

Annual Report

November 2025



Inclusion



Innovation



Impact



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Welcome

Chief Executive Officer



Joshua Coleman - Chief Executive Officer

The #EMATters culture is a deeply embedded operational philosophy that emphasises several key principles within the East Midlands Academy Trust:

Inclusion and Value: At its heart, the culture is built on the tenet that "Every child deserves to be the best they can be". This extends to recognising the value of every single member of the community, fostering an environment where everyone feels they matter.

Professionalism and Tenacity: The culture is driven by the professionalism and commitment of its staff - who are referred to as "#EMATters". Our three organisational goals of educational excellence, operational excellence and #EMATters are underpinned and promoted through the organisation's objectives and key results as set out in the trust improvement plan.

Recognition and Celebration: The annual #EMATters Celebration Awards are a key manifestation of this culture, designed to acknowledge and honour the significant achievements and efforts of both pupils and staff across various categories like Inspirational Pupil, Teacher of the Year, and Inclusion Awards.

Shared Purpose: The use of the hashtag and the inclusive language help create a strong sense of community and shared identity across the trust's community of schools, promoting pride and a collective pursuit of high standards and student development.

In essence, #EMATters is not just a slogan, but a living culture that shapes perceptions, experiences, and behaviours within the Trust, ensuring that every person's contribution is recognised and valued as fundamental to achieving our shared educational mission.

A handwritten signature in black ink, appearing to read 'Joshua Coleman', located at the bottom right of the page.

Welcome

Chair of Trustees

Stephen Morales - Chair of Trustees



It is an honour and a privilege to take on the role of Chair of Trustees for the East Midlands Academy Trust. I follow in the footsteps of Kevin Crompton, who led the Trust through a decade of growth and improvement, culminating in national recognition for exemplary governance.

As I step into this role, I am both optimistic about the future and excited by the Trust's strategic direction. I firmly believe that, together, we can equip our children to enjoy bright and fulfilling futures, and positively transform the lives of all those within our learning communities.

This year has been marked by a number of significant achievements, including:

- The opening of the PWS Additional Resource Provision (ARP)
- The completion and opening of the PWS Sports Hall
- Full funding of the first Master's degree for teaching staff
- Winning the NGA Outstanding Governance Award
- A successful Strategy Day, shaping our shared vision for the future
- The continued development of our Pupil Parliament, with greater engagement at board level anticipated this year

These milestones are a testament to the dedication and collaboration of our staff, trustees, and school communities. I look forward to building on this success as we continue to strive for excellence across all our academies.



ABOUT US

We are driven by a strong moral purpose that every child has the right to outstanding teaching and leadership. We strive to be a high performing trust that demonstrates educational excellence, operational excellence and our #EMATters ethos, which is represented by our core values of inclusion, innovation and impact. We set high expectations for our leaders and teachers to support and stretch every child to ensure they reach their full potential.



Successes and Achievements



We won a national Outstanding Governance Award for our strategic leadership



We hosted our biggest Olympic Day yet, with over 500 pupils from 11 schools



Our schools continued to gain national recognition for their eco projects



We opened a new specialist provision for pupils with emotion-based school avoidance



We marked the first anniversary of the opening of our NIA6 campus

Successes and Achievements



We opened a new teaching block, visitor entrance and sports hall at PWS



NIA was highly commended in the prestigious Pearson Teaching Awards



We funded our first Master's degree cohort for #EMATter teaching staff



Two of our schools were recognised nationally for their high attendance rates



We recognised 11 staff in the first year of our new #EMATter of the Month award



Martin Serrão
Executive
Headteacher



MESSAGE FROM THE HEADTEACHER

This year, Northampton International Academy has seen significant progress across academic, pastoral and community domains, with our pupils consistently performing well.

Following our November Ofsted inspection, NIA was commended for its inclusive ethos and high expectations in its published report. Our participation in the DfE RISE programme has further strengthened our commitment to raising standards and driving improvement. We are proud to be contributing to national educational priorities through collaboration and innovation. NIA has welcomed several dignitaries this year, including Melanie Barnett, Director of Children's Services, Lucy Rigby MP and Councillor Shaw. These visits have highlighted our role within West Northamptonshire and provided valuable opportunities to showcase our pupils' achievements.

