



**Trust Board of Directors Meeting
Wednesday 6th July 2016
Abbey School – 5.30pm**

ACTION POINTS SUMMARY SHEET

Actions		By & Target Date
73.1 09/06/16	Develop plan to show strands of development and track added value of Nexus 6/7 strategic objectives on this agenda – growth Other strands of development will come from vision, values & ethos Nexus must show impact & added value	Completed
75.1b 09/06/16	To identify future external school improvement reviewers and future schools & MAT partners for moderation and collaborative work – 6/7 TM & SGG in Sept 16 will be part of School Improvement Lead role to carry out this in future	Completed
5.3 09/06/16	Review role and line management of School Business Managers – 6/7 action for CFO	Completed
5.3 09/06/16	Lead on School Improvement appointment 6/7 only one EOI – JT appointed to role	Completed
5.3 09/06/16	Arrange Governance external review 6/7 Part of SI Lead role - what are we reviewing? All LGBs need a baseline, what in place what training required. TBoD decision on how to address, TM & SGG to do governor interviews? Standards Committee to address? Governor development plan. CEO to contact Learners First to do a review across 3 LGBs	JT/WC Ongoing Sept 16
5.3 09/06/16	Lead on ICT lead appointment EOI out – closing date Friday 8 th July no applications yet 8/7 only one EOI – IB appointed to role	Completed
5.4 09/06/16	TBoD to have professional conversation with HT Headteacher once confirmed 6/7 DB attended meeting and gave a detailed presentation on the way forward and developments for Hilltop School see item 14.7b	Completed
5.5 09/06/16	CEO & Abbey School to continue work with LA to address matter 6/7 LA H&S inspection received – possible follow up from that document	WC & Abbey Ongoing
5.6	5 year growth plan, vision & mission statement to be developed – 14 th July	Mem & TBoD

09/06/16		14/0/16
5.7 09/06/16	Development of Trust vision, mission statement and core values – 14 th July	Mem & TBoD 14/0/16
6.2 09/06/16	AC to contact JM at S4S re legalities offering a permanent position & KPIs 6/7 Extension to contract completed, KPIs & legalities offering a permanent position still ongoing	Ongoing AC 14/9/16
6.9 09/06/16	Admissions & Exclusions Policies to be reviewed prior to publication	JC/WC 31/7/16
5.1 06/07/16	School Improvement strategy, MAT Improvement strategy Establish vision & values & then revisit this report	WC 14/9/16
5.1 06/07/16	As a charity so we need to address avenues for fundraising and bid applications	WC/CFO 14/9/16
5.2 06/07/16	Budget reports on every TBoD agenda	WC/CFO/CS
5.6 06/07/16	Charity Commission 15 questions – defer to next meeting	CS 14/09/16
5.7b 06/07/16	Pupils who are tube or peg fed do not have FSM so may not be on the FSM register	WC/CFO Sept 16
5.7 06/07/16	Middle Management discussed across the three schools. Impact of middle leaders and evidence – Good practice in Barnsley JT in role of School Improvement Lead to investigate	WC/JT Sept 16
6.1 06/07/16	WC to take increase of Directors to Members for approval and amendment to the Articles of Association	WC 12/07/16
6.3 06/07/16	To appoint to Trust Board Standards Committee – defer to next meeting	CS 14/09/16
6.4 06/07/16	To appoint to Trust Board Finance & Audit Committee	CS 14/09/16
6.6(B) 06/07/16	WC to review options with ICT lead for a virtual “hub” for Directors and Govs	WC 14/09/16
6.9 06/07/16	Development of course feedback to share and cascaded information	WC/CS 14/09/16



Trust Board of Directors Meeting
Wednesday 6th July 2016
Abbey School – 5.30pm

Attendees:

