



**Trust Board of Directors Meeting
Wednesday 26th September 2018 at 17:00 – 19:30
at Kimberworth Children's Centre**

Attendees:		
Andrew Child	Director / Member & Chair of Trust Board of Directors	AC
John Coleman	Director / Vice Chair of Trust Board of Directors	JC
Steve Booth	Director	SB
Peter Castleton	Director	PC
Ray Palmer	Director	RP
Rachel Potts	Director	REP
Sue Shelley	Director	SS
Also Present:		
Clare Southwell	Clerk	CS
Warren Carratt	CEO Nexus MAT	CEO
David McNaught	ACEO Nexus MAT	DM
Tracey Brooke	Deputy CEO Nexus MAT	CFO
Apologies:		

1. WELCOME & APOLOGIES FOR ABSENCE	
1.1 To receive apologies for absence All present	
1.2 To accept apologies for absence There were no apologies to be accepted	
2. ITEMS OF URGENT BUSINESS	
2.1 Chair to determine any items of urgent business to be considered 2.1.1 Approval of new Director 2.1.2 Maltby Learning Trust, Nexus Inclusion Resource 2.1.3 SS - Feedback from Conference 2.1.4 Craggs Community School 2.1.5 Free Schools 2.1.6 Safeguarding	
3. DECLARATION OF INTERESTS	
3.1 Individual Directors to declare any personal, business or other governance interests on any item on the agenda There were no declarations of interest to items on the agenda	
4. TRUST BOARD OF DIRECTOR MINUTES	
4.1 To approve the minutes of the following Board meeting: Minutes from Trust Board of Directors meeting held on 15 th August 2018 The minutes were approved & signed	
4.2 Review of Action Tracker The outstanding actions on the tracker were reviewed and updated	
4.3 Matters arising from the minutes Spelling amendment made. There were no other matters arising	
5. STRATEGIC BUSINESS PLAN	
<p>The plan had been circulated with the agenda. The business is led by the five-year strategic plan which is now in its second full year of implementation. The plan shows the Trust's vision, mission statements and strategic objectives & priorities for 2018/2019. The Executive Leadership Team have reviewed the indicators of success within the 5-year plan for each area and have outlined work that is achievable within this business cycle. The Business Plan shows the initials of the Executive Leader who is leading on the work.</p> <p>"Utilise the Integrated Curriculum and Financial Planning toolkit to continually monitor value for money of academy expenditure and resourcing" had been added to the plan as this is a key area for the DfE through the ESFA. The Trust is developing this through school budget processes. The ESFA have recently released a new toolkit to allow schools to make a judgement on the efficiency scale of the school. This is not yet available for special schools. This allows the school to measure budget & monies received against progress made, not attainment. The grading of 1-10 is then awarded, 1</p>	

being in the top 10% nationally for efficiency. Crags School have been awarded a 3, the highest grade in its local community. It is felt that Ofsted will start to look at the toolkit to obtain a round view of the school rather than just attainment tables.

What do we do with it next?

It is shared with senior leaders and discussed at the Nexus Summits which are attend by all levels of Governance & school senior leaders. The CEO, as part of his reporting to Directors, gives regular updates on the actions undertaken and it is also an agreed feature of the CEO's performance management review.

Does this appear in this view on the website?

CEO reported that the document is not published on the website

Directors challenged as to whether it should be published and a detailed discussion took place.

Directors felt that it was important to hear school senior leader's views and comments about the document and look at their involvement in it.

DM reported that Kelford's SIP had very strong links with the plans of the Trust, work is ongoing in the other schools to ensure these links are also in place.

It was questioned as to whether companies publish and declare their business strategies?

The Trust holds a national award for strategy & vision, but there were mixed views as to whether the plan should be visible to all.

Directors felt that it was a very helpful document that is a shared message
The Strategic Business Plan was agreed & approved

It was suggested as there were mixed views re publication that Directors should take time to consider so it was agreed that Directors continue to consider & make a decision re publication of the Strategic Business Plan at the October Trust Board meeting.

