

**East Midlands Academy Trust – Trust Board Meeting**  
21<sup>st</sup> July 2021, 10:00am - Meeting to be conducted virtually via Teams  
**Fifth meeting of academic year 2020/2021**

These minutes reflect the order of the agenda and not necessarily the order in which items were discussed.

Agenda Item	Discussion	Action
<b>1. Welcome</b>	<p><b>Present:</b>  <b>Ayo Salam</b> (EMAT: Trustee) – <i>Chair</i>  <b>Andy Davis</b> (EMAT: Trustee) <i>Left the meeting at 11:59am</i>  <b>Fiona Wheeler</b> (EMAT: Trustee) <i>Joined the meeting at 10:10am</i>  <b>Stephen Morales</b> (EMAT: Trustee) <i>Joined the meeting at 10:10am</i>  <b>David Houghton</b> (EMAT: Trustee)  <b>Asvin Morjaria</b> (EMAT: Trustee)  <b>Bernard Weiss</b> (EMAT: Member)</p> <p><b>Joshua Coleman</b> (EMAT: CEO)  <b>Paul Wheeler</b> (EMAT: COO)  <b>Lorna Beard</b> (EMAT: Head of Inclusion &amp; Training Hub) <i>Left the meeting at 12.20pm</i>  <b>Giles Osborne</b> (EMAT: Lead AIP) <i>Left the meeting at 12.20pm</i>  <b>Monica Juan</b> (EMAT: Head of Governance &amp; Safeguarding)- Minutes  <b>Natalie Packer</b> – SEND Forum Chair <i>Left the meeting at 11.00am</i>  <b>Daniel Sobel</b> – PP Forum Chair <i>Left the meeting at 11:59am</i>  <b>Jon Harris</b> – (EMAT: Member) - Observer <i>Left the meeting at 11.00am</i></p> <p>AS agree to chair the meeting. AS welcomed all and reminded all present that the matters raised within this meeting would remain confidential until the minutes were agreed and signed off.</p>	
<b>2. Apologies</b>	Apologies from <b>Leigh Jones, Kevin Crompton and Katy Russell</b> were received and accepted by the board.	
<b>3. Quoracy</b>	The meeting was confirmed as quorate.	
<b>4. Declarations of Interest</b>	There were no declarations of interest pertaining to this agenda in addition to those already recorded on the annual Register of Interests.	
<b>5. Minutes of EMAT TB meeting held on 23/04/2020 including CM &amp; matters arising not appearing on the AL.</b>	<p>The minutes of the meetings held on the 23/04/2021, including confidential minutes, were reviewed and agreed to be an accurate representation of the meetings.</p> <p>AS agreed to physically sign the minutes once lockdown restrictions had been lifted.</p>	

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<b>6. Action Log from the meeting held on 23/04/2021</b>	1) Safeguarding summary form to be submitted at each TB meeting - <b>DONE</b> 2) Organise Safeguarding 2nd full review to take place in spring 2022- <b>DONE</b> 3) EvolveNorth GDPR report to be presented at A&R next meeting- <b>DONE</b> 4) HAT viability paper to be presented at July meeting - <b>DONE</b> 5) MJ to distribute papers to LABs - <b>DONE</b> 6) Organise CST subscription and links to updates- <b>DONE</b> 7) Upload ratified policies to website - <b>DONE</b> 8) Update KC reappointment details – <b>DONE</b>	
<b>7. Safeguarding update</b>	<p><i>LB and FW gave a verbal update.</i></p> <p>The safeguarding trustee updated the board on actions taken by the trust since the last TB meeting. FW shared the safeguarding tracker on screen and clarified that regular meeting with the Head of Inclusion had taken place since February to monitor safeguarding progress. The tracker showed that systems and processes were aligned, and staff had embraced the opportunity to work with other schools sharing best practice. FW ran through the amber actions and highlighted that there were no red actions pending.</p> <ul style="list-style-type: none"> <li>• <b>DSL JDs</b> – JD descriptions were still on the process of being updated. However, all staff had been made aware of their responsibilities.</li> <li>• <b>Peer or Peer abuse training</b> – To be taken place during the Inclusion festival in September 2021.</li> <li>• <b>MyConcern</b> – Embedded across all schools and would be rolled out to the central team during 2021/2022.</li> <li>• <b>KCSE</b> – All schools compliant. All staff, including central team, to received training on September 2021 to update new changes in the guidance.</li> <li>• <b>Safeguarding Folder</b> – Trust working with schools to align compliance across all sites.</li> <li>• <b>RA</b> – All RA across schools were fit for purpose and compliant although content consistency had not yet been achieved.</li> <li>• <b>Governance training videos</b> – All videos had been completed and will be reviewed in line with changes in the guidance before being uploaded to Teams in September.</li> <li>• <b>Supply check</b> – All schools currently managing their own. New policy to be introduced to bring these checks centrally.</li> <li>• <b>Stakeholders' views</b> – To be collated in September 2021.</li> <li>• <b>DSL peer to peer support/supervision</b> – Ongoing</li> <li>• <b>Safeguarding policy 2021/2022</b> – Working party in place to update policy to be presented to TB in September.</li> <li>• <b>Mental Health Aid</b> – Part of the Inclusion festival.</li> </ul> <p><b>In response to a question from a trustee regarding the timescale for the actions on the tracker to appear green</b> LB explained that the expectation was to have all operational actions completed by September 2021. Peer to Peer support had only just started and would take longer to embed the process across all schools. Evidence of these challenge and support would take another 6 months to develop but supervision for LB would be in place from October half term.</p>	