Andy Child	Member Representative & Chair of Trust Board of Directors	AC
John Coleman	Member Representative	JC
Tracey Brooke	Independent Director	TB
Steve Booth	Chair Hilltop School LGB	SB
Sue Shelley	Chair Kelford School LGB	SS
Warren Carratt	CEO Nexus MAT	WC

Also Present:

Clare Southwell	Clerk	CS
David Burdett	Head Teacher Hilltop School	DB

Apologies:

John Irwin	Chair Abbey School LGB	JI
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Chair requested for agenda items not to be numbered sequentially but to be individual to each meeting. The minute items are therefore different to the agenda circulated

1. APOLOGIES FOR ABSENCE	Actions
1.1 To accept apologies for absence Apologies received from John Irwin 1.2 To receive, but not accept, apologies for absence Apologies accepted	
2. ITEMS OF URGENT BUSINESS	
2.1 Chair to determine any items of urgent business to be considered <ul style="list-style-type: none"> • No items of urgent business 	
3. DECLARATION OF INTERESTS	
3.1 Individual Governors to declare any personal, business or other governance interests on any item on the agenda <ul style="list-style-type: none"> • There were no declarations of personal or business interest 	
4. TRUST BOARD OF DIRECTOR MINUTES	
4.1 To approve the minutes of the following meetings: TBoD meeting held on 9 th June 2016 <ul style="list-style-type: none"> • Minutes approved 4.2 Matters arising from the Minutes <ul style="list-style-type: none"> • Actions noted above 	
5. CHIEF EXECUTIVE'S REPORT	
5.1 Strategic Objectives <ul style="list-style-type: none"> • Report based on conversations with various outside agencies and schools • Possible new partnerships • Sponsorship - DfE need more sponsors • Some internal growth – increased numbers, possible P16 provision at Abbey • Offering services external – Team Teach, sensory integration • LA discussion re Free Schools • LA provision required for complex ASC & SEMH pupils, nowhere to place within the LA at present • Need support from LA to improve joint commissioning with Health & Social Care • Currently negativity view of MATs – need to promote positivity, communication & publicity of corporate image • New company, philosophy to look at values & ethos to see if would fit into Nexus, CEO not looking at partners as commodities. Want to reduce top slice to give • The Enterprise Work Partner for Kelford School is the Department for Work & Pensions, and For Abbey school it is Wilmott & Dixons • Adult Social Care provision is being reduced and withdrawn • Lack of residential care in LA 	

Questions & Challenges	Response	Further action(s)	
<i>What is the risk</i>	Due diligence and baselining of all growth plans or partners to assess risks		WC WC/CFO
<i>Positive & exciting – strengthening resources, cash flow, other strands also to be addressed</i>	School Improvement strategy MAT Improvement strategy	Establish vision & values & then revisit this report	
<i>We are also a charity so we need to address avenues for fundraising and bid applications</i>	<i>Fundraising? – CFO Bid writing</i>	Autumn Meet 14/9/16	
<p>5.2 Setting of the Nexus MAT Budget</p> <ul style="list-style-type: none"> • Report circulated • EFA poor communication • CFO dedicated communicator • This financial year 2 months LA, 3 months academy, 7 months academy • LA high needs block overspent • LA Over subscribed • Indicative figures at present • Receipt of top up funding, child first, top up agreed prior to admission? • Budget report every TBoD meeting 			WC/CFO/ CS
<p>5.3 Hilltop School budget</p> <p style="text-align: center;">THIS ITEM WAS DEEMED CONFIDENTIAL PLEASE SEE APPENDIX 1 FOR INFORMATION</p>			
<p>5.4 EFA Key Actions</p> <ul style="list-style-type: none"> • Report received • Orange ongoing information not been addressed yet due to delays by the DfE/EFA • CFO will be involved with ensuring that deadlines are adhered to 			
<p>5.5 Staffing update</p> <ul style="list-style-type: none"> • CFO application process ongoing interviews planned • School Improvement – only one EOI received. JT appointed to position • IT Lead process ongoing 			

