



Nexus MAT Board of Directors Meeting
Wednesday 22 May 2024
5.00 pm – 7.30 pm via MS Teams

Present:	Role:	Initials:
Andrew Child MBE	Director/Member & Chair of Trust Board of Directors	Chair
Rachel Potts	Director/Member & Vice Chair of Trust Board of Directors	RP
Gillian Askew	Director	GA
Steve Booth	Director	SB
Colin Bradley	Director	CB
Peter Castleton	Director	PC
Naveen Judah	Director	TH
Sue Shelley	Director	SS
Also Present:		
Phil Bradley	Advisor	PB
Warren Carratt	Chief Executive Officer	CEO
Naomi Cooper	Advisor	NC
Joel Hardwick	Assistant CEO – Corporate Affairs	JH
Victoria Morris	Advisor	VM
Renata Robins	Governance Clerk	Clerk
Karen Smith	Chief Finance Officer	KS
Jacky Tattershall	Assistant CEO – QA & Improvement	JT
Apologies:		
Rosey Andrassy	Advisor	RA
Tina Havenhand	Director	TH
Ray Palmer	Director	RPa
Karen Smith	Chief Finance Officer	KS
No Apologies:		
Mark Greenwood	Director	MG

1. WELCOME & APOLOGIES FOR ABSENCE	ACTIONS
<p>1.1 Welcome & receive apologies for absence</p> <p>Apologies were received for RA, TH, RPa and KS.</p>	
<p>1.2 To accept apologies for absence</p> <p>Apologies were accepted for RA, TH, RPa and KS.</p>	
2. ITEMS FOR AOB	
<p>Chair to determine any items of urgent business to be considered</p> <p>Item 11.1 – Howes Percival Race Day reminder.</p> <p>Item 11.2 - Excellence & Procurement Project update.</p> <p>Item 11.3 – Academy Council Chair appointments.</p>	
3. DECLARATIONS OF INTERESTS	
<p>3.1. Individual Directors to declare any personal, business/governance interests on any item on the agenda</p> <p>None declared.</p>	
4. NEXUS MAT BOARD OF DIRECTORS MINUTES	
<p>4.1 To approve the minutes of the following meeting:</p> <ul style="list-style-type: none"> ▪ Trust Board Meeting held on Wednesday 24 April 2024. <p>The minutes were approved as a true and accurate record.</p>	
<p>4.2 Review of Action Tracker</p> <p>Action Tracker was reviewed and updated as appropriate.</p>	
<p>4.3 Matters arising from the Minutes</p> <p>None raised.</p>	
5. HILLTOP BIG BUILD CAPITAL SCHEME UPDATE	
<p>Plans circulated in advance.</p> <p>JH explained that the plans for Hilltop were straightforward, focusing first on replacing temporary buildings with permanent structures and then re-modelling the internal layout for better use of space. The plans have improved following consultation with the school, but become more expensive as a consequence, now, exceeding the anticipated £2 million. There is a funding shortfall that the Yorkshire Children’s Charity hopes to address through philanthropic contributions from</p>	

business leaders at a recent Gala event. Until full funding is confirmed, a detailed programme cannot be established. The designers have contingency plans to scale down the project if necessary. An update to Directors will be provided once the scheme is confirmed. The current drawings are seen as an exciting starting point.

RP – wondered what the timescale might be in terms of pinning that down?

JH stated that The Yorkshire Children's Charity hope is that they can quickly get the additional amounts identified and committed but they haven't given officers a time scale.

RP – asked what the real gap was?

JH was working on the basis that the shortfall was somewhere near the £1 to £1½ million gap that The Yorkshire Children's Charity were looking to fill.

SB – asked how involved had the school been in the development of the work?

JH stated that the school had been fully involved in the design process, focusing on sensible demolition and replacement based on the condition of existing structures. The redesign of spaces and internal re-modelling had been collaboratively planned with significant input from the school, Lana Stoyles, and Sasha Schofield.