Clerk to add to agenda

**All
Directors
1**

**Clerk
2**

6. POLICY REVIEW

- 6.1 Grievance Policy
- 6.2 Privacy Impact Assessment Policy;
- 6.3 ICT Disposal Procedure Guidance;
- 6.4 Nexus MAT Governance Handbook
- 6.5 Sickness Absence Policy

The above policies had reached their threshold for review. The CEO had undertaken a full review of the document. There were no changes or updates proposed.

The format of the review process was explained

How do the Directors know about the impact of the policies and that the policies are working?

<p>Policies in most cases are about preventing a negative outcome, as there are no negative outcomes to report it shows that the policies are working. Finance & ICT policies are checked by the Audit & Finance Committee and finance policies are reviewed by the Auditors to ensure procedures are in place. Health & Safety policies are checked and reviewed during the Health & Safety audits. Safeguarding policies are checked & reviewed by the external safeguarding reviewer. School policies are reviewed and approved by the LGBs. Policies are referred to when required to ensure adherence & to answer questions raised.</p> <p>Agreed that the policies be re published</p>	Clerk
7. NEW POLICIES	
<p>7.1 Severe Weather Conditions Policy As a new policy the full document had been circulated to Directors with the agenda.</p> <p>The phrase "within walking distance" is used – how do we quantify walking distance? Does this leave us open to a grievance or liability? It was agreed that this would need to be agreed within a local policy so the information could be site specific. This may also change with varying weather conditions, so the decision should be made by the person in charge at the time. Wording to be amended to: The Headteacher will determine this dependent on the conditions at the time</p> <p>Why do we need this policy, this decision has always been under the jurisdiction of the Headteacher? It was felt schools need to be consistent in how they make the decision, there is likely variance in the decision made but the process to make the decision will be the same. The decision will be made at a local level</p> <p>Policy agreed with amendments. Amendments to be made prior to publication</p>	CEO/Clerk
<p>7.2 Stress Management Policy As a new policy the full document had been circulated to Directors with the agenda.</p> <p>Does it apply to the central team as well as school as wording says academies and setting and wording says the Headteacher will ...?</p> <p>Felt sentiments were correct but wording needed reviewing to ensure it was a Trust document.</p> <p>Policy agreed with amendments. Amendments to be made prior to publication</p>	CEO/Clerk
8. PRE DUE DILIGENCE BECTON SCHOOL	
<p>The initial report had been circulated with the agenda and the approved due diligence 7-stage process map was shared so Directors could evaluate the work that had already taken place.</p> <p>It was noted that the process has moved from stage 1 to stage 2 as now in pre due diligence. This is just a light touch to give Directors a flavour of the school. As agreed the information is brief and many areas are red as they have not yet been addressed</p>	

School was outstanding in all areas at last inspection but new Headteachers feels now that the school has a secure good position. Meetings have taken place to discuss school improvement.

What will this school bring to the Trust?

Shared values and an aspiration to do more & to continue to develop & improve. The school will be a vital asset to the Trust as a school that can meet the needs of pupils with complex mental health needs as it as a Social Emotional & Mental Health needs (SEMH) provider.

Directors discussed the difference between special schools and Becton being a hospital school.

What extra legal responsibilities and liabilities are involved with a hospital school?

The school explained that although the school is a residential hospital school it has its own DfE number and receives funding from the DfE & top up funding from the LA. The residential side is funded by the NHS. JC informed pupils that the terminology is now Hospital Education & this can be learning within the hospital premises or learning at home with outreach visits from the staff. Doctors & Consultants are the admissions authority and places can only be awarded by the hospital staff. There was a discussion about whether Becton is a legal school and this will be an area that will have to be investigated as part of the due diligence process.

Was is the statutory framework for safeguarding for these children?

It was understood that the school comes under the remit of the Ofsted framework the same as any other school.