Our students continue to excel beyond the classroom. Notably, our Royal Marine Cadet contingent won the prestigious Kings Medal at Lympstone, outperforming cadets from nine private schools. We also celebrated the appointment of a First Sea Lord Cadet who will represent all UK cadets. In the sporting arena, our Year 11 basketball team narrowly missed out on the national finals, losing to a local grammar school in a closely contested match. Finally, we are extremely proud of our librarian who was recently named School Library Association Librarian of the Year.



MESSAGE FROM THE HEADTEACHER (CONTINUED)

NIA's overseas trips were established this year, with successful visits to Andorra for skiing and Belgium for the Battlefields experience. These trips enrich our curriculum and broaden pupils' horizons.

Community engagement remains central to our mission. We earned the Eco Award with Distinction and launched Friday Parent Coffee Mornings to strengthen relationships with primary parents. NIA continues to host the EMAT Voices event and our annual Carol on the Steps celebration is becoming a community Christmas focal point. Our pupils continue to benefit from careers advice, information and guidance with events which have included a presentation by representatives from Weetabix.



Collaboration with our feeder schools has deepened, hosting sports events for Year 5 and 6 pupils. NIA's Cultural Inclusion Committees have visited to present assemblies and debates to develop positive partnerships which support transition and diversity awareness. NIA's representation on the West Northants Family Help Partnership Board has opened doors for wider collaboration with education and health professionals, enhancing our ability to support pupils holistically.

Our work with Prince William School and other EMAT primary schools enable us to adopt best practices and raise standards across the trust. Staff recruitment is a continuing success, blending experienced educators with passionate early-career teachers. We are now effectively training and retaining new teachers, contributing to long-term stability and excellence. This year, NIA6 has grown significantly, with 110 pupils joining in September—the largest Year 12 intake to date. Our blended curriculum of A Levels and BTECs ensures that all pupils have access to pathways that match their aspirations.

Finally, NIA remains committed to delivering outstanding education and making a lasting impact on our community. We thank the trustees for their continued support and look forward to another year of growth and achievement as we ensure “every child can be the best they can be”.



Andrew Hill
Chair

MESSAGE FROM THE NORTHAMPTON INTERNATIONAL ACADEMY LOCAL ADVISORY BOARD

The 2024/25 academic year at NIA has continued to focus on the improvement journey, focusing particularly on curriculum delivery in Teaching and Learning, which, according to the Ofsted report, was an area for improvement. LAB meetings have become more efficient with consistent requests to NIA SLT to report data in tabular formats and tabular data now includes comparative data from previous terms/year's making analysis of progress easier for LAB members.

As of July 1st, a total of ten governor visits have been made and reported. We continue to encourage a minimum of three visits per area per governor per academic year.

In addition to the regular visits a new concept, 'Governor Day' was held in June. Seven LAB governors spent the day at NIA meeting with parents, student representatives, SLT non-LAB members and were led on tours of the school. The day was deemed a success and should now become an annual event.



NIA LAB has recruited three new governors over the course of the academic year. We are proud of the educational expertise of our governing advisory board. 64% of the board completed the effectiveness survey, and the results show that LAB members are effective in all areas. LAB members completed over 30 training modules during the year- a tribute to their commitment to NIA.

The LAB continues to press for even further improvements in education. This year's focus for LAB questioning at meetings has been on Y11 and KS5. Despite the ongoing disruption through RAAC, governor visit reports remain very positive, and interviews with students show a great enthusiasm for the learning environment at NIA6.

MESSAGE FROM THE LOCAL ADVISORY BOARD (CONTINUED)

The LAB has continued to press for improvements in attendance and while progress has been made and timetables have changed to encourage students to attend tutor times for registration, attendance remains a challenge for our school. LAB members have observed great strides in behaviour at NIA, both at first hand during visits and in the data presented by SLT at LAB meetings.

The LAB would like to commend and thank Mr Serrao and his entire Leadership Team who have worked tirelessly to identify and promote to the LAB key SIP priorities which continue to move the academy in a positive direction. School Leaders represented on the LAB have simplified their presentations of information in order for LAB members to have a clearer overall picture rather than too much detail; analysis in previous years was challenging for LAB members but the current systems of presenting and explaining data to the LAB has made school improvement analysis much easier.

