



Nexus MAT Board of Directors Meeting Wednesday 18 December 2024 5.00 pm – 7.30 pm at Nexus HQ

Present:	Role:	Initials:
Rachel Potts	Director/Member & Chair of Trust Board of Directors	Chair
Sue Shelley	Director & Vice Chair of Trust Board of Directors	SS
Gillian Askew	Director	GA
Colin Bradley	Director	CB
Phil Bradley	Director	PB
Naomi Cooper	Director	NC
Mark Greenwood	Director	MG
Tina Havenhand (via Teams)	Director	TH
Victoria Morris	Director	VM
Ray Palmer	Director	RPa
Also Present:		
Warren Carratt	Chief Executive Officer	CEO
Joel Hardwick	Assistant CEO – Corporate Affairs	JH
Renata Robins	Governance Clerk	Clerk
Karen Smith	Chief Finance Officer	CFO
Jacky Tattershall	Assistant CEO – Quality Assurance & Improvement	JT
Apologies:		
No Apologies:		

1. WELCOME & APOLOGIES FOR ABSENCE	ACTIONS
1.1 Welcome & receive apologies for absence No apologies were received.	

<p>1.2 To accept apologies for absence</p> <p>No apologies were accepted.</p>	
<p>2. ITEMS FOR AOB</p>	
<p>Chair to determine any items of urgent business to be considered</p>	
<p>2.1 Chair of Crags Academy Council appointment.</p>	
<p>3. DECLARATIONS OF INTERESTS</p>	
<p>3.1 Individual Directors to declare any personal, business/governance interests on any item on the agenda</p> <p>None declared.</p>	
<p>4. NEXUS MAT BOARD OF DIRECTORS MINUTES</p>	
<p>4.1 To approve the minutes of the following meeting:</p> <ul style="list-style-type: none"> Trust Board Meeting held on Wednesday 27 November 2024. <p>The minutes were approved as a true and accurate record.</p>	
<p>4.2 To approve the minutes of the following meeting:</p> <ul style="list-style-type: none"> Extraordinary Trust Board Meeting held on 11 December 2024 <p>This item was deferred for approval at the January TBoD meeting.</p> <p>Action: To add to the TBoD Agenda 29 01 25 for approval.</p>	<p>Action: Clerking Services 29.01.2025</p>
<p>4.3 Review of Action Tracker:</p> <p>Action Tracker was reviewed and updated as appropriate.</p> <p>Hilltop Big Build Capital Scheme Update</p> <p>JH informed the Directors that, although the full programme detail was still not confirmed, the project had commenced with the demolition of the bungalow over the October half-term. Contractors had committed to the entire scheme, with surveys and planning completed. A meeting was planned with all contributing contractors in late January 2025 to finalise the programme of works. The tentative timeline had suggested the project would run through 2025, with completion expected by year-end, though it could be extended into 2026 depending on the phasing.</p> <p>Chair asked for a reminder of the value of the total build?</p> <p>JH confirmed it was in the order of £2m.</p>	
<p>4.4 Matters arising from the Minutes</p> <p>No matters were raised.</p>	

<p>5. ANNUAL ACCOUNTS - TO TAKE A DECISION</p>	
<p>CFO reported that the amended accounts and management letter had been circulated to the Directors via Governor Hub. The Auditors had now confirmed all changes had been made to the accounts which had been requested when reviewed at the Extraordinary Board Meeting on 11 December 2024.</p> <p>All Directors unanimously agreed to adopt the accounts, and no further questions were raised regarding them.</p> <p>Action: CFO to confirm with the auditors that the accounts had been approved.</p>	<p>Action: CFO 19.12.2024</p>
<p>6. STRATEGIC ANNUAL BUSINESS PLAN UPDATE REPORT – TO RECEIVE AND SCRUTINISE</p>	
<p>CEO provided an overview of the previously circulated report and invited questions.</p> <p><u>Strategic Objective 1: Increasing quality of provision in our education system</u> Chair referred to page 3 of the report, Fountaindale, and asked if there were any particular areas that were 'Requires Improvement'? CEO responded that strong performance in leadership and management, behaviour and attitudes, and personal development was expected for the school. However, embedding a consistently high-quality curriculum across all areas would require time.</p> <p>Chair asked if there had been any feedback received from parents around the proposed Kenwood Academy de-amalgamation of the Sheffield and Barnsley sites? JH updated that those parents who had responded to the consultation were keen for West Riding to be its own entity.</p> <p>Chair questioned the summer term deadline for transitioning Endeavour and Lotus to academy councils? CEO viewed local governance as valuable but not essential for school improvement, emphasising that allowing the headteachers to focus on improvement and operational efficiencies until the summer term would be more beneficial than establishing a local academy council earlier.</p> <p>For Directors' information, Chair shared that she had recently attended the Academy Council meetings at Hilltop and Abbey, both of which were in the Ofsted window. These meetings had provided valuable insights into the relationship between the Academy Councils and the Board. The experience had been overwhelmingly positive — both councils were welcoming, well-represented, and highly engaging. Chair hoped to visit some others next year as well.</p> <p><u>Strategic Objective 2: Developing partnerships to better meet need</u> CB asked regarding the Positive Change Alliance (PCA), referred to on page 4, if it was an actual institution? CEO clarified that it was a partnership.</p>	