Do they have a Governing Body?

Yes, they have a Governing Body like any other school

The CEO explained that his understanding is that the DfE moved to a model about 5 years ago where the DfE provides a top slice amount to the LAs and the funding is passed onto the hospital school using a notional number of places. Nexus officers have visited a hospital school in Newcastle who explained that on conversion that the payment of the top slice sum was diverted from the LA & made directly to the school. The NHS own the building & make the referrals but there is no direct funding from the NHS into the school, but there is an inter-agency staffing approach as NHS staff are constantly working within the school i.e. consultants, doctors, nurses and therapists etc. Currently there is only about 33% occupancy and yet there are other schools in the area which have SEMH pupils that have never heard of Becton. It is felt that the provision is under used and for Nexus to be able to have a voice in the use of the provision would be very beneficial for many pupils within the region. The school has four sites, Becton, Kenwood, Moncrief & the hospital.

The DfE is currently reviewing hospital school funding & Becton is in the middle of the national table for the funding level.

The Sheffield service for Children Missing from Education is run from a building within the school site. The Sheffield LA pay via a service level agreement (SLA) for the use of the building.

What we will do to benefit them on conversion?

They are not linked to other schools & do not currently have a wider connectivity or network with other schools in Sheffield. The school has already received support from the CEO & the CFO of Nexus and will be linked to other schools who understand the complexity of the school. The ACEO will be attending a national conference for hospital schools to look at data reporting & how within the Ofsted framework can they report on & evidence improvement when children regularly arrive & leave with some pupils only being on role for a few days or a few months.

Currently the school feels very restricted and limited to the LA, with becoming part of Nexus the remit for the school could stretch over the region.

It was felt that the paper & remit for the school fitted well with the Nexus Strategic Plan

The report states that the school is re-profiling its budget to allow for the Nexus partnership contribution. Will Directors have sight of this profiling?

As part of due diligence there will be a full investigation into affordability to ensure that the school will be financially sustainable. This is only stage 2 of the process.

As there are four different sites are there four different budgets?

Yes, currently. Institutionally with the DfE there is only one school – Becton, the LA have added different provision on the other sites under the Becton designation. On conversion it is thought that Nexus may be able to academise as more than one school i.e. Kenwood being given a separate identity & the other sites being Alternative Provisions (APs). Kenwood is not sustainable at present as it is not funded as an individual entity.

It states that the school is only at 33% occupancy and needs to live within its means. Is it capable financially of being fully occupied?

It is felt that it is an under-utilised provision. The occupancy at present does not impact on the funding, so the provision has supported Kenwood that runs at a loss. This would be addressed on conversion to ensure that both sites are funded correctly. It is felt that the LA may try to move the Kenwood provision to the new Free School site but as Nexus are the commissioned partners for this project Nexus know that within the specification of the Free School there was no mention of this or of any schools within the LA being decommissioned. Assistance from Nexus for the school to address this matter is also another way Nexus can help the school on conversion.

Directors felt that the conversion could be a challenge but that there will be massive impact on pupils already at Nexus schools. There are pupils at both Hilltop & Kelford who often spend long periods out of education due to hospitalisation, being a partner with a hospital school will address this. There is also a growing number of pupils with SEMH for whom the provision could be an asset. When the due diligence is progressing it is felt that it will be very beneficial for Directors to visit the sites.

Is there anything we need to worry about with Pupil Premium funding as it is not received at Becton?

No, any Pupil Premium money stays with the child's main school. As pupils are only at the school it would be almost impossible to record evidence & prove impact of pupil premium money, that is why the funding per place is set at a higher rate

It was confirmed that there will be staff based at all four sites, Becton, the hospital, Kenwood and Moncrief. Staff at Moncrief would also be mobile doing home visits.