I extend my gratitude and sincere thanks to all LAB members for their professional and dedicated approach to reading documents, making school visits, and posing challenging questions- all of which has improved the educational experience of our learners.

I am convinced that the LAB will continue to provide advice to dive deep into data, commend the school leadership where appropriate and make suggestions where necessary over the course of the next academic year 2025-2026.





Anna Hewes
Headteacher



MESSAGE FROM THE HEADTEACHER

The 2024–25 academic year has been one of significant achievement and pride for Prince William School. It has been a year defined by excellence, community, and ambition — qualities recognised not only by our staff and families, but by Ofsted during their monitoring inspection in April 2025.

We are incredibly proud of the ungraded inspection, and the report concluded that “the school’s work may have improved significantly across all areas since the previous inspection,” noting that our next visit will therefore be a full graded inspection. Inspectors commented that “pupils thrive at this inclusive and nurturing school,” and that “pupils’ behaviour and attitudes are excellent.” They recognised that our “broad, aspirational and ambitious curriculum” ensures that “pupils, including those who are disadvantaged, achieve very well.” Such feedback is a powerful reflection of the dedication of our staff and the commitment of our students to live our values of Respect, Ambition and Resilience every day.

This commitment to a rich and rounded education was visible well beyond the classroom. The Easter holidays saw the return of our ever-popular Ski Trip to Italy, where students demonstrated teamwork, resilience, and good humour in abundance. Back on home soil, our students shone in a wide range of creative and sporting activities. Our stunning whole-school production of *Matilda* was a highlight of the year, showcasing the extraordinary talent of our young performers. Our Year 7 Abba performances brought energy and joy to the Spring term and provided an early platform for developing confidence and collaboration.



MESSAGE FROM THE HEADTEACHER (CONTINUED)

Sport continues to be a cornerstone of life at Prince William School. We were proud to retain our title as winners of the EMAT Olympic Competition, an achievement that reflects both skill and dedication across our PE department and student athletes. The official opening of our new Sports Hall by Sarah Champion MP marked a major milestone in our facilities development, providing a modern, accessible space that is already benefiting both students and the wider Oundle community. This has already enhanced participation and will support further growth in extracurricular sport.



We were privileged to host inspiring visits from Paralympic mentors through the Mintridge Foundation, whose stories of perseverance and success have had a lasting impact on students' understanding of resilience and inclusion. That spirit of inclusivity also underpinned the launch of our Diversity, Equality and Inclusion Student Leadership Board, empowering students to take active roles in promoting fairness, representation, and respect across our community.

Our priorities for the coming year include continuing to strengthen our curriculum delivery, embedding our new student leadership structures, and further developing the positive culture highlighted by Ofsted: "The broad personal development offer at Prince William is exceptional... pupils' character is developed through a wide array of leadership and extra-curricular opportunities."

As Headteacher, I am immensely proud of what our students and staff have achieved together. Prince William School continues to go from strength to strength — a community where every individual is known, supported, and inspired to achieve their very best.



Richard Fincher
Chair

MESSAGE FROM PRINCE WILLIAM SCHOOL LOCAL ADVISORY BOARD

This has been a full and fulfilling year for Prince William School. Our head, Anna Hewes, has now been with us a full school year, bringing her vision and energy to PWS. It has been a pleasure to work with her.

Everyone arriving at the school now enters through the new reception, walks past the new sports centre and new dance studio, and underneath new classrooms. It's been a long time coming and has been very well received by everyone.



I'm pleased to say that the current Local Advisory Board has a good range of skills and experience and each governor is linked to the School Improvement Plan. This is defined by the head based on the key needs of the school and is in place for a year, although some elements carry across. There is always a governor appointed to monitor safeguarding, for example. Governors have spent a lot of time in school this past year, for which I thank them, and their reports have consistently picked up on the calm, steady nature of the teaching environment.

PWS is a good place for students to learn, an enjoyable place to work and most importantly a safe environment for all. This was picked up, along with a string of other positives, in the Ofsted report earlier this term. We had been expecting a visit for some time and it's important to note that the message within the school is "do as you always do". A good report is simply a

MESSAGE FROM THE LOCAL ADVISORY BOARD (CONTINUED)

reflection of where we are, not where we aim to be. There will continue to be improvement because that is deeply set into the culture at PWS. It has been a good year and there is genuine enthusiasm to build further and deliver more for the students.

