



**Kenwood Academy Council – Sheffield Committee**  
**Tuesday 16 July 2024 at 15:30**  
**Coleman Suite - Nexus MAT Headquarters, Enterprise Works,**  
**300 Meadowhall Way, Sheffield S9 1EA**

<b>Present:</b>	<b>Role:</b>	<b>Initials:</b>
Richard Webster	Strategic Transition Lead/Chair	RW
Ella Dixon	Community Governor	ED
Kathy Esberger	Governor/Vice Chair	KE
Martin Grinold	Parent Governor	MG
Richard Hadfield	Executive Headteacher	RH
Kizzy Jaycock	Staff Governor	KJ
Sorrel Morris	Parent Governor	SM
Bridget Parrott	Staff Governor	BP
<b>Also Present:</b>		
Renata Robins	Governance Clerk	Clerk
Sacha Schofield	Executive Regional Director	SS
<b>Apologies:</b>		
Matthew Hallam	Head of School (Sheffield)	MH
Michelle Sault	Head of School (West Riding)	MS

<b>1. APOLOGIES FOR ABSENCE</b>	<b>Actions</b>
<p>1.1. To receive apologies for absence</p> <p>Apologies were received from MH and MS.</p>	
<p>1.2. To accept apologies for absence</p> <p>Apologies were accepted from MH and MS.</p> <p>Note: Governors from West Riding Committee were invited to attend as observers and the following apologies were received:</p> <p>Kerry James, Ozlem Mendil and Nathan Wood-Hague.</p>	

<p>1.3. Confirmation of Vice Chair – Kathy Esberger</p> <p>KE was confirmed as Vice Chair effective from 16 July 2024, seconded by ED.</p>	
<b>2. BEST WE CAN BE AWARDS</b>	
<p>2.1. Best We can Be Awards</p> <p>RH explained this would come into effect from September. The Academy Council passed on their thanks to the Senior Leadership Team as a group for their immense efforts during the summer term.</p> <p><b>Action: Academy Council to thank Senior Leadership Teams for their efforts this term.</b></p>	<p><b>Action: Chair 17/07/24</b></p>
<b>3. ITEMS OF URGENT BUSINESS</b>	
<p>3.1. Chair to determine any terms of urgent business to be considered</p> <p>MG under Item 8.1 below.</p>	
<b>4. DECLARATION OF INTERESTS</b>	
<p>4.1. Individual Governors to declare any personal, business or other governance interests on any item on the agenda</p> <p>None raised.</p>	
<b>5. KENWOOD CENTRE ACADEMY LOCAL GOVERNANCE MINUTES</b>	
<p>5.1. To approve the minutes of the following meeting:</p> <p>Kenwood Academy Council – Sheffield Committee meeting held on 19 March 2024.</p> <p>The minutes were approved as a true and accurate record.</p>	
<p>5.2. Review Action Tracker</p> <p>The outstanding actions on the tracker were reviewed and updated.</p>	
<p>5.3. Matters arising from the minutes</p> <p>Going forward, governors stated that they were very happy to be invited to school community events, at the various campuses, to support and celebrate students' achievements.</p>	
<b>6. ITEMS TO BE CONSIDERED</b>	
<p>6.1. Executive Headteacher Report</p>	

RH provided an overview of the summer report, which focused on Leadership and Management. The next term's focus would be on Behaviour and Attitudes.

In March, Kenwood struggled with a lack of space. Since then, the number of students had increased by 50%, staff numbers have nearly doubled and space has expanded by 150%. This significant growth indicated a positive outcome.

During this period, challenges were encountered in leadership due to an insufficient number of leaders. This issue became particularly apparent in the summer term. As a result, the Senior Leadership Team (SLT) underwent a complete restructure involving a thorough HR process.

The new leadership plans aim to address significant changes through the Partnership Improvement Plan (PIP), which would be reviewed in the autumn term.

