

East Midlands Academy Trust Full Board Meeting

 Monday 24th July 2023 at 10.00am

Pyramus House, Roman Way, Grange Park, Northampton, NN4 5EA

AGENDA

These minutes reflect the order of the discussion, not necessarily the order of the agenda

Attendance		
Role	Name	Present
Trustee	Kevin Crompton (Chair)	P
Trustee	Kate Whittlesey ☎	P
Trustee	Ayo Salam ☎	P
Trustee	Fiona Wheeler ☎	P
Trustee	Martin Conlon ☎	P
Observer / Potential trustee	Roheel Ahmad	P
	In Attendance	
Chief Executive Officer	Joshua Coleman	P
Chief Finance Officer	Paul Wheeler	P
Director of Education	John Lawson	P
Director Thompson Team	Rebecca Thompson ☎ 10.08– 10.35 agenda item 7 only.	P
Governance Professional	Paul Osborne	P
P=Present A=Apologies x = Absent		

Agenda item	Discussion	Action
1. Welcome and introductions	The Chair welcomed everyone to the meeting and reminded all that the matters discussed during the meeting should remain confidential until such time as the minutes were approved. All welcomed Roheel Ahmad to the meeting.	
2. Apologies	Apologies received and accepted from Stephen Morales and Leigh Jones. SM attended for agenda item 10. The board were reminded Nick Bell had resigned.	
3. Quorum	PO advised that the meeting was quorate.	
4. Declarations of interest	There were no declarations of interest pertaining to this agenda that had not already been declared on the Register of Interests.	
5. Minutes of EMAT Trust Board meetings held on 04/05/2023 (incl. confidential minutes) & matters arising not appearing on the Action Log	The minutes of the meeting held on 04.05.2023 including the confidential minutes had been distributed with the agenda and papers for the meeting and were agreed by all present to be a true representation of the meeting that took place. All agreed to discuss the confidential minutes at the end of the meeting.	
6. Action Log from the meeting on 04.05.2022	Action Log from the meeting held on 04.05.2023: i. Head of Governance to re-circulate the self-evaluation of governance form for completion. Ongoing . PO advised this had been done but the returns received were limited and it was agreed to carry this action over.	i. PO

Agenda item	Discussion	Action
	<p>ii. Head of Governance to re-send the email to Trustees regarding linked schools. Done. All agreed that this will be reviewed as part of the September housekeeping items.</p> <p>iii. Once received, Head of Governance to circulate NIA schools hours proposal to Trustees for approval. Done.</p>	
<p>7. Thompson Team update to include.</p> <p>i. EMAT Safeguarding Annual Report</p> <p>ii KCSiE 2023 updates</p>	<p>RT joined the meeting and noted a more detailed update will be shared at the September meeting.</p> <p>RT highlighted the following.</p> <p><u>Staff training.</u></p> <p>Thompson Team have developed training materials which have been delivered to staff across all settings. This is to ensure that:</p> <ul style="list-style-type: none"> • All staff regularly have access to statutory updates supported by quality safeguarding training. • All staff received a consistent message across all EMAT settings. • Key areas/messages have been addressed across all settings and/or where there is a need for training. • Some examples of the training conducted included, Mental Health First Aid-Refresher, Mental Health First Aid. At least one staff member from each academy attended these sessions. <p><u>Training next steps.</u></p> <ul style="list-style-type: none"> • Safeguarding Update in September • Governor Update Training • Level 3 DSL • Mental Health Awareness for TAs and HLTAs • Mental Health in the Workplace for Managers (TBC) <p><u>Policy updates.</u></p> <ul style="list-style-type: none"> • Safeguarding and Child protection. Will be reviewed and updated to include all changes in legislation included and aligned with relevant policies. • Online safety. This will be reviewed with updated information and shared. <p><u>Supervision September 2022-Present.</u></p> <ul style="list-style-type: none"> • Number of supervision sessions held. 47 (63 in total). • Number of staff who have accessed supervision 19. • Supervision sessions include. Regular supervision for key staff. Ad hoc supervision where needed. <p>A trustee asked if the 19 staff who have accessed supervision were all DSL.</p> <p>RT no, all staff could have access to it if required.</p> <p><u>Standard and Performance committee September to Summer 1.</u></p> <ul style="list-style-type: none"> • There have been 157 MASH referrals made • Physical chastisement and Neglect are the most common reason for MASH referrals. • There are currently 128 open mental health concerns across the trust - Most 	<p>RT</p> <p>RT</p>