On behalf of the governors I would like to thank the EMAT governance team who have made our roles easier and been so thorough with inductions for new members. Anyone considering being a governor should know that there is a strong support system in place which allows you to maximise the value you can add.

My thanks go to the wonderful, dedicated teams in school, at the trust and most of all the pupils who make our school what it is.



Ruth Brennan
Head of School



MESSAGE FROM THE HEAD OF SCHOOL

As we come to the end of the year, it is a pleasure to reflect on what has been a truly incredible year at Castle Academy, filled with learning, achievements and important milestones.

We have continued to strengthen our teaching and learning, underpinned by our core values of respect, resilience, collaboration, hope, pride and trust. These values have been at the heart of everything we do and have supported our pupils to achieve both academically and personally.

A key development this year has been our Caterpillar Pod, which now provides a very effective and purposeful learning environment, with dedicated workstations, a home role-play area, messy play area and an inspiring outdoor space with a climbing frame. This provision is designed to develop pupils' communication, interaction and wider learning skills, and I am excited to see it continue to grow and evolve next year.

Reading has remained a central focus across the school, with a wide variety of opportunities for pupils to develop a love of books. This year we have enjoyed book fairs, author visits and celebrating our 'Remarkable Readers', recognising pupils who go above and beyond in their reading. As we say at Castle, if you can read, you can do anything!

We have also been proud to celebrate the rich diversity of our school community. Events such as the International Food Event, our Christmas Singalong and a range of visits to places of worship have brought families together and helped pupils to deepen their understanding of different religions and cultures.

MESSAGE FROM THE HEAD OF SCHOOL (CONTINUED)



Pupil leadership has gone from strength to strength, with children contributing through the Eco Committee, School Council and Pupil Parliament. Our Year 6 pupils have also modelled being excellent representatives, showing prospective parents around the school and sharing what makes Castle Academy special.

This year we have also developed our new leadership roles of Phase Leaders across the school. These roles have strengthened consistency, supported high-quality teaching and learning, and ensured that every phase is well led, with clear expectations and focused support for pupils and staff.

Throughout the year, we have maintained high expectations and a strong focus on pupil progress, using daily book looks, regular drop-ins, well-developed working walls and structured talk opportunities in lessons to ensure that every pupil is both supported and challenged. We were particularly proud of our Year 6 SATs outcomes, with an outstanding 92% of pupils achieving the expected standard or above in Maths. This is significantly above the national figure and reflects the strength of our Maths curriculum and the high-quality teaching taking place across the school.

It has been a busy, rewarding year and we are incredibly proud of all that our pupils, staff and community have achieved together.





Gill Glenn
Head of School



MESSAGE FROM THE HEAD OF SCHOOL

This year has been another positive one for the school, as we continued to build on previous successes and to maintain a strong focus on our key improvement priorities. We have remained committed to providing a nurturing, inclusive and enriching environment where every child can thrive. We have focused on not only meeting expectations but exceeding them—empowering our pupils to truly ‘Reach for the Stars’.

Our specialist provision, Butterfly Meadow, has continued to go from strength to strength as we continue to adapt and refine our practices in line with latest research and learning from other units. Our excellent education and care offer meets the individual needs of the children, enabling them to achieve socially and academically. The provision capacity has been increased from 10 to 12, allowing more children to benefit. This year we have developed our Year 6 transition process from the unit as our first Butterfly Meadow children moved onto secondary provision.

Amongst our successes, the school has achieved:

- Eco-Schools Green Flag with Distinction, for our commitment to sustainability and environmental learning. Our Eco-Committee have focused on energy saving and recycling initiatives, alongside educating others on the importance of looking after the planet.
- The Gold School Games Mark, for our commitment to the development of competitive sport within the school and the community.
- A Healthy Eating Award: this year we have increased our efforts and successfully moved from the bronze to the silver award.

MESSAGE FROM THE HEAD OF SCHOOL (CONTINUED)



- A successful Capital Grant Funding application for School Based Nurseries, enabling the development of the nursery provision and extension of the current offer to include two-year-olds. The funding obtained enabled the reconfiguration of the toilet facilities, installation of a cover for the outside area and purchase of furniture and equipment.
- The installation of an outside classroom with the capacity to seat a full class of children for learning activities. The children voted for the name 'The Discovery Den', with the facility opened officially by the Mayor of Northampton in the summer. The installation of a sloping roof and water butts as part of the building design has supported our eco-committee work.

