

**Trust Board of Directors Meeting
Challenge Meeting
Wednesday 25th October 2017, 17:00 – 19:30
at Kimberworth Children's Centre
Kimberworth Rd, Rotherham S61 1HE**

ACTION POINTS SUMMARY SHEET

COMPLETED ACTIONS

Agenda Ref:	Actions	By & Target Date
7.2 12/07/17	Invite BHP trainer/legal advisor to speak to Senior Leaders on accountability and responsibilities 27/09/17 – CFO will check with BHP 25/10/17 – Irwin Mitchell attending Leadership Summit	Complete
4.1 27/09/17	Nexus School Improvement Lead, Jill Walker, Presentation to Directors Directors would welcome progress reports Already recording evidence progress & will forward to Clerk to circulate 25/10/17 – Jill done handout that will be circulated after	Complete
7.8 27/09/17	Proposal for termly committee reports - Agreed for Termly committee reports. Clerk to send reminders to Chairs of each committee at end of each term. 25/10/17 – It was agreed that the CFO should create this report for the Audit & Finance Committee & that JW should create the report for the Standards Committee. Both officers will have these reports ratified by the Chair of the Committee prior to forwarding to the Clerk for circulation	CFO & JW End of each term Complete
10.1 27/09/17	To review Risk Register - Directors requested to email CFO with any questions that will be taken to the Audit & Finance Committee on 20/11/17	Complete
4.2.1 25/10/17	Responding to Bereavement Policy not approved - Agreed for SS, CH & WC to meet to continue to address matters raised. 13/11/17 – Draft policy now ready for representation to Directors in November	Complete
4.2.4 25/10/17	Agreed proposed changes to Scheme of Delegation. Policy to be amended and published	Complete

OUTSTANDING ACTIONS

Agenda Ref:	Actions	By & Target Date
4.6 14/06/17	Anti-Fraud, Bribery & Corruption Policy - Check whistle blowing policy to ensure it is in line with this policy 27/09/17 – Work still ongoing update at November Trust Board meeting	CFO 29/11/17

5.1 27/09/17	Policies: Apprenticeship Levy - 10-week pre-apprenticeship programmes are run in Doncaster which might benefit Nexus pupils? – CH to investigate	CH 29/11/17
7.1 27/09/17	2016/17 Trust Budget Monitoring Report - CFO to develop a separate capital report for next Trust Board report	CFO 29/11/17
7.1 27/09/17	2016/17 Trust Budget Monitoring Report - Headteachers questioned as part of SIP review at LGB meetings about costings for Priorities. No school has requested assistance but CFO will ask JW to highlight any areas she feels may be a concern	CFO 29/11/17
7.2 27/09/17	2017/18 Strategic Business Plan - TB gave an update re previous discussion for individual pupil. As a Trust Board should we be reporting the situation to the Safeguarding Board? CFO to raise with CEO but agreed referral to come from Trust Board not individually from the CEO	CEO/CFO 29/11/17
7.2 27/09/17	2017/18 Strategic Business Plan - All agreed excellent document but requested information re version control - CFO to add	CFO 29/11/17
7.3 27/09/17	Medium Term Financial Plan - Company reserves are not same as school reserves need to change language to ensure all understand the difference - CFO to amend language – 27/10/17 - Heads & CFO meeting with Head s & BM & verbal at LGB meet	CFO 29/11/17
7.4 27/09/17	Nexus MAT Governance Review - Trust Board & LGB self-assessments and reviews - All to complete a NGA skills audit – to be circulated along with National College Guidance to Directors 25/10/17 - Made every effort arrange LGB external reviews, Kelford undertaken 14th Oct. Still trying to arrange other dates with Leading Edge. NGA audits completion ongoing	CEO 29/11/17
7.6 27/09/17	Converter academies – update from discussions with interested schools All agreed to progress with applications to both projects	CEO/CFO 29/11/17
9.1.3 27/09/17	Nexus Personnel - New appointments into Nexus were noted and it was agreed that a Who's who would be circulated to Directors to keep them informed & updated – CFO to address – 27/10/18 - new photos being updated	CFO 29/11/17
4.2.3 25/10/17	Charges & Remissions Policy - CFO - Review still ongoing, defer to November Trust Board meeting	CFO 29/11/17
4.3 25/10/17	External Advisors to Standards Committee - CEO Agreed to source advisor information to go to Standards Committee	CEO 20/11/17
4.6 25/10/17	Draft Memorandum of Understanding between Nexus MAT & Rotherham Parent Forum Ltd – CEO to share Rotherham Parent Forum Ltd	CEO 20/11/17