<p>5.6 Charity Commission 15 questions</p> <ul style="list-style-type: none"> • Item to be reviewed at next meeting 	CS
<p>5..7 School Improvement, school reports</p> <p>a) Abbey Ofsted Inspection Report</p> <ul style="list-style-type: none"> • Report circulated • Directors agreed very pleasing report • HT will be able to assist and support other schools in similar positions in future 	
<p>5.7 b) Hilltop Baseline Report</p> <p>DB, currently Joint Head Teacher from Hilltop School was present to have a professional conversation with the Board after his appointment to the position of Head Teacher starting in September 16. This is a temporary appointment until 31st August 2017. DB discussed the report in detail with Directors</p> <ul style="list-style-type: none"> • Report circulated from Tracy Millard, Learners First • Ron McCrossen from Nottinghamshire had been appointment as advisor by Elaine Shepherd, a LA Advisor, during headship appointment process. It was felt that he did not challenge and gave an outcome of good. • Tracey Millard, from Learners First, brought in to give more challenge and a robust review • Significant changes in staffing – all key leaders have changed in last 3 years • New leadership has challenged and feel that school although good has been coasting • New SLT has worked through SIP & SEF and on ICE drivers (independence, communication, exploration and experience) across school • Ensuring all staff are working to job descriptions, all staff need to skill up to be able to address the reducing staffing numbers. Have started • School long term has been good to outstanding and not moved up to the new Ofsted framework • SLT having given support through-out year to assist teachers to ensure they are working to job descriptions • Six teachers on UP3. Job description is for teachers on UP3 to give a sustained and significant contribution to the school and provide outstanding teaching • From this review, two teachers moved onto informal capability support plans, one has had significant time off but has returned and is doing well, and one teacher is still off and a possible compromise agreement is being discussed. The funding for this if it goes ahead is already accounted for within the budget. • Moving from PCR to EHC plans not as quickly as would like • Work on vulnerability scores across the school to address which also address the pupils on pupil premium. 	

- Statement on website shows exactly where pupil premium money has been spent.
- Top pupils on vulnerability list may not be in receipt of pupil
- Not all pupils who are eligible for FSM are on the FSM register i.e. Pupils who are tube or peg fed do not have FSM so may not be on the FSM register
- Sensory integration – Shared appointment of an OT between Hilltop & Kelford Schools which assists pupils to be calm, alert and prepared to work
- Roles for L3 TAs in identified areas of curriculum support has made a massive impact
- School Improvement Cycle is core business
- Items on SIP are part of core business and are costed in the budget and are in the SEF
- Progress made on all Ofsted objectives
- Recommendations made by TM in report – all been/being addressed
- Clearer expectations, clear plan for school improvement and a budget plan to address
- TM next visit in September, change to single HT leadership
- Director reported on impact & confidence of DB in last year
- Focuses for 2016/2017 discussed
- Only key things to help move school forward

CEO/CFO

Questions & Challenges	Response	Further action(s)
<i>Should not be UPS3 if not outstanding</i>	Being addressed in school. Review started with the UP3 teachers and will work down through the school	
<i>Sensory integration – OT What evidence so you have of impact</i>	School no doubt of impact, but not confident on the evidence available at present. Will establish evidence and ensure in place and presented to LGB	Cost analysis needed and evidence of impact
<i>Is there evidence to show the impact of the year's work, is there evidence within the pupil progress meetings</i>	Data crunching still ongoing and still to be analysed and reported to LGB	
<i>What assistance do you need as HT to move forward</i>	Budget & Data analysis	

