

**East Midlands Academy Trust – Finance, HR and Estates committee**

 Monday 6<sup>th</sup> December 2021 @ 10.00am. Meeting to be conducted virtually.

**Second meeting of academic year 2021/2022**

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

Agenda item	Discussion	Action
1. <b>Welcome</b>	<p><b>Present:</b>  <b>Andrew Davis</b> (Trustee) - Chair  <b>Kevin Crompton</b> (Trustee)  <b>Stephen Morales</b> (Trustee)</p> <p><b>Joshua Coleman</b> (EMAT: CEO)  <b>Nattria Dhana</b> (EMAT: Finance Manager Accountant)  <b>Daryl Unitt</b> (EMAT: Head of Shared Services)  <b>Monica Juan</b> (EMAT: Head of Governance &amp; Compliance) – Minutes</p> <p>The Chair welcomed everyone and reminded all present that the matters raised within this meeting would remain confidential until the minutes were agreed and signed off.</p>	
2. <b>Apologies</b>	Apologies had been received, and were accepted, from <b>Ayo Salam, Paul Wheeler and Ruhena Mahmood.</b>	
3. <b>Quoracy</b>	The meeting was confirmed as quorate.	
4. <b>Declarations of interest</b>	The Chair asked if there were any declarations of interest pertaining to this agenda in addition to those already recorded on the annual Register of Interests. None were declared.	
5. <b>Minutes of FHRE meeting 11/10/2021 &amp; matters arising not appearing on the Action Log</b>	<p>The minutes of the meeting held on the <b>11/10/2021</b> had been distributed with the agenda for this meeting and were agreed to be an accurate representation of the meeting.</p> <p>AD agreed to physically sign the minutes once lockdown restrictions had been lifted.</p> <p>There were no matters arising not already on the agenda for this meeting.</p>	
6. <b>Actions Log from the meeting held on 11/10/2021</b>	<p>Actions from the meeting held on the 14/07/2021 were reviewed:</p> <ol style="list-style-type: none"> <li>1) Include new info in Procurement, IT &amp; Estates report - <b>DONE</b></li> <li>2) Upload policies to website- <b>DONE</b></li> <li>3) Report progress on confidential item- <b>DONE</b></li> </ol>	
7. <b>Finance Update:</b> • <b>Management Accounts</b>	<p><i>Finance papers had been distributed with the agenda for the meeting.</i></p> <p><b>EMAT Management Accounts:</b> ND ran through the highlights of the Management Accounts and reported a 67K surplus for the October Period.</p>	

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<p><b>October 2021 (for approval)</b></p> <ul style="list-style-type: none"> <li>• <b>Annual report 2020/2021</b></li> <li>• <b>Management Letters</b></li> </ul>	<p>ND reported that the overall performance of the trust was strong, with sensible levels of reserves in place. The overall performance of schools was as expected with extra support being deployed when required. Trustees agreed that the trust resilience should be used to support those schools in most need of investment.</p> <p>ND informed trustees that the Orchard Department works were on track and Hardingstone had received DfE approval to open the nursery provision. Both settings were expected to be operational in January 2022.</p> <p><b>In response to a question from a trustee regarding whether schools were able to successfully perform within their allocated budget</b> JC clarified that a budget would be set for each school with an anticipated investment capital included which would made the total figure higher. As long as schools performed within those limits it would be considered a positive outcome as the trust was expected to reinvest in their schools to ensure better outcomes for all its learners.</p> <p>ND explained that HTs were aware of the need to improve their school's financial position and were actively seeking potential revenue streams so they could predict and balance their budgets without extra financial support from the trust.</p> <p><b>In response to a question from a trustee regarding how much extra funding so far had the trust received during the pandemic</b> ND responded that approximately £250K in total</p> <p>After a robust discussion Trustees acknowledged the need to start looking at the performance of the family of schools as a whole rather than individually and noted the professionalism and positive trajectory of the trust finances over the last 3 years.</p> <p><b>Trustees unanimously accepted the EMAT Management Accounts – October 2021</b></p> <p><b>EMAT Annual report 2020/2021:</b> ND presented the highlights of the annual report and reported on the current reserves which were on track as expected. Surplus this year had been higher due to a combination of the cancelled honorarium and some of projected capital investment not taking place.</p> <p>ND pointed out that the balance sheet revealed a big movement from the previous year, from £26 million to £75 million. This was due to the NIA building being recognised as a capital asset.</p> <p><b>In response to a question from a trustee regarding whether there was a deprecations schedule running alongside this</b> ND confirmed that the information was in page 35 of the document.</p>	