Safeguarding had been addressed. The issue wasn't that staff weren't safeguarding children but rather that Kenwood's systems and structures needed improvement. The DSL team was restructured, creating a clear DSL structure for the entire school. By September, Kenwood would be using a single CPOMS system for online tracking, enhancing its safeguarding processes.

Day-to-day operations also saw improvements, not just in physical space but in how Kenwood utilised that space.

As well as occupying space at Enterprise Works, Kenwood would be renting the building next door to the building currently occupied at Broadfield Court.

**KJ mentioned that RH talked about the building space growing, did that include the Broadfield Court site?**

RH confirmed that this was the case.

**The Chair asked, leading on from KJ's question, would the building next door to the Broadfield Court existing building, be fit for purpose for Kenwood's needs?**

RH confirmed again that it would be.

**The Chair then asked if RH knew which students would be using that building from next year?**

RH confirmed that this had been finalised. RH had sent out a letter to parents which he agreed to circulate to governors. RH stated the proposed progression pathways at each campus:

Campus	Number of Students	Age range
West Riding	60	11-16
Nether Edge		
Moncrieff	30	11-13
Clifford	30	13-14
Broadfield x 2	150	14-19
Enterprise Works	40	14-19

RH stated that various sites had different specialisations and ability cohorts and reconciling these differences would be a challenging task.

**RH stated that RW mentioned staffing and how that had increased. Had the ratio of staff to students increased deliberately based on need or was it purely on location?**

RH stated that as Kenwood had expanded and acquired more students the need for their support workers has risen.

RS stated that Kenwood had some interesting new roles, particularly the Preparation for Adulthood appointee who would be working across schools.

**KE asked about training event participation by governors?**

RH stated that the Leadership Team would be looking at this in detail in the Autumn term. RH acknowledged the success of the 'Supporting students mental health' Inset day attended by governors in April and more would be planned in the new year to which governors would be invited to.

**Action:** Letter to parents to be circulated to governors for informational purposes.

**ED inquired whether mentoring opportunities for new staff were evenly distributed or concentrated in a single location?**

RH replied that two ECTs from the previous year were in their first year and that in September, the distribution would be more varied. He also noted that the staff already had a lot to contend with.

**SM commented that a phenomenal amount of work had been achieved very quickly but queried staff well-being (burn out)?**

RH replied that for the first time the school felt like it was ahead in its planning with extra space and capacity, that it would take time to embed but he hoped that in a year's time it should be easier.

**MG asked, in light of embedding changes and considering the impact of transitions on pupils' experiences, how the transition to a new building next year would be managed, given the significant changes they had already faced?**

RH explained that the transition experiences varied. Students who moved early to their new locations and retained similar, if not the same, staff had the smoothest transitions. However, the 50 students who have not yet been placed had not had any transition experience, though they were being tracked. The most challenging situation would be at West Riding, where the student population would increase by 50%, from 40 to 60 students, making it a tight physical space. This situation ties into the concept of embedding; the approach taken at West Riding should be applied universally.

**SM asked that when RH said that Kenwood was tracking 50 students, what did that involve?**

RH explained that the LA had consulted with Kenwood and the school had said that it could meet need. Depending on when the decision comes back, the school offers the place but has to wait for parents to confirm acceptance of the offer of the place. Kenwood track this now and the offer letter states that if the place is not confirmed