The SLA for Sheffield's Children missing Education was discussed. It was noted that this was not part of the national Children missing Education programme where pupils have gone missing but a Sheffield project that places new pupils that arrive in the area, who are thought or known or thought to have a SEND on role at Moncrief whilst assessment & evaluation takes place. There are currently 10-15 pupils on role but it was noted that this could be potentially with a very high staff ratio. The current provision was questionable under the criteria of Becton School; this will be addressed as part of the due diligence process. It might be possible to review provision to become a Pupil Referral Unit (PRU) as this would then give flexibility and an ability to expand the service. Nexus will need to ascertain & agree with the DfE on conversion how this will be done i.e. schools, PRUs or APs.

Do we need to take all provisions or can we unpick then and only take the parts that will be beneficial or do they come as a whole package?

The school is a strong provision so Nexus needs to consider what it could look like post conversion. It would make sense to have an additional meeting when due diligence reaches Stage 3 of the process to discuss the past & the future for the schools. Kenwood & Moncrief both have limited capacity for growth due to the limitations of the old buildings, another alternative would be for Sheffield to submit another Free School application for those provisions.

Will any changes to the central trust team be required?

Currently going through a structural change to ensure the team is within budget. It is not thought that any additional staff will be required

Directors voted as to whether to continue with the due diligence process. It was a unanimous vote to continue

The CEO was asked to give details of other schools in Stage 1 of the due diligence process. The CEO reported that conversations were ongoing with several other provisions and that he continued to develop partnerships and network. There were no other provisions fully at Stage 1 yet.

9. NEXUS COMMUNICATIONS AND ENGAGEMENT – 'THINK PIECE'

JC had composed a paper to develop criteria for developing a Communication and Engagement Plan. The current context and concerns were shown in the report in italics. It is nationally reported that MATs are becoming distant from the people that they serve. A Communication and Engagement Plan would address this.

All agreed and thanked JC for the comprehensive report that had condensed all the previous discussion into a concise 2-page document. The plan would enhance improvement, assist leadership and give a holistic approach to communication and engagement across the MAT. The plan needs to serve the local community.

There are already many good things happening, many things going well and these should continue

Need to set up a task & finish group with a limited set of aims & objectives with ways of measuring.

It was noted that the November board meeting had been designated to focus on communication but a suggestion was made that this paper goes to the Headteacher & Chair Forum group to discuss in detail & for the forum to act as the task & finish group. Any Director would be welcome to attend

It was agreed the plan should be for the whole organisation for communication from top to bottom & bottom to top

Publicity – is this part of it? How do we feel about publicity?

It enhances public opinion and can be helpful to share our growth and development but it needs to be tailored and purposeful.

The Board needs to engage all staff so they are aware of the work of the trust, share & feel they contribute to Nexus.

A media strategy within the Communication and Engagement Plan was suggested. We need to strategically market ourselves to give the right message about growth, what we do, how we celebrate success and attract other schools and employees. To do this marketing is required. There could be shared publicity with stakeholders as part of ongoing ventures. There is lots of subtle marketing already ongoing, we just need to document how we do it. What do we do? What do we value, what works, what are we trying to do? An academic Profile, Information on the website. It was highlighted that the new Rotherham University has a specialism in Media so that could be an area to make links.

It was also noted that Nick Hodge (appointment as a new Director to be discussed as AOB) is a Professor for Inclusion at Sheffield Hallam University and he leads & focuses on research programmes. It was also noted that Nexus also have a link with Sheffield Hallam with their Initial Teacher Training Programme giving input as part of their SEND specialism.

It was agreed that at the November Board meeting that the Directors would map out communication by creating a stake holders map that would show and capture the different formats of communication in both directions with each stakeholder

10. ANY OTHER URGENT BUSINESS

10.1 Approval of new Director

Prior to this meeting several Directors had met with Nicholas Hodge who is a Professor at Sheffield Hallam University and undertaken a constructive conversation with the view to him becoming a Director. His CV has previously been circulated to all Directors. Directors unanimously agreed the appointment.