Moving forward, we will continue to focus on the ongoing improvement of all areas of provision and further strengthen teaching and learning, so that every child is empowered to achieve their full potential.



Luci Clapton
Head of School



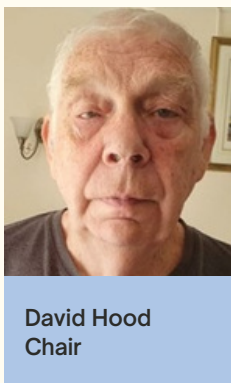
MESSAGE FROM THE HEAD OF SCHOOL

The past year has been one of celebration and success at Stimpson Avenue Academy, marked by a range of achievements and milestones. We remain committed to delivering an ambitious curriculum for all pupils, ensuring every learner has access to high-quality education and the opportunity to excel.

Key highlights of the year:

- Gold Gamesmark Award – recognising our dedication to physical education and sport.
- Eco-Schools Award with Distinction – achieved for the second consecutive year, reflecting our ongoing commitment to sustainability.
- Enrichment opportunities – including memorable trips to HMS Belfast and a whole-school visit to the Deco Theatre.
- Community engagement – hosting popular events such as our annual art exhibition and international food event, which continue to strengthen our school community.

Looking ahead, we remain focused on driving improvements in standards and have set aspirational targets for the coming academic year. Our curriculum will continue to be exciting, relevant, and enriched with wider learning experiences. In addition, we are investing in the professional development of our teaching staff through coaching and access to high-quality CPD opportunities, ensuring that our team is equipped to deliver the very best for our pupils.



MESSAGE FROM HARDINGSTONE, STIMPSON AVENUE AND CASTLE ACADEMY LOCAL ADVISORY BOARD

This past year has been incredibly successful and productive for Stimpson, Castle, and Hardingstone academies. It is a testament to the dedication of our senior leadership teams, teachers, staff, and, most importantly, our children and their families. All three academies are in a strong position, diligently working towards their respective academy improvement plans for the year.

Outstanding Attendance and Punctuality

A key focus across all academies has been attendance and punctuality, an area where we have seen excellent results. Our attendance levels have consistently remained above the national average. This is a direct outcome of the diligent processes implemented by school staff and the Trust, and the tireless efforts of our attendance teams to minimize absences and manage persistent non-attendance. This commitment is crucial in ensuring every child maximises their learning opportunities.

Strong Leadership and Collaboration

The exceptionally strong leadership structure across all three schools has continued to produce excellent results, benefiting both students and staff. Their hard work in identifying and addressing key School Improvement Plan priorities has kept the academies moving in a positive direction. By providing clear, detailed, and professional information to the Local Advisory Boards (LABs), our Governors are always comprehensively informed.

The team has been further strengthened by the addition of Ruth Brennan as Head of School at Castle Academy, who has already made a significant contribution. The sharing of best practices and resources among the academies has only further improved outcomes.

John Lawson leads the Academy Progress Report, a comprehensive review of all aspects of the schools, held at the end of each term. This report provides valuable information that is reviewed at LAB meetings, offering an excellent explanation of the state of each academy. Student and parent surveys have also demonstrated how safe and happy students feel at school. While comments were generally positive, and all comments are reviewed and responded to.

MESSAGE FROM THE LOCAL ADVISORY BOARD (CONTINUED)

The Role of Our Local Advisory Boards (LABs)

To develop the LAB even further individual "One on One" training was provided to all, Governors. This has resulted in a positive impact on LAB meetings.

LAB members are allocated roles linked to the Strategic Improvement Plan (SIP), and their insights from school visits are shared at LAB meetings, allowing all Governors to contribute. Our staff Governors have also made significant contributions, with their work on absence and lateness having a positive impact on LAB meetings.

Several presentations on various subjects were made to the LABs, significantly enhancing our knowledge, particularly in the areas of safeguarding and SEND. We have also introduced "forward Governor Support," where school leaders can draw on Governors' expertise from their professional backgrounds outside of school.