<p>GA emphasised the importance of collaborative commissioning as a precursor to effective collaborative procurement. She noted that focusing solely on procurement would provide only a partial solution, whereas collaborative commissioning lay the foundation for better procurement outcomes. GA expressed encouragement that discussions had shifted toward collaborative commissioning, as it inherently drove improved procurement practices.</p> <p>PB referred to the significant growth projections on pages 5, 6 and 7 of the report and mentioned that he was trying to process the scale of the information presented.</p> <p>CEO explained that the report reflected parallel planning, with the Board's remit focused on preparing for Nexus MAT's continued gradual growth, noting that such processes typically took time and did not always come to fruition.</p> <p>Governors asked at what point did Nexus stop those academisation conversations with schools?</p> <p>CEO clarified that this was already in practice, citing an instance where he had declined a primary school that had not engaged with the Trust for six months but later sought to discuss joining Nexus for academisation.</p> <p><u>Strategic Objective 3: Maintaining a financially viable, sustainable and ethically driven MAT</u></p> <p>CEO spoke about the proposed Children's Wellbeing and Schools Bill and its implications for the education sector.</p>	
<p>7. ACADEMIES INTERVENTION REPORT – TO RECEIVE AND SCRUTINISE</p>	
<p>As a reminder for Directors, the dashboard report, usually presented at the December meeting, had been rescheduled during the September Away Day to reflect the previous term and be presented the following term. The Autumn Term dashboard was set to be shared at the February meeting. In the meantime, the CEO provided a report on academies of concern.</p> <p>CEO highlighted Section 3, detailing three schools under formal intervention. Directors acknowledged officers' efforts to address the issues and guide the schools out of intervention.</p> <p>VM asked how many students were on roll at Lotus?</p> <p>JH confirmed that it was 96 students but the planned places number was 106. CEO stated that there was no reason for the school not be at full capacity and officers were working with the headteacher to redress the shortfall.</p>	
<p>8. TRADING SUBSIDIARY – INCORPORATION DOCUMENTS – TO TAKE A DECISION</p>	
<p>JH referred Directors to earlier discussions and confirmed as part of the next steps, he was presenting the incorporation documents for the proposed trading subsidiary, Nexus Services Inc., to the Board. Based on a proven model used by other MATs, the subsidiary would extend services beyond education to parts of the public sector but</p>	

<p>would not include independent schools. Potential focus areas included e-sports, professional services, and HR, though immediate implementation was not planned.</p> <p>Following a robust discussion, Directors unanimously approved the recommendations proposed:</p> <ul style="list-style-type: none"> that the incorporation documents be submitted to Companies House; that any required signage be delegated to the CEO in his capacity as Accounting Officer; that the Scheme of Delegation be reviewed and brought back to the January 2025 meeting, incorporating a proposed method to appropriately reflect the subsidiary within the Trust. <p>Action: Reviewed Scheme of Delegation to be brought back to the Board.</p>	<p>Action: JH 29.01.2025</p>
<p>9. LEASE AGREEMENT – BANNER CROSS HALL – TO TAKE A DECISION</p>	
<p>JH directed Directors to the previously circulated report and delivered a visual presentation of the site using PowerPoint, outlining the key parameters of the lease.</p> <p>Following a rigorous discussion and taking into account all the mitigating circumstances, Directors unanimously approved the proposal to sign the lease for Banner Cross Hall on the terms outlined in the report.</p>	
<p>10. BUDGET MONITORING – TO RECEIVE AND SCRUTINISE</p>	
<p>CFO introduced the P2 management forecasts, noting an improvement of just over £200k since the budget was set in the summer, which now resulted in a revenue in-year surplus of £1.3m. The CFO highlighted that the organisation was in a strong position and summarised the significant changes since the initial forecast. Additionally, the CFO remarked on the improved structure of the report following the introduction of the new budgeting system.</p> <p>The budget monitoring update was received and scrutinised by Directors.</p>	
<p>11. POLICY REVIEW REPORT – TO TAKE A DECISION</p>	
<p>CEO recommended that Directors accept the changes made to Trust policies as outlined in Section 3 of the report. In particular, the Shared Parental Leave Policy (Inc. Maternity, Paternity and Adoption Leave) update to reflect the new section, 23, on premature birth.</p> <p>Directors voted unanimously to accept the changes made to the Trust policies as outlined in Section 3 of the report.</p> <p>Action: JH to issue a policy briefing to inform the workforce on the policy updates.</p>	<p>Action: JH 19.12.2024</p>
<p>11.1. Academies Policy Review Board Action Log 21.11.2024 – to receive for information</p> <p>Received for information.</p>	
<p>12. ANY OTHER URGENT BUSINESS</p>	

<p>12.1 CEO explained the rationale behind his proposal to appoint Jonathan Sharp, Executive Assurance Partner, as Chair of Crags Academy Council from 01.01.2025 and sought the Directors' approval to write to advise the current Chair of the change.</p> <p>Directors voted unanimously to support the CEO's proposed course of action.</p> <p>Action: CEO to write to advise current Chair of the change. Clerking Services to necessitate the necessary amendments and GIAS updates.</p>	<p>Action: CEO/ Clerking Services 19.12.2024</p>
<p>13. REVIEW OF RISK</p>	
<p>To consider any new risks identified during the meeting for referral to Trust Committees</p> <p>None.</p>	
<p>14. CONFIDENTIALITY</p>	
<p>To consider the confidentiality of any items discussed during the meeting</p> <p>None.</p>	
<p>15. DATES OF FUTURE MEETINGS</p>	

Monday 13 January 2025	17:30-19:00	Annual General Meeting - Nexus HQ/Teams
Wednesday 29 January 2025	17:00-19:30	Teams
Wednesday 26 February 2025	17:00-19:30	Nexus HQ
Wednesday 26 March 2025	17:00-19:30	Teams
Wednesday 30 April 2025	17:00-19:30	Nexus HQ
Wednesday 21 May 2025	17:00-19:30	Teams
Wednesday 25 June 2025	17:00-19:30	Nexus HQ
Wednesday 23 July 2025	17:00-19:30	Nexus HQ

Minutes approved.

CHAIR	SIGNATURE	DATE