



Academy of Concern and
Sponsored Academy Intervention Policy

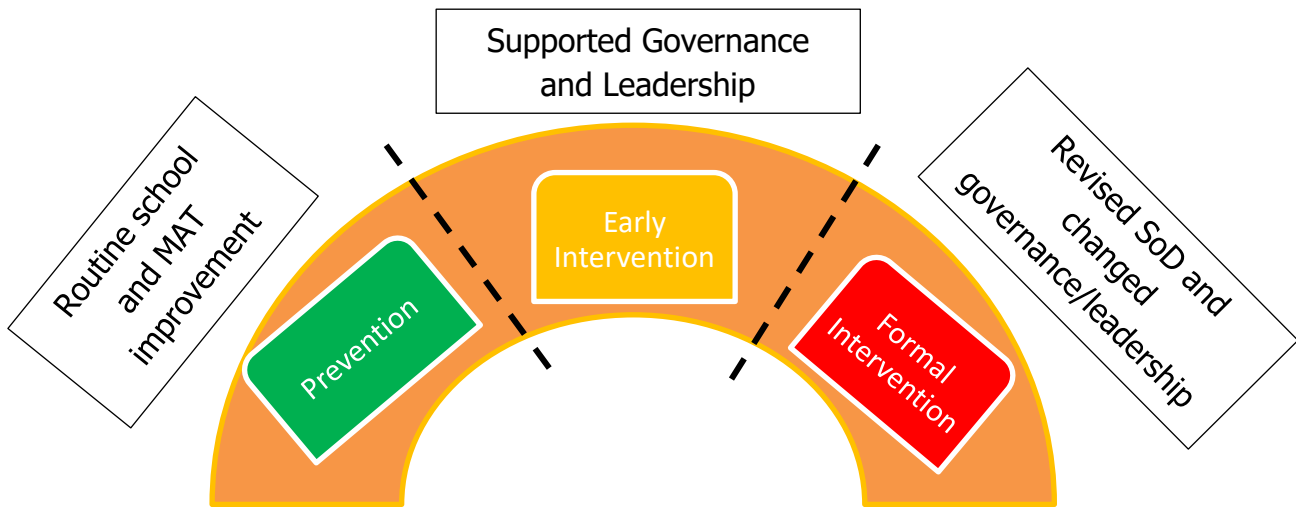
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“Learning together, to be the best we can be”

1. Context

- 1.1. Nexus Multi Academy Trust has an ethos of empowerment across all its schools, with the Scheme of Delegation providing the legal framework for the distribution of power and responsibility from the Trust Board of Directors.
- 1.2. Whilst it is our aspiration for all schools/settings to be judged as at least "Good" by Ofsted, the Trust Board recognises that for a variety of reasons some schools will require specific support and intervention to turn around weakened performance regardless of their most recent inspection grade.
- 1.3. As a recognised "sponsor" Trust, Nexus is also required to take on failing schools and incorporate them into the Trust's structures to facilitate rapid and sustainable improvement.
- 1.4. This policy outlines how the Trust Board will exercise its statutory duties to ensure all children are receiving the best education possible and how the Chief Executive Officer will ensure that each school they are statutorily responsible for is being effectively managed to demonstrate probity, regularity and value for money at all times.
- 1.5. The Trust has a model of intervention which acknowledges the essential work undertaken by school communities every single day to deliver world class education. The Nexus approach is therefore on a continuum spanning prevention, early intervention and more formal intervention:

1.6. Nexus MAT Intervention Model



2. Prevention of concerns arising

- 2.1. Nexus Multi Academy Trust has developed a MAT Collaborative School Improvement Framework (CSIF), with a performance dashboard that outlines the key performance indicators for our schools and settings.
- 2.2. Flowing from this CSIF is a programme of school improvement activity, the intention of which is to ensure that individual schools (and the Trust as a whole) are in a perpetual state of improvement, building on existing strengths.
- 2.3. The Trust makes the commitment to invest as much resource as possible to enable rapid school improvement that is outward looking in its design, linked to other "Good" and "Outstanding" settings across the country and beyond.
- 2.4. The Trust Board has a Standards Committee which scrutinises the effectiveness of the MAT CSIF.