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Attendees:

Andy Child	Director / Member & Chair of Trust Board of Directors	AC
John Coleman	Director / Member & Vice Chair of Trust Board of Directors	JC
Warren Carratt	CEO Nexus MAT	WC
Alan Meloy	Director	AM
Steve Booth	Director / Chair Hilltop School LGB	SB
Sue Shelley	Director / Chair Kelford School LGB	SS
Catherine Hall	Director	CH

Also Present:

Clare Southwell	Clerk	CS
Jill Walker	School Improvement Lead Nexus MAT	JW
Amanda Benton	Associate Director	AB
Tracey Brooke	Deputy CEO Nexus MAT	TB
Jacky Tattershall	Kelford Headteacher (item 5 only)	JT
David Burdett	Hilltop Headteacher (item 5 only)	DB
Luci Windle	Abbey Headteacher (item 5 only)	LW

Apologies:

Peter Castleton	Director	PC
Sarah Mulhall	Pennine View Headteacher	SM

1. APOLOGIES FOR ABSENCE	Actions
1.1 To receive apologies for absence <ul style="list-style-type: none"> • Apologies were received from PC 	
1.2 To accept apologies for absence <ul style="list-style-type: none"> • Apologies received and accepted 	
It was agreed that item 5 on the agenda would be dealt with at the start of the meeting	
5. PRESENTATION	
5.1 Steve Pearson – Communication Plan <ul style="list-style-type: none"> • Steve Pearson was welcomed to the meeting. Steve had been commissioned by the MAT to assist with the development of a MAT Communication Plan • Steve Pearson introduced himself to the Board. Has worked in communication & journalism for a number of years and has already met with many different levels of personnel within Nexus to get a view of communication across the Trust. • Purpose of presentation is to review previous conversations to ensure all areas covered so Communication Strategy & Plan can be created • Speaking / Communicating to the right people, at the right time, in the right way • A communication framework will ensure that the Trust communicates effectively with all its key stakeholders; will give a baseline for new schools joining the Trust; the Trust will be seen as a trusted leader in the community and a key player in moving the education sector forward • How do we share information? • How do people access information about Nexus? • We need to be the voice of difference • If Trust wasn't there what would have happened? • Schools & Trust need to share one voice. Are we one voice? <ul style="list-style-type: none"> • Pupil Voices – Engage & empower pupils • Staff & governor voices – clear meeting structures, clear opportunities to challenge • Parent Voice – clear connection between feedback & decision making processes • Stakeholders voice – are we expressing how we are making a difference, what is their contribution • Encourage involvement for all in the wider trust beyond their roles • What does success look like & how do we recognise it? • We want to be the best we can be, how can we show this - celebration events, be proud of Nexus concept, long term PR & marketing campaigns • Why would other schools want to join us? • Need to be more confident in language – <u>will</u> do, not <u>could</u> do, share knowledge • We need to be innovators, need to show innovations • Thought Leaders - those who have knowledge need to share it • Clear baseline of communication to schools • Articulate why it is good to work at Nexus • Chat with employees, open door policy but very difficult when leaders not on site, making Nexus employees obtainable • All staff induction. Nexus staff <ul style="list-style-type: none"> ▪ induction into schools as well as in Nexus ▪ induction into Nexus as well as school • All Nexus (school) jobs on Nexus website – not just Nexus ones 	

- Nexus Social fun events, friendly rivalry between schools?
- Sharing & developing knowledge. Do we know who is the best? Skills audit will bring knowledge, inform training, sharing = gained knowledge
- Engaging with outside agencies, connection with families & hard to reach families
- Share on a standardised channel
- Communication baseline for schools; parental engagement, websites, social media, PR, meeting structures, staff engagement, public events
- Agreed crisis communication
- Where to next, Where after Nexus? Engage past pupils, share stories of leavers, employers into the community, break down barriers, offer expertise & knowledge to the business sector

What is next for the Trust?

