



**Nexus Board of Directors**  
**Wednesday 28<sup>th</sup> April 2021 5 - 7.30pm**  
**via MS Teams**

<b>Attendees:</b>		
Andrew Child	Director / Member & Chair of Trust Board of Directors	Chair
Gill Askew	Director	GA
Steve Booth	Director	SB
Peter Castleton	Director	PC
John Coleman	Director	JC
Naveen Judah	Director	NJ
Ray Palmer	Director	RPa
Rachel Potts	Director/Vice Chair of Trust Board of Directors	RP
Sue Shelley	Director	SS
Jo Smith	Director	JS
<b>Also Present:</b>		
Warren Carratt	Chief Executive Officer	CEO
Emma Sheedy	Governance Clerk	Clerk
<b>Apologies:</b>		
Joel Hardwick	Assistant CEO – Strategy & Partnerships	JH
Jacky Tattershall	Assistant CEO – School Improvement	JT

1. WELCOME & APOLOGIES FOR ABSENCE	ACTIONS
1.1 Welcome & receive apologies for absence  Apologies were received from JH & JT.	
1.2 To accept apologies for absence  Apologies were accepted from JH & JT.	
2. ITEMS OF AOB	
Chair to determine any items of urgent business to be considered.  2.1.1. Leadership Summit.	
3. DECLARATIONS OF INTEREST	
3.1. Individual Directors to declare any personal, business/governance interests on any item on the agenda  None.	
4. TRUST BOARD OF DIRECTORS MINUTES	
4.1. To approve the minutes of the following meeting:  The minutes of the meeting held on 24 <sup>th</sup> March 2021 were reviewed and agreed.	
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. VOYAGER ACADEMY UPDATE	
The CEO provided a verbal update and context around the potential sites identified.  <b>RP asked why Doncaster was not included with regards the suggestion of approaching the DfE with Barnsley and Sheffield's support</b> and the CEO spoke about The Bridge and explained that Doncaster have their sufficiency needs most securely addressed.	
6. 2020 -21 STRATEGIC BUSINESS PLAN UPDATE	
Directors received the 2020-21 Strategic Business Plan Update and the Chair asked the CEO to provide his three main highlights: <ol style="list-style-type: none"> <li>1. The CEO is proud of the effort and the work gone into the interview for the RMBC Free School application. The Chair provided Directors with an overview of the Trust's presentation and his observations of how it went.</li> <li>2. Positive about the appointment of Michelle Sault as an SEMH consultant.</li> <li>3. The positivity around the Collaborative School Improvement Framework and the genuine, purposeful and enthusiastic collaboration this has created across all the academies.</li> </ol> <p><b>SB queried Page 2 and asked of B11</b> and the CEO advised B11 is a private company, commissioned to provide an external review of the quality of education, starting with</p>	

Cragg. **SB asked of the timescales and cost** and the CEO advised an 18-month period. The CEO advised the cost but due to commercial interest, it was agreed to omit this from the minutes.

**SB queried Page 3 regarding the appointment of an interim Head of Information Governance and ICT** and the CEO explained the ACE-SP (Assistant CEO – Strategy & Partnerships) is working with HR to secure an appointment in May 2021; this is to further review the current structure/model/roles/cyber risks and establish a model in line with the demands of growth, drawing on the experience of an interim who has led and managed in a larger administration/bureaucracy, such as local government or the NHS. **RP asked how long this appointment will be for** and the CEO advised an initial 3-month term.

**RP asked who the new future leaders programme, Generation Nex, is aimed at** and the CEO explained this will run parallel to the NPQs, aimed at Senior Leader's, aspiring to take the next step into Headship. It will be an 18-month programme combining masterclasses, placements/exchanges across the Trust and mentoring. **GA queried if this will form part of our formal succession planning processes** and the CEO advised it would.

**RP asked of the strategic plan with regards Objective 3** and the CEO advised the foundation of merging/building relationships with other Trusts.