3. Early intervention in response to concerns about a Nexus School

- 3.1. As part of the CSIF work programme, an annual schedule of external review is commissioned to provide independent assessment of the leaders' self-evaluation of provision.
- 3.2. Within the schools dashboard, where [a] performance indicator[s] is/are in a trend of decline/stagnation **OR** where there are concerns presenting which necessitate intervention, a programme of action will be formulated by the Trust which will be monitored by executive officers and reported to the Standards Committee. The Chief Executive Officer will retain managerial oversight.
- 3.3. This level of intervention is classed as "early intervention", and would not typically necessitate a revision to the delegated powers as per the Scheme of Delegation. Typically, SMART action planning in response to the weakened indicator[s] will provide the necessary grip of issues and increase transparency to all for how problems are being addressed.
- 3.4. However, as part of early intervention it is the prerogative of the Chief Executive Officer to assign additional resources and/or structures to be put in place to increase the chances of a rapid response being successful. This could include additional oversight of the Headteacher and/or changes to local governance.
- 3.5. Any changes to the established model of leadership and governance will typically be for the duration of the action plan, with those measures taken reviewed once the school is in a position to evidence sustained improvement. It may be that structural changes made during this early intervention stage are retained, if the Directors agree this has long-term added value.

4. Formal intervention in response to concerns about a Nexus School and sponsorship of other schools

- 4.1. If it is not possible to respond to concerns about a school through the “early intervention” model, then formal intervention will take place.
- 4.2. Formal intervention will not be used unless absolutely necessary, though can be triggered at the recommendation of the Chief Executive Officer with agreement from the Trust Board. Any decision to formally intervene in a school must be communicated with the school leadership and local governors as soon as is reasonably possible.
- 4.3. Local Authority maintained schools in special measures/categories of concern and other failing academies may be sponsored by Nexus as part of the Department for Education’s (DfE) strategy for responding to “inadequate” schools. Sponsorship is agreed by the DfE Regional Director’s Office.
- 4.4. Formal intervention may necessitate a change being made to the school leadership, such as the removal of individuals and/or the appointment of a consultant or executive Headteacher or other senior leader. Formal intervention may therefore run parallel to use of the Trust’s appraisal and capability or disciplinary policies, or another HR process being led by a Local Authority (LA) or school’s LA maintained governing board/body.
- 4.5. Informed by due diligence and an individualised assessment of the school context, the Chief Executive Officer will recommend the correct governance structure to the Trust Board to ensure there is optimal confidence in effective local oversight and scrutiny.
- 4.6. **In all cases, formal intervention will require the amendment of the Scheme of Delegation between the Trust Board local governance, with a revised scheme of delegation specifically applicable to that school agreed by the Trust Board following the advice of the Chief Executive Officer. This revised Scheme of Delegation between the Trust and the school will be shaped by the circumstances necessitating intervention with the intention of mitigating present and potential risks.** For sponsored schools, this will mean that they be incorporated into Nexus MAT with a personalised scheme of delegation.
- 4.7. The standard Nexus Terms of Reference for the local governance may be suspended/not applicable. The replacement body – typically an Intervention

or Transition Board - will be issued with its own Terms of Reference as per the appendices to this policy.

4.8. There are 3 means of intervention used by Nexus MAT with local governors:

4.8.1. **Enhanced capacity:** Additional governors are appointed by the Chief Executive Officer to increase capacity and expertise, with some powers retained but not all. This approach may be applied to an existing school within Nexus MAT or one in the process of being incorporated into the Trust;

4.8.2. **Transition Board:** Where An Trust Board appointing a "Transition Board" (appendix A) to oversee improvements. This model would only be applicable to a school in the process of being sponsored by Nexus and incorporated into the Trust;

4.8.3. **Intervention Board:** Normal local governance is removed with the Trust appointing an "Intervention Board" (appendix B). This approach may be applied to an existing school within Nexus MAT or one in the process of being incorporated into the Trust;

4.9. Where normal local governance is removed, this may result in the suspension or removal of any or all governors with immediate effect, with re-elections required once a normal local governance is re-established.