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	<p><b>Following an extensive discussion, trustees confirmed that they felt reassured that Safeguarding across the trust was now being effectively monitored and the systems put in place were robust and compliant.</b></p> <p>Although trustees acknowledged that safeguarding was an ongoing matter they thanked FW, LB and all staff for the amount of progress accomplished so far.</p>	
<p><b>8. Updates from</b></p> <ul style="list-style-type: none"> <li>• <b>Audit &amp; Risk</b></li> <li>• <b>FHR &amp; Estates</b></li> <li>• <b>Standards &amp; Performance</b></li> </ul>	<p><i>Papers had been distributed with the agenda for this meeting. Committee Chairs gave a verbal update from the latest meeting.</i></p> <p><b>A&amp;R:</b> AM reported that the committee had mainly looked at the Internal report on the use of COVID money and GDPR. Internal report had shown good controls and no issues and GDPR was on track to achieve compliance by the end of Autumn term.</p> <p><b>FHRE:</b> AD reported that all papers approved. Trust finances were healthy, and the Leadership Team was making sound decisions.</p> <p><b>S&amp;P:</b> DH reported that a new Performance Report guidance had been developed to aid with the understanding of the report.</p>	
<p><b>9. CEO Report</b></p> <ul style="list-style-type: none"> <li>• <b>EMAT rebranding</b></li> </ul>	<p><i>Papers had been distributed with the agenda for this meeting.</i></p> <p>JC presented the highlights of the paper and directed trustees to the Trust Newsletter to look at the Trust Awards results. JC thanked FW and DH for their support during the process.</p> <p>Trustees thanked the CEO for the comprehensive report. There were no questions from Trustees.</p>	
<p><b>10. Finance matters</b></p> <ul style="list-style-type: none"> <li>• <b>Budget 2021/2022 for approval</b></li> <li>• <b>EMAT ICFP Budget Report 2021/2022 – update</b></li> <li>• <b>EMAT Central Services budget</b></li> </ul>	<p><i>Papers had been distributed with the agenda for this meeting for information only. PW presented the highlight to trustees.</i></p> <p>PW confirmed that all information had been submitted to the FHRE committee and had been approved, with the caveat that, if in the next budget assumptions were any plans to change the structure or capacity in the HO team, these should be presented at the meeting in February for discussion, before the main budgeting started.</p> <p><b>Trustees unanimously accepted and ratified the Budget 2021/2022 to be sent to the DfE and EFSA. The ICFP budget report 2021/2022 and the Central Services budget were also accepted.</b></p> <p>Trustees agreed to participate in the open consultation for the National Funding formula. SM agreed to discuss it with trustees and submit a response before 30<sup>th</sup> September.</p> <p>Trustees thanked PW for the reports presented.</p>	