Agenda item	Discussion	Action
	<p>are secondary students.</p> <ul style="list-style-type: none"> • Appropriate transition processes are in place for those vulnerable students leaving EMAT settings and to support vulnerable students over the summer. • There have been 130 children reported as CME. All have been reported appropriately to the authority. <p>A trustee noted the 157 MASH referrals and asked how many of them met threshold.</p> <p>RT to add this detail is available but was not to hand. To be shared in September trust board meeting. Any referrals that do not meet threshold the school is supported as required including parental meetings.</p> <p>RT added that detailed information regarding MASH is shared in the S&P committee meetings.</p> <p>JL added that he has regularly meetings with RT including reviewing school policies.</p> <p>A discussion followed regarding pupils missing in education whose location is known to the schools. It was acknowledged that procedures must be followed until the local authority confirms that they can be removed from roll.</p> <p><u>Safeguarding forum.</u> Thompson Team continue to work with the safeguarding forum to identify areas of priority in terms of:</p> <ul style="list-style-type: none"> • Identifying areas for staff training. • Sharing best practice and ‘Lessons Learned’ across our academies. • Ensure staff are informed of any changes or updates in key legislation. • Keeping staff informed and up to date on evidence based best practice. <p><u>Focus Area-Mental Health.</u></p> <ul style="list-style-type: none"> • Staff training. SMHL. Mental Health First Aiders. • Risk Assessments / Safety Plans. • Working Party. Group support and supervision. National and local updates. Sharing Best Practice. Mental Health Policy. Draft policy to be ready for September. St Andrews Light Bulb Mark with all schools having achieved the mark or close to achieving. Website development. <p><u>Support for Schools</u></p> <ul style="list-style-type: none"> • Safeguarding Cases. • Alternative Provision. • Risk Assessment /Support Plans. • Safeguarding reviews/audits – follow up support. • Attendance – Safeguarding processes (Secondary Schools). 	<p>RT</p> <p>RT</p>

Agenda item	Discussion	Action
	<ul style="list-style-type: none"> • Intensive support for NIA. • School Visits. • Quality assurance processes. • School support/challenge. • Consistency of systems and processes across the trust. • Regular Safeguarding Updates in bulletin. • Training – trust wide and bespoke as required. <p><u>Areas for next academic year (TBC):</u></p> <ul style="list-style-type: none"> • Consistency of reporting (MyConcern) • Use of Trust wide systems to support safeguarding (Arbor, MyConcern, Smartlog, SAMpeople). • Vulnerabilities in terms of staffing – Orchard, NIA. • Mental health will continue to be a focus. • Staff training. • Changes to KCSiE – Filtering and Monitoring. • Building on good practice. <p>Standards and Performance data. Support and professional challenge. Quality assurance processes. Safeguarding Audits. Forums. Supervision.</p> <p>A trustee asked for the areas for the next academic year will there be any measurables to help evaluate progress. RT confirmed there will be for some of the areas and more information will follow. The trustee followed up and asked who is responsible for these areas. JC noted that the Trust sets the global matrix that the school implements and there are constant two way conversations.</p> <p>The trustees thanked RT for the detailed report and noted the extensive support they have offered EMAT over the year including the forums. A trustee noted the mental health working parties and how useful they are.</p>	
<p>8. Updates from last meeting inc Chairs end of year report.</p> <ul style="list-style-type: none"> • Standards & Performance • Finance HR & Estates • Audit & Risk 	<p><u>Standards & Performance.</u> The end of year report was shared with the trustee’s. It was noted the Chair of the committee was absent today. The trustees thanked the Chair for the report and had no questions at this time.</p> <p><u>Audit and Risk.</u> MC highlighted the following from the latest Audit and Risk meeting.</p> <ul style="list-style-type: none"> • IP (GDPR Sentry) gave an update on the progress to training goals, data protection governance roles, school incident statistics, data protection breaches and FOI request. Overall, the committee was pleased with the progress being made but would like more a proactive offer of support from 	