In conclusion, I want to express my sincere gratitude to all leaders and staff across Castle, Hardingstone, and Stimpson academies. Their commitment and effort have ensured all three academies are highly regarded by the children, parents, and local community.

Finally, my thanks go to the entire EMAT team, and in particular to Paul Osborne, who has provided outstanding support throughout the school year.





Christopher James
Head of School



MESSAGE FROM THE HEAD OF SCHOOL

Orchard Academy has been going from strength to strength this year with improved outcomes across the board. We saw an 11% increase in the number of children in Year 6 achieving the national standard in reading, writing and mathematics. In addition, we achieved well above the national average in the Year 4 multiplication check with 46% of students achieving full marks. Most recently, we were ranked 1st out of 21 statistically similar schools for attendance showing that our children love being in the building. To quote our parent survey, 'my child loves school, he is always asking to go in during the holidays'.

As well as seeing our academic outcomes develop and improve, we also enjoyed a range of enhancements to the school's enrichment offer. The guest appearance of the swimming pool during the autumn term not only filled Orchard students with joy (above and beyond swimming opportunities) but also allowed us to forge closer links with our Infant feeder schools.

Alongside this, the school partnered with Santander to rebuild the extensive Forest School on site. It has been a real pleasure to see our SEND pupils in Aspen have their curriculum enhanced further with this provision and we are looking forward to making this a wider offer for the whole school this year. We cannot wait to see what the next year holds!





Ellen Williams
Head of School



MESSAGE FROM THE HEAD OF SCHOOL

This year has been one of growth, innovation, and community spirit at Shepherdswell Academy. In the Spring term, building work took place to relocate our library and create a dedicated space for our new two-year-old nursery provision. This includes both an inside and outside learning environment and a calming area for calm time. Our exciting development supports our commitment to early years education and provides a nurturing environment for our youngest learners.

In April, we were delighted to officially open Ladybirds Nursery, welcoming families and offering high-quality early years care and education. This marks an important milestone in expanding our provision for the local community.

For the third consecutive year, we received the Eco Schools Award, reflecting our ongoing dedication to sustainability. Our Eco Explorer Forest School continues to thrive, giving every child opportunity for outdoor learning, environmental awareness, and hands-on experiences in nature. We have just received a donation from the Woodland Trust to plant 100 trees to create a hedgerow around it.

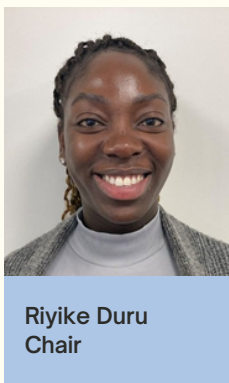


MESSAGE FROM THE HEAD OF SCHOOL (CONTINUED)

Our pupils shone at the Newport Pagnell Carnival, achieving first place—a testament to their creativity and teamwork. We also enriched our PE curriculum through an Activity Day featuring team-building challenges, den building, climbing walls, and skill-based activities that promoted resilience and collaboration.

Our PTA has gone from strength to strength, achieving charity status and organising memorable events such as the spectacular fireworks display and a vibrant colour run. Their efforts have strengthened our school community and raised valuable funds to support learning experiences.





MESSAGE FROM ORCHARD ACADEMY AND SHEPHERDSWELL ACADEMY LOCAL ADVISORY BOARD

It has been a pleasure to support Orchard and Shepherdswell for another successful academic year. We welcomed Christopher James as the new Head of School for Orchard and the Local Advisory Board has enjoyed working closely with both Chris and Ellen, Head of School at Shepherdswell, who have quickly developed a strong partnership in reporting to the board. Over the past year we have been pleased to see the strong focus on behaviour at both schools which is continuing to equip the children with the skills they need to succeed. This is already having an impact on outcomes for our learners. We have also been delighted to see the nursery provision at Shepherdswell extended to include two-year-olds, which is a great initiative in line with the Department for Education's expectations and will help to secure the long-term future of the school.

This year we officially welcomed two new members to the LAB, Graham Knight and Zaiba Rehman, and we look forward to welcoming a further four new colleagues once they have completed their induction training and our safer recruitment process. All new members have been supported by governance support officer Paul Osborne to conduct their first monitoring visits to the schools as part of their induction to ensure all are receiving consistent and strong training and support.