**JC commended the positivity around the CSIF and asked how we build on this to support other schools and problem solve** and the CEO explained that the existing working relationships of Michelle Sault & JH will effectively be the first step to working towards this. The CEO outlined the importance of Nexus having license to support others, and to be seen as a legitimate enabler of improvement rather than being misconstrued as these endeavours being for more predatory reasons. The CEO explained that Trust staff were confident in the ethics of our intent, but that the poor reputation of some MATs – and their behaviours – mean it is essential to be operating with a clear mandate.

**RPa and SS both asked the CEO to be more mindful of acronyms used in the report** and the CEO apologised and noted this. The CEO explained those acronyms that were unknown.

## **7. CENTRAL TRUST STRUCTURE – 2021/22**

The CEO provided an overview of the Central Trust Structure 2021/22 and provided context regarding the planned changes.

**The Chair asked how many staff the Trust has** and the CFO advised around 850.

**NJ asked if some of the capital grant money was being used to fund the Competent Person** and the CEO advised no. The Trust requires the equivalent of a H&S/Asset/Capital Lead, who picks up the Competent Person contract management and this would be funded in part by the school capital allocation as project management.

### **7.1. Central Trust Structure – 2022/23**

The CEO outlined his thinking for 2022/23 and provided context regarding his proposal with regards an Executive Lead model.

<p><b>SS commended holding a separate session on 2022/23 structure.</b></p> <p><b>JC queried the separation of Executives Leads from the Assistant Chief Executive – School Improvement (ACE – SI)</b> and there was a lengthy discussion regarding this. It was agreed this would be an agenda item for the July non-business meeting.</p> <p><b>PC queried the Trust’s intentions regarding mainstream primary growth,</b> which was noted and agreed to be discussed further in July and at the Away Day in September.</p>	
<b>8. BUDGET MONITORING REPORT</b>	
<p>8.1. Balance Sheet Feb 21</p> <p>Directors received the Feb 21 Balance Sheet.</p> <p><b>SB queried the value of Debtors on the Balance Sheet</b> and the CFO advised this is a standard amount, which relates to top up and out of authority funding.</p> <p><b>NJ advised he had several queries regarding the Balance Sheet, which he will advise the CFO of for discussion at the A&amp;R Committee Meeting.</b></p> <p>8.2. Feb Budget Monitoring Report</p> <p>The CFO advised Directors that the highlight from the February Report was the in-year outturn reduction of £290k, which leaves an in-year consolidated surplus position of £333k. The £290k reduction was not unexpected; these are capital purchases by Abbey and Becton, which the CFO provided an overview of, and which the CEO had approved.</p> <p>The CFO apologised for the error at report item 1.1. which should read Period 6 (February 2021 Month End).</p> <p><b>ACTION:</b> CFO to update the Feb Report.</p> <p><b>RP queried report item 3.1.2. with regards the small cash flow shortfall for Hilltop and Craggs for the month of March cashflow</b> and the CFO provided reassurance this is just for March and they will return to and maintain a healthy cashflow position from April onwards.</p> <p><b>RP asked if the savings Craggs appear to be making or one-off’s or recurrent</b> and the CFO advised these are one-off savings, but that National Funding Formula will see them benefit from a funding increase in 2021-22.</p> <p><b>SB queried the variation to budget for Central Trust of £40,872</b> and the CFO explained this relates to a consolidated variation, which comes from various budget lines, less than 1%. <b>SB further queried the variations to budget amounts, as the table and commentary values do not align</b> and the CFO provided context regarding this.</p> <p><b>SB asked about report item 5.2. regarding in-year deficits</b> and the CFO explained about the prior year carry forwards being used for one off costs this year, agreed by the CEO</p>	<p><b>CFO ASAP</b></p>