Agenda item	Discussion	Action
	<p>Sentry as when this was raised, they said they don't do this as normal practice. Later in the meeting DU (Head of Shared Services) advised the trust is looking to use an alternative provider to replace Sentry.</p> <ul style="list-style-type: none"> • CR (MacIntyre Hudson) presented the internal audit report focussing on <ol style="list-style-type: none"> i. Quality assurance. ii. Facilities management. iii. Strategic planning. Quality assurance and Strategic planning were rated green giving the board assurances the risks are being managed. Facilities management was rated yellow with three medium priorities. <ol style="list-style-type: none"> i. Contracts register held centrally. ii. Relevant contracts contain SLAs and KPIs. iii. Introduction of contracts management. Items i and iii should have been actioned by October 2023. Item ii will be reviewed when contracts come up for renewal. The report demonstrated the progress being made and the work completed by the management team. • DU presented a risk report which demonstrated the risk register is embedded within the schools and all controls graded by the owners to be either. <ol style="list-style-type: none"> i. Effective ii. Need improving iii. In effective. Governance is the only area left to complete this work and this will be done once the new Governance, Compliance manager is in post. A new risk register will be completed within the first three weeks of the start of the Autumn term. There are currently two risk with a high score these are the quality of education at Orchard and NIA and are focus areas for the relevant stakeholders. • DU shared the critical business continuity plan 2023-2026. This plan is in place so if there was a critical incident a detailed response plan is available. • PW gave a finance update highlighting the good financial position EAMT is in and is on track to achieve a forecast surplus at years end. PW noted that in accordance with standard practice the external audit contract will go out to tender in the next academic year. <p>MC highlighted the following from the end of year report.</p> <ul style="list-style-type: none"> • Development areas. <ol style="list-style-type: none"> i. During the 2022/2023 year there has been some turnover in the Head of Governance role, we need to continue efforts to standardize an effective programme of induction and training for Trustees and sustain progress already made in this regard. Consideration should be given to documenting an induction programme for new Trustees on the Committee to aid onboarding. 	

Agenda item	Discussion	Action
	<p>ii. Over next year it would be beneficial to formalize a pre-committee content review process (zoom call) with Chair to ensure calendar and agenda items are well planned and support achievement of meeting objectives efficiently.</p> <p>The trustees thanked MC for the feedback and felt re-assured in the work the committee is doing.</p> <p><u>Finance HR & Estates.</u> AO highlighted the following.</p> <ul style="list-style-type: none"> • Board effectiveness. The Committee’s effectiveness will be assessed using the sections of the NGA MAT governance self-assessment questionnaire that are relevant to committee assessment. The committee as value to EMAT. • The committee is a committed team, is well led and acts professionally. • EMAT’s FHRE Committee comprises members who are independent of the Executives of the organisation and committee attendance has been strong. • There is a role description for academy committee members which is used to recruit new and diverse committee members with the right skills and who reflect our local community. • The academy committee is the right size for carrying out its role. • There is quality induction for new academy committee members and a culture of ongoing governance training and development. • The committee is able to communicate effectively with the trust board and the trusts’ executive leader. • The committee has been effective on delivering its mandate. <p>The trustees thanked AO for the update and had no questions at this time.</p>	
9. CEO Report inc growth, NIA update and media coverage	<p>JC advised that the strategic plan for next year is being reviewed. It will be codified and go down to school level and allow trustees greater visibility of schools improvement plans. The new framework will be shared at the September meeting.</p> <p>JC asked the board if at the strategy day a discussion could be had to reduce the trust core values from five to three, these being. Innovation, Impact, and Inclusion. The trustees thanked JC for the update look forward to seeing an updated version in the strategy day and had no questions at this time.</p> <p>JL highlighted the following from the recent data drop and future developments.</p> <ul style="list-style-type: none"> • A detailed update was given to the standards and performance committee last week. • Overall, the data shows the direction of travel is positive but needs to quicken and will be a focus in 2023-2024. • GLD in EYFS is strong and has improved by 7% across EMAT with all schools showing an improvement. 	PO

