



**Nexus Board of Directors**  
**Wednesday 26<sup>th</sup> February 2020 5 - 7.30pm**  
**Nexus Head Quarters**

<b>Attendees:</b>		
Andrew Child	Director / Member & Chair of Trust Board of Directors	Chair
Steve Booth	Director	SB
John Coleman	Director / Vice Chair of Trust Board of Directors	JC
Nick Hodge	Director	NH
Ray Palmer	Director	RPa
Rachel Potts	Director	RP
Sue Shelley	Director	SS
<b>Also Present:</b>		
Warren Carratt	Chief Executive Officer	CEO
Diane Hyner	Executive Business Assistant	Clerk
Cath Sands	Chief Finance Officer	CS
<b>Apologies:</b>		
Helen Bellinger	Director	HB
Peter Castleton	Director	PC

1. WELCOME & APOLOGIES FOR ABSENCE	ACTIONS
1.1 Welcome & receive apologies for absence Apologies were received from PC and HB	
1.2 To accept apologies for absence Apologies for PC and HB were accepted	
2. ITEMS OF AOB	
2.1. Chair to determine any items of urgent business to be considered. <ul style="list-style-type: none"> <li>• Update regarding Coronavirus</li> <li>• Special School's prom</li> <li>• Chair availability</li> <li>• Director appointments</li> </ul> <p>Chair informed the group that Baroness Berridge who is the new Parliamentary Undersecretary for Education and is the replacement for Lord Agnew has been invited to visit Nexus MAT schools where it is hoped that there will be a discussion about school funding.</p>	
3. DECLARATIONS OF INTEREST	
3.1. Individual Directors to declare any personal, business/governance interests on any item on the agenda  There were no declarations of interest	
4. TRUST BOARD OF DIRECTORS MINUTES	
4.1. The minutes of the Board Meeting held on 29 <sup>th</sup> January 2020 were reviewed and agreed with the following amendment.  Attendees, Graham Shaw to be recorded as an observer from Wrigley's Solicitors.  Minutes agreed and signed	
4.2. Review of Action Tracker  The outstanding actions on the tracker were reviewed and updated.	
4.3. Matters arising from the Minutes There were no matters arising	
5. 2019-20 Strategic Business Plan Update	
CEO presented Strategic business plan and gave a verbal update about the MAT conference held on Monday 24 <sup>th</sup> at New York Stadium.  NH talked about the experience stating it was really well organised  CEO stated there has been really positive feedback and shared some of the comments made on the feedback forms. There was only one person who did not agree and felt	

the day was not relevant for her. Some stated they would have preferred to have more time in workshops.

The CEO went on to explain there were 2 key speakers, one to open and one to close the conference with the focus of wellbeing.

**Chair asked if another conference was booked for next year** and the CEO stated there is an agreed shared INSET day and he is thinking of approaching a secondary school to facilitate the day to allow more people to attend the event.

A discussion followed relating to secondary schools and the benefits of approaching a secondary school to house the Nexus MAT conference.

**RP asked about lead heads continuing to oversee the Trust wide improvement initiatives and wondered if there were any examples of the work** and the CEO confirmed that the Standards Committee receives updates relating to improvement and the Trust has a number of initiatives. One is where a NQT network has been developed with JT taking the lead, there is a RQT network that has been developed with WA facilitating. The Trust has also moved from a behaviour review approach to behaviour research with behaviour leads coming together to offer more qualitative support. Steve Barton from Kelford school is leading a joint MAT wide approach to achieve the Arts Mark status. There are also Safeguarding Audits.

JC stated it might be helpful if we could get a flavour of that approach to show that we are working corporately to help the schools with the greatest needs.

CEO stated the approach to this is that JT will pull together a composite review of the shared needs looking at all schools SIPs.

**SS asked about employee survey stating we need to look at this before the pay review at the end of March looking at the gender pay gap report and we need to ensure there are opportunities for staff on all levels.** The CEO confirmed that it features as a line of enquiry in the employee opinion survey and will be rolled out before Easter. North Yorkshire CC has been working with Nexus on this but there has been delays due to changes in briefs, also connected to MAT growth.

JC asked if Nexus will have ownership of the data from the survey and the CEO confirmed we will have ownership of the data we have asked for.