<p><b>SS queried if Hilltop had repaid their outstanding loan</b> and the CFO advised this has been fully repaid.</p> <p>8.3. Cash Flow Forecast</p> <p>Directors received the Cash Flow Forecast.</p> <p>8.4. Consolidated Monitoring</p> <p>Directors received the Consolidated Monitoring Report.</p> <p>With the CFO in attendance, it was agreed to address agenda item 10 next.</p>	
<b>9. POLICY REVIEW REPORT</b>	
<p>Addressed after agenda item 10.</p> <p>Directors reviewed the Policy Update Report and unanimously approved the policies included therein with minor amendments as follows:</p> <p>Debt Recovery Policy to be amended to read A&amp;R Committee not A&amp;F and remove the erroneous coma at 2.3.1.</p> <p>Update the Scheme of Delegation with regards sponsorship.</p> <p><b>ACTION:</b> CEO to update the Debt Recovery Policy and Scheme of Delegation.</p>	<b>COMPLETED</b>
<b>10. SCHOOL RESOURCE MANAGEMENT SELF-ASSESSMENT TOOL CHECKLIST</b>	
<p>Addressed after agenda item 8.</p> <p>The CFO provided context and Directors reviewed and received the School Resource Management Self-Assessment Tool Checklist.</p> <p><b>GA queried Q. 36 and asked if the Trust has found best value for money in comparing its non-staff expenditure against the DfE recommended national deals</b> and the CFO provided reassurance and context regarding the NF2 accounting process. Following on from this, <b>NJ queried the recent purchases of minibuses at Becton and value for money (VFM)</b> and the CFO explained this was fully explored via their Finance &amp; Compliance Officer.</p> <p>No further questions from Directors.</p> <p>[The CFO left the meeting at 18:32]</p>	
<b>11. PROPOSED 2021/2022 MEETING DATES</b>	
<p>The CEO provided context regarding the proposed changes to 2021/22 meeting dates.</p> <p>JC queried the January 2022 North Ridge LGB date as the 16<sup>th</sup> is a Sunday.</p> <p><b>ACTION:</b> Clerk to check dates/days of the week and re-distribute accordingly.</p> <p><b>SS commented she would like to further consider the proposed A&amp;R dates with colleagues at the next meeting on 10<sup>th</sup> May.</b></p>	<b>CLERK 25/05/21</b>

<b>12. ANY OTHER URGENT BUSINESS</b>		
12.1.1. Directors agreed for the Leadership Summit on 29 <sup>th</sup> June 2021 to be cancelled. This has been communicated across the Trust.		
12.1.2. Directors were in agreement with the CEO's proposal to hold a TBoD Development Day on Wednesday 29 <sup>th</sup> September 2021 at either Abbey School or the recently opened Bader Academy.		
12.1.3. The Chair stated he had received presentations from Lisa Suter, Executive Headteacher, from North Ridge and Heatherwood, which he would send to the Clerks for Governor Hub upload.		
12.1.4. The Chair welcomed agenda items for the 19 <sup>th</sup> May non-business meeting. <b>The CEO suggested the Rotherham MBC free school</b> but the Chair believed a decision would not be made by then. <b>JC suggested a broader conversation regarding relationships, merger/growth reputation etc.</b>		
12.1.5. The Chair advised that Zanib Rasool will be leaving as a Member after the July meeting. The Chair has received interest from another party and is also interested in fulfilling the Director vacancy.		
<b>13. REVIEW OF RISK</b>		
To consider any new risks identified during the meeting for referral to Trust Committees.		
There were no items deemed as a risk beyond those discussed in the covering reports.		
<b>14. CONFIDENTIALITY</b>		
To consider the confidentiality of any items discussed during the meeting.		
None.		
<b>15. DATES OF NEXT MEETINGS</b>		
Wednesday 19th May 2021	17:00 – 19:30	MS Teams
Wednesday 23rd June 2021	17:00 – 19:30	Nexus Headquarters
Wednesday 28th July 2021	17:00 – 19:30	Nexus Headquarters

**Minutes approved**

CHAIR	SIGNATURE	DATE