Agenda item	Discussion	Action
	<ul style="list-style-type: none"> • Phonics has improved across EMAT in the majority of schools. In year 1 close to national average in year 2 in line with national average. • Reading, Writing and Maths at the end of KS1 has improved and is close to national average. • Multiplication check in year 4 has improved significantly. • KS 2 data is not as good as other year groups and will be a focus for 2023-2024. It is important to contextualise the data. Orchard Academy has and continues to receive extensive support and there are changes occurring in the leadership team to ensure the improvements expected are achieved. NIA is a focus school and if the results from these schools were removed the data is strong • Pupil mobility in Reading and Mathematics is a challenge and should be considered when reviewing the data. • If the data for disappled and pupils who recently joined a school was removed Reading and Writing are strong and Maths improved. • The School Effectiveness and Improvement Team (SEIT) has changed its structure to improve its school improvement work. • Ofsted inspections noted the strong curriculum. <p>A trustee asked if Orchard Academy Ofsted report shows the school is stable or in decline. JC/JL noted the Ofsted report is yet to be published but Orchard is and remains a focus and will receive support.</p> <p>The trustee followed up and asked during the strategy day an update can be given on what support is going into Orchard and is that enough. PO to manage.</p> <p>A trustee noted the positive data showing pupils progress above national average if they are in a EMAT school for a length of time. JL added that mobility is high across the trust.</p> <p>JC gave an update on the new governance and compliance manager vacancy.</p> <p>A trustee noted the additional detail supplied to the standards and performance committee and was keen along with all parties to ensure the data for KS2 in 2023-2024 improves at a rapid pace. The trustees asked for an update on the strategies used to achieve this improvement to be shared at the strategy day in October. PO to manage.</p> <p>A discussion followed regarding the 2018 data and the approach of the previous trust regarding focussing on teaching pupils to do well in exams and EMAT's holistic approach which is focussing long term. It was also noted the exams have changed and comparisons are not always accurate. JC added EMATs goal to be a high performing trust always improving with the children at its core.</p>	<p>PO</p> <p>PO</p>

Agenda item	Discussion	Action
10. CEO pay review discussion.	11.10 SM joined the meeting 11.10 JC,PW,JL,PO left the room	
11. HR strategy	<p>11.20, SM left the meeting. 11.20 JC,PW,JL,PO re-joined the meeting.</p> <p>PW advised that a paper was presented at the recent FHRE committee meeting which was approved. PW noted the updated strategy completed by independent HR experts and s needed for the current and future EMAT. The new structure will strengthen training, staff retention and overall HR capacity to eliminate single points of failure and embrace opportunities as they arise.</p> <p>The trustees noted this sits on the boundaries of strategic and operational and understood why the trust would want to improve in any area if required.</p> <p>A trustee asked if there would be financial implications with the structure. PW advised there would be a nominal increase.</p> <p>A trustee asked if there are any primary reasons why staff are leaving EMAT. PW advised that exit interviews are conducted but the data in these can be unreliable. There are staff leaving for promotion and some staff who were recruited were ultimately not suitable for EMAT. PW added the teaching sector nationally is suffering from staff leaving the profession.</p> <p>A discussion followed regarding how to make EMAT stand out from other trusts to help with recruitment, retention.</p>	
12. Finance matters i. Budget 2023/2024 for ratification ii. EMAT Budget Report 2023/2024 – update	<p>i. PW highlighted.</p> <ul style="list-style-type: none"> • The papers have been scrutinised in detail during the recent FHRE committee meeting. • On track to make forecast surplus which is a good result. • Top up funding for pay rises has been approved by the government but will not cover the shortfall. This will be covered by using contingencies which has been budgeted for. <p>A trustee asked if the funding from the government is a permanent addition to the budget. PW advised that monies have been set aside for 2023-2025 but it is unknown what will happen post 2025.</p> <ul style="list-style-type: none"> • Estates energy costs will increase between 300% and 400% giving a net cost increase of between £500,000 and £1 million. An increase of £500,000 will be budgeted unless we have agreed prices for the next 3 years in which case the actual unit cost rates will be used. We aim to reduce consumption so savings element can be assumed for the budget. We have budgeted for £586k and will aim to create further savings by energy saving practices of 	