SS – asked as this was going to be this academic year's project, what was the exact end date for the charity because they must have a funding envelope that they got to spend within a certain time? Or were they going to have a 2-year Big Build project?

JH replied that he believed the project operated on an annual cycle rather than an academic one, with the aim to complete it by December 2024. There was no strict deadline for spending the funds; they simply undertake one project per year. Looking ahead, they will begin considering the 2025 project soon. There was no indication that they might abandon our project for another, and officers were confident this won't happen. The Children's Charity has not mentioned any risks of them shifting focus away from our project. Officers were anticipating that by the end of June it should be clear on what the size of the scheme looks like and get a programme from there.

SS – enquired if this was a discussion to be had at a future Board meeting about if there was a shortfall still, where that money would come from?

The CEO emphasised that officers were not suggesting that the Trust should cover any potential shortfall. Instead, the plans would need to be modified to scale back the refurbishment. The CEO believed that a scaled-back project, which would still significantly improve the state of the building while maintaining the same capacity for the school, was a worthwhile endeavour.

CB – asked if there were other agencies that may help like the DfE, local councils?

CEO advised that the local council has offered to provide some support around accessibility but not to the tune of millions.

Chair – asked if the additional funding was found, can officers give assurance there will be little decanting of children out of the school while

the work takes place, and will it all be completed by September or will that have impact on the delivery of education at the school?

JH explained that without a full programme in place, it was hard to specify what can be done, but initial discussions had prioritised internal work for the students and decanting needs. The goal was to complete the work during the upcoming summer holiday or possibly during half-term weeks. Plans had been made for decanting one or two classes at a time if necessary, utilising other spaces as a risk mitigation strategy.

The Chair - asked when the project was expected to commence, noting the urgency of completing the majority of the work during the upcoming holidays. The Chair also questioned whether there was a definitive deadline by which the project must proceed with the available funds?

JH responded by saying that no, at this point, and officers were relying on the Yorkshire Children's Charity to be the ones who take a judgement on that. Officers felt that by the end of June, the position should be fairly clear, but that is an interpretation really rather than there hasn't been a date of at least date, we actually absolutely must determine it.

PB – we were in May nearly in June, would the builders be available to actually complete that work during the summer break?

JH advised that in terms of the way that the charity operated, it was not so much donations as it is commitments of time and capacity from people within the building trade. Their commitments are based on themselves, putting the people forward to do the work. At the moment, their commitments are based around being able to do it in a relatively short time-scale.

Chair requested an update at the July meeting.

Plans received.

**Action:
JH
17/07/2024**

6. HEADTEACHER CPD CURRICULUM

Document circulated in advance.

JT explained the rationale behind the Headteacher Development Programme and invited questions.

SB – was the head teacher development day a full day at Enterprise Works?

JT responded that this was the intention, to minimise disruptions and so that heads could really immerse themselves in discussion.

SB – asked if JT had put the programme together?

JT advised that the whole team had developed the programme.

SB thought it was incredibly comprehensive and probably going to be very effective.

PC – commented that it seemed to be a really helpful process that JT had outlined, however, PC was wondering how would the learning from that be disseminated? Did it stay contained within the head teachers' group or was there some way of trying to trickle that down that might be appropriate?

JT stated that as part of the Evidence Informed Practice there's an 'I wonder' session, and that is to get Heads to think about an initiative or something that they can take back to implement in school. Then at the beginning of the next session, there will be a feedback session: what they have done; how they implemented it, what the outcomes were.

PC – asked if any major points arose from that, or was the discussion confidential or was there some way, if appropriate, for it to be fed into a wider discussion like, for example, at the Board?

JT stated that there was potential for it to be fed back to the Board.

SS – commented that this was really interesting and trying lots of things out. There was lots of evidence behind it as to what works, but how will you be able to judge if it's been a success? Is there the room to tweak it for the participants to want to tweak it as well or are you going to ask people to go with it for the first year so you know what the outcomes really are at the end of one year?