10.2 Maltby Learning Trust, Nexus Inclusion Resource

The CEO apologised that this paper had been circulated late but felt that it was important for Directors to be aware of the interest within the Maltby Learning Community. The CEO & JC will be attending the arranged meeting & any other Directors are welcome to attend.

<p>Directors were excited about the possible new venture; the funding arrangements will need to be discussed with the LA. There is a lot of support for the possible provision but there are possible risks for the provision. It was felt that this new provision would be the right avenue for parents who are at the end of their tether with pupils who are struggling in mainstream. This was agreed but it is vital to ensure that the information is correct and the funding agreed and secure before this information is released. It was agreed that the CEO & JC would attend the meeting & then reflect & respond to Directors at the next meeting</p> <p>10.3 SS - Feedback from Conference Managing Risk to Enable your Academy Trust to Thrive SS reported on a conference that she had attended. The conference was led by Irwin Mitchell, it highlighted the various risks and how they would be addressed or mitigated. It was agreed that SS develop the notes that she took and would circulate documentation that was received. SS reported on the beneficial training led by Irwin Mitchell.</p> <p>10.4 Craggs Community School THIS ITEMS WAS DEEMED AS CONFIDENTIAL PLEASE SEE APPENDIX 1 FOR INFORMATION</p> <p>10.5 Free Schools THIS ITEMS WAS DEEMED AS CONFIDENTIAL PLEASE SEE APPENDIX 2 FOR INFORMATION</p> <p>10.6 Safeguarding THIS ITEMS WAS DEEMED AS CONFIDENTIAL PLEASE SEE APPENDIX 3 FOR INFORMATION</p>	
<p>11. REVIEW OF RISK</p>	
<p>11.1 To consider any area new risks identified during the meeting that need referring to the Trust Committees</p> <p>It was noted that risks and the risk register will be referred to both the Audit & Finance & the Standards Committee so the agenda will be updated</p> <p>It was noted at the August meeting that the Craggs PFI situation had been identified and is to be considered as a risk to be included on the Risk Register</p>	
<p>12. CONFIDENTIALITY</p>	
<p>12.1 To consider the confidentiality of any items discussed during the meeting Items 10.4, 10.5, 10.6 were deemed to be confidential. Details can be seen on the Appendix to these minutes</p>	
<p>13. DATES OF NEXT MEETINGS</p>	
<p>13.1 Future Trust Board of Directors meeting dates: Wednesday 24th October 2018 at 17:00 – 19:30, Kimberworth Children’s Centre Tuesday 13th November – Leadership Summit – 16:00 – 19:00 at The Source, Meadowhall Wednesday 28th November 2018 at 17:00 – 19:30, Kimberworth Focus - Communication</p>	

Wednesday 19th December 2018 at 17:00 – 19:30, Kimberworth Children’s Centre
 Wednesday 30th January 2019 at 17:00 – 19:30, Kimberworth Children’s Centre
 Wednesday 27th February 2019 at 17:00 – 19:30, Kimberworth Children’s Centre
 Members AGM, Tuesday 12th March 2019 at 17:30 – 19:00, Nexus Headquarters
 Wednesday 27th March 2019 at 17:00 – 19:30, Kimberworth Children’s Centre
 Wednesday 1st May 2019 at 17:00 – 19:30, Kimberworth Children’s Centre
 Wednesday 22nd May 2019 at 17:00 – 19:30, Kimberworth Children’s Centre
[Wednesday 19th June – Leadership Summit – 16:00 – 19:00 at The Source, Meadowhall](#)
 Wednesday 26th June 2019 at 17:00 – 19:30, Kimberworth Children’s Centre
 Wednesday 24th July 2019 at 17:00 – 19:30, Nexus Headquarters
 Wednesday 14th August 2019 at 17:00 – 19:30, Nexus Headquarters

Minutes approved

CHAIR	SIGNATURE	DATE
ANDREW CHILD		24/10/2018