- 5.7c) Kelford Baseline Report
- Report received and discussed

Questions & Challenges	Response	Further action(s)	
<i>Report states "That Governors have a clear vision for the school" but Governors were not questioned or interviewed</i>	Chair of LFGB questioning report Different perspectives are needed on a regular basis Suggest liaison with a HT whose school is outstanding under the new framework		
<i>Report states "That outcomes are good" but there has been inconsistency in the KS1 outcomes for a number of years</i>	KS1 under scrutiny by SLT & the LGB		
<i>EYFS statement – no report of outcome yet received</i>	Since the partnership commences Kimberworth Children's Centre has not yet had an external review. Ofsted has just taken place so the report will be circulated shortly		
Middle Management discussed across the three schools. Impact of middle leaders and evidence – Good practice in Barnsley JT in role of School Improvement Lead to investigate			WC/JT
6. GOVERNANCE MATTERS			
6.1	To address vacancies, confirm appointment, approve additional responsibilities of Directors <ul style="list-style-type: none"> • AC & WC to meet to address and meet with Lloyds Bank re Bank's Governor initiative • Increase to 11 to allow capacity to carry out work and still leave space for Chairs of any additional schools who join the MAT • WC to take increase of Directors to Members for approval and amendment to the Articles of Association 		WC
6.2	Confirmation of Chief Executive Officer permanence planning <ul style="list-style-type: none"> • Dealt with as 6.2 in action points 		
6.3	To appoint to Trust Board Standards Committee <ul style="list-style-type: none"> • At present not enough Directors to make appointments • JC to Chair when committee established • Defer to next meeting 		CS 14/09/16
6.4	To appoint to Trust Board Audit & Finance Committee <ul style="list-style-type: none"> • At present not enough Directors to make appointments 		CS 14/09/16
6.5	To agree the publication of Trust policies <ul style="list-style-type: none"> a) Draft Expenses Policy b) Draft Risk Management Policy 		

<ul style="list-style-type: none"> c) Draft Risk Register d) Draft Governance Handbook • All approved 							
<p>6.6 Verbal feedback from individual LGB Chairs</p> <ul style="list-style-type: none"> a) Abbey School • Item not discussed – Abbey Chair not present 							
<p>6.6 b) Hilltop School</p> <ul style="list-style-type: none"> • Special meet re budget – Governors aware of lack of challenge & lack of accurate information received from school to LGB meetings • Impact has raised awareness of Governors to responsibilities • Communication - lack of sharing events and information with Chair & Governors, SLT planning, outcome linked to SIP so was impact. – Want to develop communication channels <table border="1" data-bbox="134 882 1283 1093"> <thead> <tr> <th data-bbox="134 882 509 965">Questions & Challenges</th> <th data-bbox="509 882 1019 965">Response</th> <th data-bbox="1019 882 1283 965">Further action(s)</th> </tr> </thead> <tbody> <tr> <td data-bbox="134 965 509 1093"><i>Communication how can it be improved?</i></td> <td data-bbox="509 965 1019 1093">Communication strategies to be put in place, a virtual site? Bringing people together</td> <td data-bbox="1019 965 1283 1093">WC to review options with ICT lead for a virtual "hub"</td> </tr> </tbody> </table>	Questions & Challenges	Response	Further action(s)	<i>Communication how can it be improved?</i>	Communication strategies to be put in place, a virtual site? Bringing people together	WC to review options with ICT lead for a virtual "hub"	WC
Questions & Challenges	Response	Further action(s)					
<i>Communication how can it be improved?</i>	Communication strategies to be put in place, a virtual site? Bringing people together	WC to review options with ICT lead for a virtual "hub"					
<p>6.6 c) Kelford School</p> <ul style="list-style-type: none"> • What do Directors need/want to know about? • Baseline of Governors • All Governors understanding of the importance of Governance • Lack of Summer school provision, holistic provision for pupil • No funding, loss of contacts for summer provision • Dept Head doing research into use of pupil premium • Possible pupils in Sept on role at Kelford but due to limited space taught at Abbey, 							
<ul style="list-style-type: none"> • LA late for again sorting and securing provision for September which means staffing unable to be sorted prior to start of academic year • Succession planning & growing middle leaders, evidence of impact required • Staff sickness, cause not known, breakdown of different areas, type of absence, further investigation • Apply sickness absence process to all staff equally • EHC plans, only 5 in Kelford – issue across LA and nationally • JT shared information on role, concerns of her home/life balance • Culture of HT not able to have quiet work time without interruptions • Culture of lack of importance given to Governance time 							

