relevant financial tasks in relation to the closure of the SHINE Trust. Members noted the continued good relationship between PSK Smith Cooper and SHINE and their historical knowledge and understanding of the Trust.</i></p>
<b>6.</b>	<b>Merger update</b>
	<p><i>All Members confirmed they were content to remain in post until the closure of the SHINE Trust.</i></p> <p><i>It was agreed there would be no further meetings; however, updates and financial accounting information would be shared as required.</i></p>
<b>7.</b>	<b>AOB</b>
	<p><i>Members wished to extend their thanks and appreciation to the Trust, especially to the SHINE central team.</i></p>
	<p><b>Meeting closed at: 7:10pm</b></p> <p>These minutes of the SHINE Multi Academy Trust Board were approved as follows:</p> <p>_____ date</p> <p>Signed by: (Chair) _____</p> <p>Printed Name: _____</p>