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<b>11. EMAT KPIs update</b>	<p><i>Papers had been distributed with the agenda for this meeting for information only.</i></p> <p>JC acknowledged suggestions from trustees that some of the KPIs didn't have clear metrics to be measured against it and agreed to work further on these over the summer to be presented to trustees before the end of the Autumn term.</p>	<p><b>JC/PW/LB/GO to review KPIs</b></p>
<b>12. Pupil Premium Update</b>	<p><i>Papers had been distributed with the agenda for this meeting.</i></p> <p>DS presented the highlights of the report and took questions from trustees.</p> <p><b>In response to a question from a trustee regarding the role of governance supporting and challenging schools and how could that be successfully achieved</b> DS clarified that there was a need for an alliance between schools and governors to agreed where the focus was and what was the support needed. This would aid governors gathering evidence. LB explained that trust will provide governors with a yearly plan like the one for Safeguarding giving them a structure to support them to ask the right questions at the right time.</p> <p><b>In response to a question from a trustee regarding how schools in the trust could achieve consistency of approach</b> DS explained that during his conversation with members of staff he had noticed extreme skills within the schools. Key to success was to harness these different approaches and share them across schools to achieve a broader range. Currently the gaps in EMAT lay in the crossover between PP and SEND.</p> <p><b>In response to a question from a trustee regarding how PP was being folded into the new funding formula and whether that would diminish the focus on its purpose</b> DS explained that integrating PP into the whole was the answer and therefore investing in advance differentiation training for teachers and personalised learning plans to support teachers in the classroom would make a greater impact and solve most of the issues.</p> <p>There were no further questions from trustees.</p>	
<b>13. SEND update report</b>	<p><i>Papers had been distributed with the agenda for this meeting.</i></p> <p>NP introduced herself and gave a brief overview about her role working with the trust. NP ran through the highlights on the report presented.</p> <ul style="list-style-type: none"> <li>• SEND KPIs put in place last year had significantly helped to improve provision.</li> <li>• Following the full review conducted across all schools last year, this year's review had focussed on the key recommendation from the previous report.</li> <li>• A MAT SEND review had been conducted which had outlined the key areas of development as well as strengths.</li> <li>• Ongoing support to all schools across the trust and capacity had increased.</li> </ul>	

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	<ul style="list-style-type: none"> <li>• The commitment of EMAT to develop an inclusive trust was very high.</li> <li>• KPIs RAG was a combination between SENCO and wider information from the trust.</li> <li>• More accuracy identifying SEND pupils. Currently a 12.5% across the trust which was more in line with national average.</li> </ul> <p>The key priorities for 2021/2022 were:</p> <ul style="list-style-type: none"> <li>• Inclusion Festival – Highlight profile of vulnerable children</li> <li>• Raise governance involvement</li> <li>• Collate parental voice</li> <li>• Continue high quality teaching provision</li> <li>• Continue engaging with external agencies</li> <li>• Monitor &amp; evaluate SEND interventions</li> <li>• Improve SEND dashboard DATA</li> </ul> <p><b>In response to a question from a trustee regarding the involvement with Occupational Therapy and whether there would be an opportunity to secure more support working with other trusts/organisations</b> NP explained that there was engagement with OT from individual schools, particularly at NIA and Castle but it could be something the Trust could explore in a similar way to how they were currently doing with EP services.</p> <p><b>In response to a question from a trustee regarding whether the SEND review had been assessed against the new DfE SEND standards</b> NP explained that the new DfE document would not be released until the Autumn term and only highlights had been provided so far. However, some of the aspects mentioned during the consultation had been included in the KPIs for 2021/22.</p> <p><b>In response to a question from a trustee regarding whether the trust had enough capacity to successfully support SENDCOs across all schools and what else could be done</b> LB explained that this had been addressed during the year. SENDCOs in primaries were fully dedicated to the role and didn't have teaching duties. Additional capacity has been put in place and was being monitored in those schools where the SENDCo was still teaching. 3 SENDCos were still going through the accreditation and were working together as a cohort.</p> <p>LB shared with trustees the Inclusion Festival programme which will particularly focus on all disadvantaged groups. The festival would coordinate a large offer across all schools, looking to develop all strands and linking that to the new Inclusion Forum, which will run all forums under the same umbrella.</p> <p>Trustees thanked NP and LB for their reports and continuous support.</p>	<p><b>NP/LB to liaise with JH to explore OT opportunities.</b></p>