JT responded that the Evidence Informed Practice component was non-negotiable. As a Trust, our goal is to be evidence-informed. We are collaborating with higher education institutions such as the University of Derby, Research School the Maths Hub, and English Hub, and we have invested significantly in these relationships and partnerships. It is essential that this approach is implemented in our schools. While this element is non-negotiable, the rest of the plan is open to discussion.

CEO reiterated to the meeting that the Trust's values were not being changed and the expectation was that Heads would be engaged with the programme. The action learning sets for new heads had been really well received and attended.

Chair - Would there be potential intent to write these up as case studies so they become some kind of archive or knowledge hub for current and future heads?

JT confirmed that there was a mechanism for that already through the work that Darren Dickinson was doing through the research school. CEO had just sent out an email with the call for evidence for CST. This sort of work would feed into that.

JT was thanked for her report and Directors were keen to hear feedback on its progress at future meetings.

7. ALLOCATION OF NEW DIRECTORS TO COMMITTEES – FOR DIRECTORS TO TAKE A DECISION

CEO explained that there was a requirement to change the membership of the Audit and Risk Committee as a consequence of RP becoming Chair of the Board of Directors from 1 September, because the Terms of Reference prohibit the Chair of the Board from being within the membership of Audit and Risk Committee.

The proposal on what the new membership of the committees would look like on the basis of conversations with other Directors and current membership:

Standards Committee: RP, CB, VM, PB, NC, RA

Audit & Risk Committee: SS, RPa, NJ, TH, GA, MG

Finance & Infrastructure: SS, RPa, NJ, TH, GA, MG

<p>Audit and Risk Committee would have the same membership as the Finance and Infrastructure Committee with just a different Chair for each committee.</p> <p>Directors unanimously approved the new membership of the Standards, Audit and Risk, Finance and Infrastructure Committees.</p> <p>Clerking Services to ensure that the membership for these committees was updated accordingly for the next year.</p>	<p>Action: Clerking Services 24/05/2024</p>
<p>8. APPOINTMENT OF COMMITTEE CHAIRS FOR 2024-25 – FOR DIRECTORS TO TAKE A DECISION</p>	
<p>Following a request for nominations for the Committee Chairs for 2024-25, CEO received one nomination for each committee as follows:</p> <p>NC – Standards Committee TH – Audit & Risk Committee NJ – Finance & Infrastructure Committee</p> <p>The Board was very grateful for NC, TH and NJ’s willingness to put themselves forward as Committee Chairs, which was supported by all Directors present.</p> <p>Clerking Services to ensure that the membership for these committees was updated accordingly for the next year.</p>	<p>Action: Clerking Services 24/05/24</p>
<p>9. POLICY REVIEW REPORT – FOR DIRECTORS TO TAKE A DECISION</p>	
<p>The CEO explained that the policies in the report had been updated following guidance received and the Acceptable Use Policy was a new policy updated since the last meeting and therefore the policy had been submitted to the Board in full.</p>	
<p>9.1 Acceptable Use Policy (ICT & e-Comms)</p> <p>Updated and adaptations made since the last meeting particularly from 9.6 to 9.10 so that the policy was one that was legally defensible, acceptable and reasonable.</p> <p>Directors were pleased to read the control measures now in place in the policy involving authorised people working through the DSL and head teacher in difficult situations.</p>	
<p>The new policy and updates were all formally approved.</p> <p>Action: JH to issue a policy briefing to inform the workforce on the updates.</p>	<p>Action: JH 24/05/2024</p>
<p>10. CHAIR FOR SUMMER ACADEMY COUNCIL CHAIRS FORUM – FOR DIRECTORS TO TAKE A DECISION</p>	
<p>The Chair invited nominations from Directors to put themselves forward to act as Chair for this forum on 19 June, 2.00pm - 3.30pm via MS Teams.</p>	<p>Action:</p>

13.1 To consider the confidentiality of any items discussed during the meeting None.	
14. DATES OF FUTURE MEETINGS	

Wednesday 26 June 2024	17:00 – 19:30	Nexus HQ
Wednesday 17 July 2024	17:00 – 19:30	Teams

Minutes approved.

CHAIR	SIGNATURE	DATE