- Lots of questions; What will the high level answers look like if we are to achieve?
- What does outstanding look like; clear success criteria so we know what we have achieved
- The baseline is good, so what is out baseline? Starting to formulate, gather evidence, need to expand the channels, need to agree fundamentals, might need to be different for different stakeholders – i.e. a parent or the LA
- Channels are there but not all open
- Need to look at this communication alongside MAT SIP success criteria & school SIPs and align improvement strategies
- Need baseline of where we are now
- Facebook not always positive tool & sometimes difficult to move on from bad press, need to show how social media can be used more professionally & look at other channels available
- All Nexus to share a twitter network so all new is shared
- What is minimum baseline for getting pupil voice?
- Each school must be allowed to feel different & be individual
- Knowledge is knowing which media channel to use
- Use a standard base Nexus template for all newsletters to show schools are part of an entity but still have individuality
- Great to have a communication plan but everyone need to follow it
- As a MAT, we are providing information but are we listening and letting people know that their voice is valued?
- Bring & Brag at Trust Level
- Celebrations at school level moved up to Nexus level and share across the MAT
- Ask a questions across the MAT, take actions that help people to feel they belong
- Work goes on across the schools & wider special school community in LA, need to build on it & give it a Trust flavour
- It was noted that on conversion staff were concerned about change. The message delivered was that school work will continue as before with as little disruption as possible, if it feels different we've done it wrong. May be that was the wrong message at the beginning?
- It was important at the time to ensure staff felt supported through the changes, TUPE, pension rights etc. but now we need to start to celebrate, this is time to celebrate the change, change be led by middle managers?
- How do we measure what Nexus does? Need a clear message but difficult to measure & share
- Staff feedback - sharing innovation, sharing information for parents, things that are priorities for families i.e. sleeping, toileting, behaviours programs
- Engagement of middle managers so people feel ownership of the wider

<p>organisation as well as their school</p> <ul style="list-style-type: none"> • Have we branded ourselves correctly? • Engagement for Success – National Enterprise • Baseline, audit of sharing, reflect on our vision of sharing, sharing carried out by some individuals but not as a whole • Questionnaire to staff to find out their views of the Trust Board • Staff to tell us what they want, Trust to tell staff what they done, stimulate thinking, what have we achieved in 16 months? <p>Communication Strategy Plan - Can we get it in place by January?</p> <ul style="list-style-type: none"> • On conversion the founding values all came from the schools, from bottom up all came from ambitions of why we wanted to academies • The most important step will be to learn that we are all the Trust, big change to move from school alliances to alliance to the Trust as well • Needs to be a plan and a commitment for all, we all need to move forward together with one voice as one unity <p>Steve Pearson was thanked for his work so far, it was agreed that he would continue to work on a plan for Nexus and bring back to the Trust Board in the new year</p>	
<p>Steve Pearson & the Headteachers left the meeting</p>	
<p>Review of Presentation</p> <ul style="list-style-type: none"> • Interesting in what he had seen & not seen • It is the start of a gentle move into new era • Need to now reverse previous message of converting to MAT - no change now means that we have not been successful • Need to look inwards to ensure we have a solid base before growth • Currently - Consultant to put forward a draft plan, Headteachers now involved & Headteachers can challenge to ensure middle managers are also on board. Headteachers need to take a lead on one voice & alliance to the Trust and the school 	
<p>2. ITEMS OF URGENT BUSINESS</p>	
<p>2.1 Chair to determine any items of urgent business to be considered</p> <ul style="list-style-type: none"> • ISR change for Abbey School • Pay Recommendations for Executive Board • MAT Growth • Amendment to Scheme of Delegation – this will be dealt with at item 4.2 on the agenda as item 4.2.4 	
<p>3. DECLARATION OF INTERESTS</p>	
<p>3.1 Individual Directors to declare any personal, business or other governance interests on any item on the agenda</p> <ul style="list-style-type: none"> • CEO, CFO & SB declared interest in AOB item - Pay Recommendations for Executive Board and will withdraw from the meeting when this item is discussed 	
<p>4. ITEMS FOR APPROVAL</p>	
<p>4.1 Adoption of STP&C - Inflationary Rise</p> <ul style="list-style-type: none"> • National Pay award of 2% for main scale & 1% upper level & leadership level • Nexus adheres to STP&C 	