Questions & Challenges	Response	Further action(s)	
<p><i>Absence teaching to support ratio</i> <i>Related to staff morale – exit interviews</i> <i>Staff absence insurance</i></p>	<p>Further investigation into be carried out Exit interviews Sickness - return to work interviews to be carried out in all cases</p>	<p>Focus of work on staff absences breakdown of report LGB to continue to address & report back to CEO</p>	
6.7	<p>Membership of the Trust Board of Directors / Local Governing Bodies – determine action to fill any current or forthcoming vacancies</p> <ul style="list-style-type: none"> AC and WC meeting to discuss matter and meet with Lloyds Bank who are leading an initiative for their employees to become Governors 		
6.8	<p>Update of Trust Board of Directors contacts</p> <ul style="list-style-type: none"> There were no contacts to be updated HR portal for DBS checks now in place 		
6.9	<p>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 <ul style="list-style-type: none"> Course feedback <ul style="list-style-type: none"> JC - Finance for school SS - Chair & Vice Chairs development Programme SS - Pupil Premium SB - Leadership Lessons from the 'Trojan Horse' TB - Visit to Hilltop to assist with budget AC - NLG meeting SS - Coaching Training organised by LA but led by PG Nexus Member CS - Clerks Development and forums <p>Clerk developing course feedback form so that information can be shared and cascaded to other Governors</p>	WC/CS	
7. ANY OTHER URGENT BUSINESS			
7.1	<p>To consider any other urgent business agreed by the Chair</p> <ul style="list-style-type: none"> No items of urgent business 		

8. CONFIDENTIALITY	
<p>8.1 To consider the confidentiality of any items discussed during the meeting</p> <ul style="list-style-type: none"> • 5.1 Strategic report (circulated report only) • 5.3 Hilltop budget <p>A discussion took place on the sharing of minutes</p> <ul style="list-style-type: none"> • Previously when all minutes circulated Governors felt that there was excessive paperwork • Public minutes on the website • Confidential minutes and papers to be circulated using a secure portal • This area of website still under development 	
9. DATES OF NEXT MEETINGS	
<p>9.1 Future Trust Board of Directors dates: possible changes</p> <ul style="list-style-type: none"> • Discussion re future start times – agreed for all future meetings to start at 5pm • Directors to consider Tuesdays to enable JI to be able attend <p>Following the meeting email conversations took place with regard to availability so the following meeting dates have now been agreed</p> <p>Trust Board of Directors – Wednesday 14th September 2016 – 17:00-19:30 at KCC Trust Board of Directors – Tuesday 11th October 2016 – 17:00-19:30 at Abbey Trust Board of Directors – Wednesday 16th November 2016 – 17:00-19:30 at KCC Trust Board of Directors – Tuesday 13th December 2016 – 17:00-19:30 at Abbey Trust Board of Directors – Wednesday 18th January 2017 – 17:00-19:30 at KCC Trust Board of Directors – Wednesday 15th February 2017 – 17:00-19:30 at Abbey Trust Board of Directors – Tuesday 14th March 2017 – 17:00-19:30 at KCC Trust Board of Directors – Wednesday 5th April 2017 – 17:00-19:30 at Abbey Trust Board of Directors – Wednesday 17th May 2017 – 17:00-19:30 at KCC Trust Board of Directors – Wednesday 14th June 2017 – 17:00-19:30 at Abbey Trust Board of Directors – Wednesday 12th July 2017 – 17:00-19:30 at KCC</p>	

Minutes approved

CHAIR	SIGNATURE	DATE
ANDREW CHILD		14/09/2016