Section 3 - the CEO informed the group that the Extended Services contract has been rolled back to 31<sup>st</sup> December 2020 and further funding has been agreed until the end of 2020. A re-tendering exercise will then take place.

CEO informed the TBoD that North Ridge School is due to convert on 1<sup>st</sup> April 2020 and gave an update regarding the budget. A discussion followed relating to the budget and the CEO informed the group that he has asked to speak about Fairer Funding with the Director from DMBC. The CEO has written to a cabinet member raising his concerns.

Becton has been point of dispute this week. Sheffield CC have written to James Gibson and CEO to outline a decision to not to pass on any of the 8% uplift in hospital grant funding but have stated they will consider a business case for addition teachers. They

do not want to include the numbers of the children in hospital which would leave Becton vulnerable as the funding would be part of an SLA.

**SB asked about Section 3 of the report relating to Five Rivers support** and the CEO stated that a member of staff from Five Rivers has been offering support at Craggs working with the Headteacher and has also been working with JT re the CSIF refresh.

A discussion followed relating to a PRU that is not too far from Edenthorpe that has space which could be used with some updates.

CEO stated that he has met with DMBC to ask to increase the provision at PV due to numbers in Y3 and the need for additional capacity for Y4. The increase in numbers is planned to be 126 which is an increase of 6. There is a possibility of taking out Y10 and Y11 students if the PRU is available to accommodate them. Doncaster would need to agree to additional funding for this.

RP asked what are the next steps to get that in place if it is agreed in principal and the CEO stated he had emailed Derek Brogan and asked him to speak to his Director for a local agreement for this to be put in place.

The CEO stated there is a meeting scheduled for mid-March with Jenny Lingrell from the Commissioning Clinical Group/RMBC looking at local provision for residential. It has been confirmed there will be a re-opening of residential care in Rotherham.

A discussion followed relating to re-designating one of the Trust schools for residential.

## 6. School Dashboard

CEO explained this is the Trust Overarching Dashboard which is brought to the TBoD twice a year and this is an updated narrative with arrows to show changes.

The report includes three new schools included including North Ridge. All Heads have been asked to self-assess and the judgements are then triangulated by the CEO with the LGB work programme and then moderated. The CEO stated that he had disagreed with some of the gradings and has discussed his decisions with relevant Heads.

NH queried about Kelford in relation to absence and asked is that for pupils and staff and is there any conclusions why this is so high and the CEO stated we have had a number of unexpected short term absences over the autumn period for both pupils and staff. Illnesses get passed round. JT has tried in the past to shorten the autumn term to have a longer holiday but staff did not agree at the time. This may be looked at again when the new Head is in place. Hilltop are opening consultation on having 2 weeks at October and May half terms.

A discussion followed relating to the consultation process around school holidays.

RP queried about the lack of historical data relating to Heatherwood and Coppice schools around quality of education and if we should we just accept this. CEO explained the movement away from P levels and CASPA data and that there is historical data but it is in old "currency" of measuring progress and therefore isn't relevant.

JC stated he feels it is an issue and unacceptable as there is nothing about pupil outcomes and it will be helpful for this committee to refer the Dashboard to Standards to get a handle of ambition and how we can help schools. CEO assured Directors that outcomes were reported on, this is just no longer a defined area of the Ofsted framework and has therefore been incorporated into "Quality of Education". CEO reiterated that Coppice, Heatherwood and Northridge have data but the quality is questionable as they have old systems which have now been replaced. JT will be working with our Heads to look at what aspirations look like moving forward. JC stated it would be helpful if we had an agreed articulation about what we need.

A discussion followed relating to what information we need and if we need to continue to report on core subjects.

JC stated there is nothing in the report that gives us outcomes and wants to challenge the judgements e.g. Crags is reporting that the impact of ring fenced grants on disadvantaged groups is a secure good and yet Crags are 4<sup>th</sup> from bottom regarding outcomes out of 50 schools.

CEO stated the measure of impact is the attainment at KS2 and progress of pupils. JC stated he would challenge that judgment in terms of the impact in comparison with other schools.