<ul style="list-style-type: none"> All Headteachers & Chairs recommended to adopt Executive Pay also mapped to STP&C so will be included within the award All Directors agreed to the National Pay Award 	
<p>4.2 Policies:</p> <p>4.2.1 Responding to Bereavement Policy</p> <ul style="list-style-type: none"> Recent bereavement of pupil at one of our schools Raised awareness that policy is needed Needs to link to NHS – CAHMS Cross reference to other policies? Policy not approved - Agreed for SS, CH & WC to meet to continue to address <p>4.2.2 Academy of Concern and Sponsored Academy Intervention Policy</p> <ul style="list-style-type: none"> Designated timed review – no changes Policy used for conversion of Pennine View <p>4.2.3 Charges & Remissions</p> <ul style="list-style-type: none"> CFO - Review still ongoing, defer to November Trust Board meeting <p>4.2.4 Amendment to Scheme of Delegation</p> <ul style="list-style-type: none"> CEO Proposed change to clerking of Headteacher Appraisal meetings. All information recorded on Appraisal report so duplication to also have minutes A record of the Appraisal will be formally recorded in the Trust Performance Management Documentation and kept on personal file. All agreed the proposed changes. Scheme of Delegation to be amended and published 	<p>CEO/ SS/CH</p> <p>CFO</p> <p>Clerk</p>
<p>4.3 External Advisors to Standards Committee</p> <ul style="list-style-type: none"> External advisors to assist & advise the committee LA commissioners not the right people CEO Agreed to source advisor 	<p>CEO</p>
<p>4.4 Task & Finish Group – re Maltby Craggs</p> <ul style="list-style-type: none"> Maltby Craggs have approached Trust to ask to join Trust SS & CEO have met with Governing Body, very similar values & ethos Would make then a good partner in our trust Head wanting to secure path for school New convertor school by choice not sponsor Need to share & set up a working Group – opportunity to be involved & work with their Governors – SS & JC SB & AB Feel conversion could move quite quickly Head & Chair invited to attend next Trust B meeting as observers Head very keen – would like to write out to Parents on 14th November School already has most of paperwork as has been part of the way previously down the conversion process but school withdrew due to differences in values Approved to start Due Diligence process 	
<p>4.5 Trust Dashboard – Development Steering Group</p> <ul style="list-style-type: none"> CFO – The process has taken a lot longer than expected but now finally getting round to it being developed into an automated system CFO setting up steering group, requested AM to Chair & JC as Chairs of Committees to be part of steering group 	

<ul style="list-style-type: none"> Agreed 	
<p>4.6 Draft Memorandum of Understanding between Nexus MAT & Rotherham Parent Forum Ltd</p> <ul style="list-style-type: none"> Jayne Fitzgerald as a Director was going to be link connecting the two organisations, but JF unable to undertake role of Director Document drafted by Solicitors –Named representation at meeting but not liability of being a Director but no obligation for them & they can be invited to attend Only named Directors can put items on the agenda Directors agree for the document to be shared with Rotherham Parent Forum Ltd 	CEO
5. PRESENTATION	
This item had been dealt with at the start of the meeting	
6. TRUST BOARD OF DIRECTOR MINUTES	
<ul style="list-style-type: none"> To approve the minutes of the following meetings: <ul style="list-style-type: none"> Trust Board of Directors meeting held on 27th September 2017 Minutes agreed and to be signed 	
<ul style="list-style-type: none"> Matters arising from the Minutes Matters Arising note above 	
7. GOVERNANCE MATTERS	
<p>8.4 Trust Board of Directors to report on:</p> <ol style="list-style-type: none"> any functions exercised on behalf of the Trust Board of Directors any training and development undertaken visits to schools within the MAT <p>SB – visit to Abbey supporting new Chair, very keen & interesting chat, good session SS – went to Maltby Crags with CEO AB – Deputy Headteacher from Kelford School has visited Thornhill</p>	
9. ANY OTHER URGENT BUSINESS	
<p>.1 Chair to determine any items of urgent business to be considered</p> <p>9.1.1 ISR change for Abbey School</p> <ul style="list-style-type: none"> Abbey School now KS1-KS5, recommendation to increase ISR to 21-27 HR advise sought and recommends increment New ISR agreed 	
The CFO left the meeting room	
<p>9.1.2 Pay Recommendations for Executive Board</p> <p>CEO recommendation re CFO –</p> <ul style="list-style-type: none"> CEO, AM, & SB undertook review - Recommend standard progression – done fantastic job, capacity discussed as the CFO now also undertakes the role of Deputy CEO and there are additional duties with regard to growth of the MAT <p>The CEO & SB left the meeting room</p> <p>Chair recommendation for CEO</p> <ul style="list-style-type: none"> AC, JC, & PC undertook review - Recommend standard progression – again a fantastic first 16 months of the Trust, there had been some targets that had not 	