Agenda item	Discussion	Action
	<p>12% these will be in the way of complete shutdown of the buildings for areas that are not being used.</p> <ul style="list-style-type: none"> • Capacity funding agreed for Hardingstone Academy. • None of the budget constraints will impact the pupils. <p>A trustee asked if the conversations with the Headteachers around budgets have gone well. PW confirmed they have and currently no concerns.</p> <p>JC added that the budget allows EMAT to offer TAs half a day a week CPD time which will help with recruitment and retention.</p> <p>A trustee asked if EMAT considered TA deployment reviews. JC confirmed this is done annually but improvements are always being sought.</p> <p>The trustee followed up and asked if this work is triangulated including with the finance team. JC confirmed it is and the deployment of TAs has improved and will continue to improve.</p> <p>The trustees unanimously approved the budget.</p> <p>ii. A trustee asked if PW has any concerns. PW advised he does not and the budget is well managed and on track.</p>	
<p>13. Governance update: i Governance proposal for 2023-2024 ii. Governance Code of Conduct for approval iii. Draft governance Planner for info.</p>	<p>i. PO highlighted the following.</p> <ul style="list-style-type: none"> • Audit and risk committee to have the same membership as the FHRE committee and meet at the same time but have a separate chair. Meetings to be held termly. • Standards information to be presented at every other board meeting, at alternate meetings trustees will focus on the trust improvement or growth plan. • Board meetings to be held 6 times per year, with one meeting to focus on strategic development of the trust over the next 3-5 years. <p>A trustee noted some concerns regarding the workload of the A&R and FHRE committees and if the time allocated would be enough to cover all of the agenda items. PW noted that the plan would be the FHRE Chair would meet with him monthly to go through relevant finance papers.</p> <p>The trustee noted the proposals and asked for a review to be done late 2023, early 2024 to ascertain if they are working and should continue and if there is a need to increase the number of meetings. PO to manage.</p>	<p>PW</p> <p>PO</p>
<p>14. Items for trustees to review and vote to adopt. i. Governance expenses (date change only)</p>	<p>i. The trustees unanimously approved the policy.</p> <p>ii. JC advised that this is for information only. EMAT does not have its own admission team.</p>	

Agenda item	Discussion	Action
ii. Service level agreement	The trustees agreed with JC comment in not having a in house admissions team.	
15. End of year summary and thank you	KC/JC thanked the trustees for their hard work and commitment and wished them a good summer break.	
16. Any Other Business	The confidential minutes had been distributed with the agenda and were agreed by all present to be a true representation of the meeting that took place.	
17. Dates of Next Meetings	Dates of Trust Board Next Meetings (until July 2024): Meeting 1 25th September 14.00hrs – 18.00 to include tours of a couple of schools. Remaining dates to be shared shortly.	Invites to meetings had been sent

The meeting ended at 12.00.

Signed by Chair of Trust Full Board.....

Name..... Date.....

Action log of the Trust Full Board Meeting held 04.05.2023

No.	Action	Owner
1.	Head of Governance to re-circulate the self-evaluation of governance form for completion. Page 1.	PO
2.	RT to present a more detailed update at the September meeting. Page 2.	RT
3.	Online safety policy to be reviewed and shared. Page 2.	RT
4.	RT to give more detail in the September meeting regarding the 157 MASH referrals and how many met threshold. Page 3.	RT
5.	RT to complete the Mental Health Policy so it's ready for September. Page 3.	RT
6.	The strategic plan to be shared in the September meeting. Page 6.	PO
7.	An item to be added to strategy day agenda for an update on the support being given to Orchard and is it enough. Page 7.	PO
8.	An item to be added to strategy day agenda for an update on the strategies in place to ensure there is rapid improvement in the KS2 results for 2024. Page 7.	PO
9.	PW to meet the FHRE Chair monthly to discuss the latest finance papers. Page 9.	PW
10.	PO to complete a review late 2023, early 2024 regarding the changes to the FHRE and A&R committee. Page 9.	PO