This year we've also said goodbye to two LAB members, Deepika Prasad and Bekky Salako, and we thank them for their positive contributions to the LAB during their term with us.

On a personal note, I am moving on from my role as chair of the LAB to join the EMAT Trust Board, where I look forward to sharing my local knowledge and learning from Orchard and Shepherdswell at board level. I am pleased to be leaving the board in the very capable hands of new chair Andy Hill, who joins us after serving as chair of the Northampton International Academy LAB and brings a wealth of governance experience. Looking ahead to this academic year, the focus on the LAB will be on our own governance practice so that we can further improve the support and challenge we bring to the schools.

EMAT Trust Board



We refer to our board members as Trustees, but you may also hear them described as Directors or Governors to reflect that EMAT is a company limited by guarantee and also an exempt charity which is accountable to the DfE rather than the Charities Commission.

The Trustees of EMAT have three core strategic responsibilities:

- That the vision, ethos and strategic direction of the Trust and the academies it runs are clearly defined.
- That the Chief Executive Officer and Headteacher(s) perform their responsibilities for the educational performance of the schools.
- That there is sound, proper and effective use of the Academy Trusts financial resources.

EMAT Committees

EMAT continues operating its model of two dedicated committees that scrutinise **Audit & Risk** and **Finance, Estates, People & Culture** on behalf of the full Trust Board.

This gives our team a strong assurance that challenge in these areas is robust and leaves sufficient time to consider standards and performance within Full Board meetings. We are fortunate to have Committee Chairs that have significant professional experience in the areas of risk and finance management.

In addition to the continued challenge and oversight of the trust's financial management and risk approach the committees had the following areas of focus:

Audit and Risk committee

Main areas of focus:

- Oversight of a rigorous approach to critical incident and business continuity planning for all EMAT settings
- Management of strong internal schedule of audit
- Oversight of specific risks associated with the EMAT strategic objective to increase the provision across the trust for pupils with SEND



Chair Martin
Conlon

Finance, Estates and People & Culture committee

Main areas of focus:

- Supporting the P&C team in their progress towards EMAT becoming an employer of choice
- Supporting and carefully monitoring the progress of a unique project to introduce Inclusion Support Practitioners into the classroom – a skilled team well placed to support children with additional needs to excel in their mainstream setting



Chair Chris
Hallmark



Stakeholder Views

'Pupils thrive at this inclusive and nurturing school. Staff share a belief that pupils can achieve excellent outcomes, whatever their starting point.'

*Ofsted report,
April 2025*

'My child absolutely loves coming to school. The teachers are amazing and know my child well and always make sure she is working to the best of her ability.'

Parent survey, Spring 2025

'My daughter has thrived since becoming a member of this school community'

*Parent survey
Spring 2025*

'This is an incredible opportunity and I'm very grateful to be able to complete the MA Education with funding from EMAT.'

*Staff member,
Spring 2025*

'As a leader, I am incredibly privileged to work alongside Amy day in day out because of her dedication, care, kindness and resilience.'

*Staff award nomination,
September 2025*

'Team members are very knowledgeable, experienced and supportive who have done much work to bring about very positive progress within school.'

*Internal staff survey,
Summer 2025*

'From the moment we arrived through to the end, the friendliness and kindness of the EMAT staff was in abundance.'

*Olympic Day feedback,
July 2025*

Financial Summary 2024-25

£1.7m
reserves at
the end of
2024-25



73%
total staffing as
a % of total
income

3.5m
pensions
surplus across
both schemes

£344k
year end
surplus

4.4m
cash in bank
inclusive of
surplus

601
total staff
headcount

0
trustee
remuneration
payments

4949
pupil
numbers
across EMAT

£26m
total staffing
costs

Audit
Clean audit,
one low level
deficiency
identified

800k
gas and
electric
spend

FUTURE PLANS

We continue to look to the future and will focus on maximising the successes in our current schools while exploring opportunities to grow our community of schools.

Our priorities for the year:

- We want to further improve our attendance rates across our schools to be consistently above national averages
- We want to securely improve all schools' outcomes
- We want to build on the success of our existing specialist provisions by opening a provision in **all** of our schools to better meet the rising SEND demand
- We want to establish an EMAT foundation, a charitable arm of the trust to make a meaningful impact within our local communities