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	<p>ND informed that all audits had been completed, with very positive reports presented from the auditors, which had complimented the process. All audits had come back clean with all minor recommendations already actioned.</p> <p>The pension deficit had increased and was periodically evaluated. Trustees discussed at length the risk involving the pension fund and whether it was sustainable in the long term. The risk was very much dependant of the profile of the staff in any organisation and looking at the EMAT profile auditors had confirmed that the risk was low.</p> <p>JC remained trustees of the potential 'cessation event' discussed in previous meetings. Advice had been obtained and PW had confirmed it was not a 'cessation event'. The matter was now closed.</p> <p><b>Trustees unanimously accepted the EMAT Annual report 2020/2021</b></p> <p><b>Management Letters:</b> Letters were presented to trustees. KC agreed to sign all documents before the next TB meeting.</p> <p><b>Trustees unanimously accepted the Auditors Management Letters.</b></p> <p>Trustees thanked ND for her report and asked her to convey their congratulations to the rest of the team for their excellent work.</p>	
<b>11. Procurement, IT &amp; Estates update</b>	<p><i>Papers had been distributed with the agenda for the meeting.</i></p> <p>DU presented the highlights of the report.</p> <p>The new Health and Safety Compliance Checks and Tests system was now in place, and it was being reported for first time. The system being used by the members of the Estates Team was Smartlog. The system would provide evidence moving forward of the checks turnaround across the organisation.</p> <p><b>In response to a question from a trustee regarding the number of checks and what the allocated figure meant exactly</b> DU reported that the number showed the total number of tests carried out in the academies over the course of a year.</p> <p>Trustees suggested a breakdown on the type of tests to understand better the nature of the checks. DU acknowledged that the presentation of this information needed to be refined and welcomed the feedback from trustees.</p> <p>The Service Desk was showing an increase in numbers. It showed a positive trend, not only tickets were resolved rapidly but also schools were adapting well, using the service to get issues resolved.</p> <p><b>In response to a question from a trustee regarding whether there were any KPIs around this service</b> DU explained that currently there weren't any but some around % of open and closed tickets, efficiency levels and working aims could be implemented. DU agreed to produce some KPIs for the next report.</p>	<p><b>DU to include KPIs.</b></p>

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	<p>Customer feedback had improved from the previous report.</p> <p>DU informed trustees that the current Castle minibus was being purchased to serve 3 of the trust primary schools. The trust would be responsible for maintenance which would be carried out by the Estates Team. This system was already in place at PWS with the vehicle gifted by the PTA.</p> <p><b>In response to a question from a trustee regarding what type of assessments were in place for drivers</b> DU explained that D1 license was the only requirement at the moment. A new policy was being developed to increase insurance and responsibility. KH was also developing a minibus policy.</p> <p>The purchase of Cyber Insurance was ongoing. DU informed trustees that it was proving challenging to obtain cover, so rapid changes in IT were being put in place to get the appropriate insurance in place as soon as possible.</p> <p>Estates was looking very positive. Commercial units at NIA had been completed and the Mental Health Unit was being used regularly by parents and students. Decarbonisation Plan for the trust had been commissioned. SEND provision across all schools was developing rapidly.</p> <p>IT development continued its journey across the trust with systems and equipment being regularly upgraded. The introduction of Multi Factor authentication for all staff accounts was in the pipeline.</p> <p>Trustees thanked DU for his thorough report and commended the very coherent plan of achievements in infrastructures and the huge transformation in the IT department. Trustees agreed that it was very encouraging and reassuring to see this level of detail.</p>	
<b>12. HR Pay Recommendations</b>	<p><i>Papers had been distributed with the agenda for the meeting</i></p> <p><b>This item was deferred to the TB meeting.</b></p>	
<b>13. Policies for ratification</b>	<p><i>The following policy was presented for ratification</i></p> <ul style="list-style-type: none"> <li>• Pay Policy</li> </ul> <p><b>Subject to the change discussed in point 8.5 (changing the current word to 'ratify') the FHRE committee unanimously agreed to ratify all policies.</b></p>	<p><b>MJ to upload policies to website</b></p>
<b>14. AOB</b>	<p>JC verbally updated the confidential minutes from the previous meeting.</p> <p><b>Please see confidential minute.</b></p>	<p><b>JC to report at next FHRE</b></p>
<b>15. DONM</b>	<p><b>Dates for the academic year 2021/2022 have been set.</b></p> <ul style="list-style-type: none"> <li>• Monday 21st March 2022 at 10am</li> <li>• Wednesday 8th June 2022 at 10am</li> <li>• Tuesday 12th July 2022 at 10am</li> </ul>	<p><b>Calendar appointments had been sent</b></p>

**The meeting closed at 11.58am**

**Actions from the FHRE committee meeting 06/12/2021**

Item	Action	Owner
1.	<b>DU to include KPIs in next report.</b>	DU
2.	<b>MJ to upload policies to website</b>	MJ
3.	<b>Share RSC presentation with Trustees</b>	MJ
4.	<b>Confidential minute: JC to update at next FHRE</b>	JC