AC stated that what Directors should do is to ask CEO to look into this and feed back to us

A discussion followed relating to North Ridge and why it had recorded overall judgments as insecure good when the Ofsted report in December stated the school was still "requires improvement". CEO attended the feedback meeting and stated the HMI was very clear about the progress in school, and that the judgement couldn't be changed from requires improvement at that inspection. CEO asked why we have "insecure good" as a judgement if Directors want a clearer distinction between requires improvement and good.

JC stated we need to be confident with the information and this should be referred to the Standards Committee for further enquiry.

**Action** – Dashboard to be discussed at the Standards Committee during scheduled agenda item.

A discussion followed around the robustness of the report and suggestions about how the Board could use it.

The Chair suggests that when we have the Executive Heads in September we need them to go into schools to discuss and challenge what is going on in schools and what needs improving.

CEO stated we have Governors and LGB to challenge this and to do a deep dive into the information and that there is already a programme of support and challenge of SEF judgments that involves all Heads.

**AC queried p5 and why Crags has nothing recorded regarding positive post school transition** and the CEO stated that pupils transition to secondary school.

**JC**  
**23/03/20**

JC stated we should be looking at whatever the pupil's destination; we should be checking if there are any issues. CEO is happy to update the report next time.

**AC asked about Heatherwood which is a good school with outstanding features but has insecure post positive transition** and the CEO stated that some of this is down to lack of adult provision for PMLD students, 19+.

A discussion followed relating to transition planning including the involvement from the LA.

**CS joined the meeting at 18:05**

## **7. Budget Monitoring Report**

CS talked through the December 2019 budget monitoring report.

CS stated that the trend from September overall is improving with the only school we need to spotlight being PV as they are going further into deficit. CEO, SM and CS are looking to DMBC for further funding and are confident PV will get the additional funding.

**RP asked about the work on Craggs budget as she feels nervous about it** and CS stated we have been in partnership for 2 years and the budget is there or thereabouts and some of the issues have been down to incorrect coding.

CEO informed the group that one of the Compliance Officer's contract has been increased so he can provide additional support to Craggs and Hilltop.

**AC asked why Abbey has a huge surplus** and CS confirmed this is due to funding from Barnsley for the additional classrooms over 3 years and there will come a point when this will even out.

**RP stated that we talked about budgets being static but when you realign income for Hilltop there is a 19k variation, is that a one off and will this swing back** and CS stated this it is linked to supply teaching. AH budgets on actuals and in December there would have been a lot of supply staff due to sickness.

A discussion followed relating to the information on pages 6 and 7 relating to stock assets. CS informed the group that there was a problem with the system with some of the information showing on the incorrect lines and someone is coming in from the company on the 24<sup>th</sup> March to look at the reporting issues.

Once the issues with the system are sorted out CS confirmed training will be provided for Directors.

**SB stated if we can get a handle on the current liability and assets we will know how we are but it appears the fixed reserves are slowly going down** and CS confirmed it is due to measuring against equity and new due to new schools joining.

A discussion followed relating to reserves and what they will be used for.

<p><b>AC asked if any interest is being paid on the cash in the bank</b> and CS informed the group that she is going to create a graph to map this more visually.</p> <p>A discussion followed relating to HCSS and when work would be complete.</p> <p><b>SB queried the cash flow for Abbey at point 7.3 regarding the December figures which are down as forecast but should that be actual</b> and CS confirmed this is a formula error and has been corrected for January figures.</p> <p>SB asked if he could arrange to spend some time with CS to consolidate some of the information re key figures in graphical form and CS agreed to meet with SB.</p> <p><b>Action</b> –CS to arrange meeting with SB to look at budget information in a graphical format</p> <p><b>CS left the meeting at 18:35</b></p>	<b>CS/SB 25/03/20</b>
<b>8. Policy Review Report</b>	
<p>CEO informed the group that the covering policy report included a couple of changes to existing policies.</p> <p><b>Attendance</b> policy, the language has been sharpened up to make it clear what we expect.</p> <p><b>NH wondered about missing children and asked if the academies do everything to check on the child and the</b> CEO confirmed this is the LA's definition of a Child Missing Education. School would call on the first day and visit on the second. This is around the definition of CME.</p> <p>A discussion followed relating to process of CME for older pupils and who would be notified in particular instances.</p> <p><b>Flexible Working</b> policy – information has been included regarding lunch breaks where employees must take a minimum of 30 minutes and expectations around home working.</p> <p><b>All agreed to the changes in the policy updates.</b></p>	
<b>9. New Policies for Approval</b>	
<p><b>Admissions Policy.</b></p> <p>CEO asked if there any changes Directors would like to make?</p> <p>JC stated there is some replication in the policy.</p> <p><b>RPa asked if this is specific to Crags School</b> and CEO confirmed yes as a mainstream school.</p> <p><b>NH queried about not having certainty about nursery placement and school placements</b> and JC stated this is not guaranteed in any school.</p>	