4.10. The Trust may agree to maintain local governors in an advisory capacity. This will be agreed at the discretion of the Trust Board following the advice of the Chief Executive Officer.

4.11. Any Board convened to replace a normal local governance will be for a period of time as agreed by the Trust Board. This will be subject to regular review and may be revised at any point, at the discretion of the Trust Board.

4.12. Extraordinary changes to the established model of leadership and governance will be for the duration of the intervention period, with the measures taken then reviewed once the school is in a position to evidence sustained improvement. A return to a normal local governance model and use of the Trust-wide Scheme of Delegation must be agreed by the Trust Board before being returned to.

TERMS OF REFERENCE FOR A TRANSITION BOARD (“the Transition Board”)

[NAME OF ACADEMY] (the “Academy”)

EFFECTIVE DATE [] REVIEW DATE []

PURPOSE

The Transition Board’s primary role is to support the transition of the School from a maintained school to becoming an academy within Nexus MAT and to facilitate the establishment of a local governance forum to whom delegated responsibility can be given. The Transition Board will have been established by Nexus and may have been appointed before the School formally joined Nexus in order to support the conversion of the School to become an academy. The Transition Board shall meet at least twice a term, more if necessary.

The Transition Board will ensure that the Strategic Plan for the school is being implemented and will advise on the development and review of the Plan.

The Transition Board’s primary focus is achieving continuing school improvement and, if appropriate, the rapid turnaround of the Academy. The Transition Board will report to the Nexus MAT Board and to the Nexus MAT Chief Executive Officer on progress, recommending further action as necessary. The Transition Board is accountable to the Nexus Multi Academy Trust Board for the progress of the Academy.

MEMBERSHIP

Members of the Transition Board are appointed by Nexus MAT, who will ensure the members have both the capacity and skills to work intensively with the Academy senior leadership team, providing support and challenge to the Academy’s staff and building on existing links with the community.

Board members must be able to demonstrate an understanding of the ethos and values of Nexus and a commitment to fulfilling Nexus’s mission and objectives for the Academy, drawing on specialist skills where required. Whilst there is no limit on the numbers expected to serve on the Board, in most cases it is not anticipated that there will be more than 3 initially, one of whom will be the Chief Executive Officer or a nominated deputy. The Nexus Chief Executive Officer will appoint the Chair of the Transition Board.

TERMS OF REFERENCE FOR AN INTERVENTION BOARD (“the Intervention Board”)

[NAME OF ACADEMY] (the “Academy”)

EFFECTIVE DATE [] REVIEW DATE []

PURPOSE

The Intervention Board has been established by Nexus Multi Academy Trust Board to secure the rapid turnaround of the Academy. Whilst the Intervention Board is in place, the Scheme of Delegation shall be suspended.

The Intervention Board shall meet at least twice a term, more if necessary and shall report directly to the Nexus Multi Academy Trust Board, who will be supported by the Nexus Executive Team. Additional reporting may also be necessary to the Department for Education if any warning notices have been served under the Supplemental Funding Agreement.

The Intervention Board will ensure that the Action Plan for the Academy is being implemented and will advise on the development and review of the Plan.

MEMBERSHIP

Members of the Intervention Board will have been appointed by the Nexus Multi Academy Trust Board on the recommendation of Nexus Chief Executive Officer, who will ensure the members have both the capacity and skills to work intensively within the Academy, providing support and challenge to the Academy’s staff and building on existing links with the community.

Board members must be able to demonstrate an understanding of the ethos and values of Nexus and a commitment to fulfilling Nexus’s mission and objectives for the Academy, drawing on specialist skills where required. Whilst there is no limit on the size of the Intervention Board, it is not anticipated that there will be more than 3 members, one of whom will be appointed by the Chief Executive Officer to chair all meetings. Others, such as the Headteacher or Headteacher Designate, may be asked to sit on the Intervention Board in an advisory capacity.

Operating with an Intervention Board is not intended to be a long-term arrangement and a target date has been identified for the review of the arrangement. Any initial period is not intended to be greater than 12 months.