**Action:**  
**RH/Clerking**  
**Services**  
**17/07/24**

<p>within 12 weeks, the offer would be rescinded. RH was unsure if this was tracked centrally at the LA.</p> <p>The school improvement plan/partnership improvement plan would be the mechanism to move the school forward.</p> <p><b>KE asked if governors would be able to visit the West Riding campus?</b></p> <p><b>Action: Chair to arrange a visit for any governor who wished to visit.</b></p> <p><b>KE referred to the diagram in 2.14 on page 7 of the report – Leadership and staffing structure for September 2024.</b></p> <p>RH took the opportunity to guide the academy council through how each section had its own area of responsibility but was interlinked. The biggest recruitment drive has been in the Assistant SENDCo positions to support the growing capacity of students at each campus.</p> <p>RH confirmed that there would be a real focus on Behaviour and Attitudes in the Autumn term, then Quality of Education and SEN.</p> <p><b>KE enquired whether there had been any progress on the languages angle, as the introduction of Spanish lessons had been mentioned at one of the last meetings?</b></p> <p>RH confirmed that there were plans to bring in MFL lessons from September 2025.</p> <p>6.1.1 Appendix 1 – Updated SIP Verbal update received.</p> <p>6.1.2 Appendix 2 – School SEF Verbal update received.</p>	<p><b>Action: Chair to arrange visit Autumn Term</b></p>
<p>6.2. School Dashboard Summary</p> <p>Report received.</p>	
<p>6.3. Budget Report</p> <p>6.3.1 (Sheffield Kenwood) and 6.3.2 (West Riding) reports received.</p>	
<p>6.4. Cabinet Member &amp; MPs Feedback from Pupil Parliament</p> <p>Received anecdotally in RH’s report. RH informed the academy council that a new version of student representation would be formed in September.</p>	
<p>6.5. Skills Audit Feedback</p> <p>The document was circulated in advance and was self-explanatory. The Chair noted that it was created to facilitate shared learning through Governor Hub, including web links to relevant training. In September, the Governor Hub portal will expand its resources and</p>	

<p>training opportunities. Governors are encouraged to visit the portal and engage in self-directed learning to improve skills in areas identified during the audit.</p>	
<b>7. TRUST MATTERS</b>	
<p>7.1. Trust Verbal Update of key issues</p> <ul style="list-style-type: none"> <li>SS updated that schools continue to approach Nexus, showing interest in joining or considering joining after conducting their due diligence. Nexus are continuing putting in bids for other schools, and the central team seems more settled and stable. This focus allows the Trust to expand and provide necessary support as it acquires more schools.</li> </ul> <p>Two schools are academising in September:</p> <p>Lotus Academy (previously known as Holgate), and Endeavour Academy (previously known as Derrymount).</p> <p>Additionally, Bents Green had their Academy Order approved last month and is on track for conversion but no date agreed yet.</p> <ul style="list-style-type: none"> <li>The Chair was pleased to announce the appointment of a second Careers Advisor to the Trust, reflecting growth and strengthening the team to two individuals. These advisors would work across the family of Nexus schools and collaborate with other stakeholders.</li> </ul>	
<p>7.2. Register of Interests – Annual Review</p> <p>Guidance notes were circulated in advance to help governors make their declarations of interest and other confirmations online via Governor Hub. The Clerk demonstrated to the governors how quick and easy it was to complete this process.</p>	
<b>8. ANY OTHER URGENT BUSINESS</b>	
<p>8.1. To consider any other urgent business</p> <ul style="list-style-type: none"> <li>MG inquired about the consultation conducted earlier this year regarding the wider use of Enterprise Works and asked about the outcomes. SS agreed to contact JH and report back to the academy council.</li> <li>Action: SS to obtain feedback from JH about the consultation response.</li> <li>MG stated that concerns raised by parents to him, as a parent governor, and he agreed to raise and log this request and meet with RH. The concerns were around the broader communication from the school.</li> </ul> <p><b>Action: MG and RH to meet after the meeting.</b></p>	<p><b>Action:</b> RH/MG 16/07/24</p>
<b>9. CONFIDENTIALITY</b>	
<p>9.1 To consider the confidentiality of any items discussed during the meeting</p>	

None.	
<b>10. DATES OF NEXT MEETINGS</b>	

Thursday 12 December 2024	15:30 - 17:30	Nexus MAT Headquarters, Enterprise Works
Thursday 20 March 2025	15:30 - 17:30	Nexus MAT Headquarters, Enterprise Works
Thursday 17 July 2025	15:30 -17:30	Nexus MAT Headquarters, Enterprise Works

**Minutes approved**

<b>CHAIR</b>	<b>SIGNATURE</b>	<b>DATE</b>