<p>All Accept with the typing amendments.</p> <p><b>Extended Schools</b></p> <p><b>RP queried if it is extended schools or extended services</b> and CEO confirmed it is extended services and will update the title.</p> <p><b>SS asked if this confirms with the complaints policy as central staff</b> and CEO stated the service is delivered by schools so will be on a school basis.</p> <p><b>SS asked if 11.6 should be a separate point relating to H&amp;S training</b> and CEO confirmed yes it should be.</p> <p><b>SS queried why have we got a section about hygiene when it is not in others</b> and CEO stated this is due to dealing with personal hygiene i.e. nappy changes.</p> <p>AC flagged up a typing error on p6, paragraph 13.1. The wording should read "in very exceptional circumstances, provision may need to close at very short notice due to unexpected incidents"</p> <p><b>Action</b> – CEO to amend the wording in the Extended Services Policy.</p> <p><b>All approved the new policies with the changes discussed.</b></p>	<p><b>CEO 25/03/20</b></p>
<p><b>10. Any other urgent business</b></p>	
<p><b>Coronavirus</b></p> <p>CEO stated the Trust will continue to follow national guidance. If there are any change the CEO will inform Directors.</p> <p><b>SEN Prom</b></p> <p>CEO gave an update relating to an article published in the Doncaster Free Press relating to a special school's prom being arranged.</p> <p><b>Chair availability</b></p> <p>The Chair informed the TBoD that he would not be here for March meeting as he will be out of the country for 3 weeks and JC will chair the meeting which will be covering Ethical Leadership.</p> <p>CEO explained that JT would be attending part of the next meeting to walk through with Directors about Ethical Leadership and is proposing to have a more formal audit in May with someone external from the NGA to pull together the audit report. JC stated we are also looking at this across the Rotherham Borough as a way of linking governing bodies together looking at improvement and one of the things is that we have made an offer to Rotherham informing them we are going ahead with the Ethical Leadership program and will publish out outcomes.</p> <p><b>Recruitment New Directors</b></p> <p>The chair informed the group that we have 2 vacancies and 4 people interested in the positions.</p>	



<p>The next step is for a small group of directors to arrange informal interviews. It was agreed that the panel would be RP, PC and AC.</p> <p>A discussion followed relating to skills gaps and values.</p> <p><b>NH asked about practical issues such as do these people live close</b> and AC gave information relating to where the interested people lived.</p> <p>The CEO informed the TBoD that appointments had been made for Headteachers at Kelford and Heatherwood schools.</p> <p>Interviews for the Head of School at North Ridge will be tomorrow and 2 candidates will be interviewed.</p>		
<b>11. Review of Risk</b>		
<p>To consider any new risks identified during the meeting for referral to Trust Committees.</p> <p>The School Dashboard to be referred to the Standards Committee.</p>		
<b>12. Confidentiality</b>		
<p>To consider the confidentiality of any items discussed during the meeting.</p> <p>There were no items deemed confidential</p>		
<b>12. DATES OF NEXT MEETINGS</b>		
Wednesday 25 <sup>th</sup> March 2020	17:00 – 19:30	Kimberworth CC
Wednesday 29 <sup>th</sup> April 2020	17:00 – 19:30	Kimberworth CC
Wednesday 20 <sup>th</sup> May 2020	17:00 – 19:30	Kimberworth CC
<a href="#">Leadership Summit</a> <a href="#">Tuesday 9<sup>th</sup> June 2020</a>	16:00 – 19:00	Crags School
Wednesday 24 <sup>th</sup> June 2020	17:00 – 19:30	Kimberworth CC
Wednesday 29 <sup>th</sup> July 2020	17:00 – 19:30	Nexus Headquarters

**Minutes approved**

CHAIR	SIGNATURE	DATE
ANDREW CHILD		25/03/2020