been able to be achieved due to external / outside influences	
<p>The CEO, CFO & SB returned to the meeting</p> <ul style="list-style-type: none"> It was noted that the Directors who undertook the reviews had delegated powers from the Trust Board to make pay awards as agreed at the review meetings. The information given to the Trust Board today had therefore been for information only 	
<p>9.1.3 MAT Growth</p> <p>THIS ITEM WAS DEEMED TO BE CONFIDENTIAL PLEASE SEE APPENDIX 1 FOR INFORMATION</p>	
10. REVIEW OF RISK	
<p>10.1 To review Risk Register</p> <ul style="list-style-type: none"> Risk registers have now been created for schools and will be shared at the Leadership & Management LGB meetings Trust Risk Register to be reviewed by Audit & Finance Committee 	
<p>10.2 To consider any area of risk discussed during the meeting and agree Risk Owner</p> <ul style="list-style-type: none"> There were no new risks identified at the meeting 	
11. CONFIDENTIALITY	
<p>11.1 To consider the confidentiality of any items discussed during the meeting</p> <ul style="list-style-type: none"> Item 9.1.3 was deemed to be confidential 	
12. DATES OF NEXT MEETINGS	
<p>12.1 Future Trust Board of Directors meeting dates:</p> <p>Audit & Finance Monday 20th November 2017 at 17:00 – 19:30 Nexus HQ</p> <p>Standards Wednesday 22nd November 2017 at 17:00 – 19:30 Kimberworth Children's Centre</p> <p>Trust Board Wednesday 29th November 2017 at 17:00 – 19:30 Kimberworth Children's Centre</p> <p>Challenge Meeting Wednesday 20th December 2017 at 17:00 – 19:30 Kimberworth Children's Centre</p> <p>Trust Board Wednesday 31st January 2018 at 17:00 – 19:30 Kimberworth Children's Centre</p> <p>Chairs & Heads Wednesday 7th February 2018 at 10:00 – 12:00 Kimberworth Children's Centre</p> <p>Challenge Meeting Wednesday 28th February 2018 at 17:00 – 19:30 Kimberworth Children's Centre</p> <p>Audit & Finance Monday 5th March 2018 at 17:00 – 19:30 Nexus HQ?</p> <p>Standards Monday 12th March 2018 at 17:00 – 19:30 Kimberworth Children's Centre</p> <p>Trust Board Wednesday 21st March 2018 at 17:00 – 19:30 Kimberworth Children's Centre</p> <p>Challenge Meeting Wednesday 25th April 2018 at 17:00 – 19:30</p>	

Chairs & Heads	Kimberworth Children's Centre Wednesday 16 th May 2018 at 10:00 – 12:00 Pennine View School
Trust Board	Wednesday 23 rd May 2018 at 17:00 – 19:30 Kimberworth Children's Centre
Challenge Meeting	Wednesday 27 th June 2018 at 17:00 – 19:30 Kimberworth Children's Centre
Audit & Finance	Monday 2 nd July 2018 at 17:00 – 19:30 Nexus HQ?
Standards	Monday 9 th July 2018 at 17:00 – 19:30 Kimberworth Children's Centre
Trust Board	Wednesday 25 th July 2018 at 17:00 – 19:30 Kelford School
Challenge Meeting	Wednesday 15 th August 2018 at 17:00 – 19:30 Kelford School

Minutes approved

CHAIR	SIGNATURE	DATE
ANDREW CHILD		29/11/2017