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<b>14. HAT viability update</b>	<p><i>JC and PW gave a verbal update.</i></p> <p>PW explained that he had met with the RSC and the HAT board the previous week. There had been a couple of positive changes, the main one being the Ofsted section 5 inspection which had given a GOOD grade to HAT and acknowledged the comprehensive support from EMAT. The main focus of the discussion was around the financials. Numbers had declined over the last few years with numbers for September 2021 being critically low. The five-year plan showed an increase up to 90 in the PAN which would involve extensive outreach work with the primaries. No other local partners were available to take HAT on and work with them. A funding requirement will be required from January 2023.</p> <p><b>After careful consideration trustees agreed for EMAT to meet with the HAT board to agree the terms of the SLA moving forward and bring them back to the FHRE board for approval in the Autumn term.</b></p>	<p><b>JC/PW to prepare SLA.</b></p>
<b>15. Governance review</b> <ul style="list-style-type: none"> <li>• TB Chair report</li> <li>• Committees Chair's Report</li> <li>• LAB Chair reports</li> <li>• ToR for approval</li> </ul>	<p><i>Papers had been distributed with the agenda for this meeting.</i></p> <p>Trustees agreed to defer the following to the next meeting:</p> <ul style="list-style-type: none"> <li>• TB Chair report</li> <li>• Committees Chair's Report</li> <li>• LAB Chair reports</li> </ul> <p><b>Trustees unanimously agreed to approve the Terms of Reference</b></p>	
<b>16. Policies ratification</b>	<p><i>All policies had been distributed with the agenda for this meeting</i></p> <ul style="list-style-type: none"> <li>• Admissions summary changes paper</li> <li>• Admissions Policy 2021/22 (see summary of changes)</li> <li>• Admissions Policy 2022/23 (see summary of changes)</li> <li>• Complaints Policy 2021/22</li> <li>• Bereavement Policy 2021/22 (no changes)</li> <li>• RSE Policy 2021/22</li> </ul> <p><b>Trustees unanimously agreed to ratify all policies presented</b></p>	<p><b>MJ to upload policies to all EMAT websites.</b></p>
<b>17. Next Agenda items</b>	<ul style="list-style-type: none"> <li>• National Funding Formula</li> <li>• New Model Articles of Association</li> </ul>	
<b>18. AOB –</b>	<p>FW stated that she had attended the last S&amp;P and LAB meetings of all EMAT academies to observe the local engagement in governance and was pleased to report good level of attendance and commitment across all boards.</p> <p><b>Trustees agreed to be allocated to schools at the TB September meeting.</b></p> <p>PW informed trustees that the proposal to teacher's pay approved at the FHRE meeting offering a retention payment of 1.5% had been met with some</p>	<p><b>Allocate schools to trustees.</b></p>

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	<p>concern by members of the SLT as it could appear disadvantageous to some colleagues and create more disruption than necessary.</p> <p><b>The majority of trustees agree to wait until the unions had made a final decision before agreeing on the retention payment.</b></p> <p>PW explained that a technical issue had arisen with the LGPS scheme and requested permission to engage legal advice to solve the issue. Trustees discussed the implications that a cessation event could have for the company and agreed to take the necessary steps to avoid it. PW explained that the legal fees could be around the £10k mark.</p> <p><b>Trustees agree to appoint a pensions lawyer to provide initial advice and recommendations on next steps.</b></p>	<p><b>PW to seek legal fee quote and report back to trustees</b></p>
<p><b>19. Dates of next meetings</b></p>	<p>Dates of meetings 2021/2022:</p> <ul style="list-style-type: none"> <li>• Monday 20th September 2021 @10am</li> <li>• Monday 20th September 2021 @12pm <b>Members AGM</b></li> <li>• Monday 13th December 2021 @10am</li> <li>• Friday 29th April 2022 @10am</li> <li>• Wednesday 20th July 2022 @10am</li> </ul>	<p><b>Calendar appointments have been sent</b></p>

**Meeting closed at 12.33pm**

**Signed by Kevin Crompton, Chair of Trustees**

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**Date**.....

**East Midlands Academy Trust**

Action Log of the Trust Board meeting held on 21.07.2021. Meeting conducted virtually.

<b>Item</b>	<b>Action</b>	<b>Owner</b>
1.	MJ to contact Trustees to address any Teams connectivity issues	MJ
2.	Explore further Occupational Therapy opportunities	NP/LB/JH
3.	National Funding Formula consultation collective response	SM
4.	Review KPIs metrics before end autumn term	JC/PW/LB/GO
5.	Prepare HAT SLA to present at FHRE meeting in October	PW
6.	Allocate schools to trustees.	All
7.	Obtain legal fees quote and report back to trustees	PW
8.	Upload policies to website	MJ