

## East Midlands Academy Trust - Trust Board Meeting

17<sup>th</sup> July 2020, 10.15am - Virtually via MS Teams

### Fifth meeting of academic year 2019-20

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

Agenda Item	Discussion	Action
1. Welcome	<p><b>Present:</b>  <b>Kevin Crompton</b> (EMAT: Trustee)  <b>Fiona Wheeler</b> (EMAT: Trustee)  <b>Ayo Salam</b> (EMAT: Trustee)  <b>Andy Davis</b> (EMAT: Trustee) <i>Joined at 10.50am</i>  <b>Jon Harris</b> (EMAT: Trustee)  <b>Leigh Jones</b> (EMAT: Trustee)  <b>Stephen Morales</b> (EMAT: Trustee)</p> <p><b>Joshua Coleman</b> (EMAT: CEO)  <b>Paul Wheeler</b> (EMAT: Finance &amp; Operations Director)  <b>Monica Juan</b> (EMAT: Head of Governance &amp; Safeguarding)- Minutes</p> <p><b>In attendance:</b>  <b>Lorna Beard</b> (item 12 only)</p> <p><b>Observing:</b>  <b>David Houghton</b> (potential trustee)  <b>Asvin Morjaria</b> (potential trustee)</p> <p>KC 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>	
2. Apologies	No apologies had been received. <b>Matt Johanson</b> was absent.	
3. Quoracy	The meeting was confirmed as quorate.	
4. Declarations of Interest	There were no declarations of interest pertaining to this agenda in addition to those already recorded on the annual Register of Interests.	
5. Coronavirus Update (including Safeguarding matters)	<p><i>JC reported verbally about COVID19.</i></p> <p>JC had received an official government report with data collected from all schools that remained open during the pandemic.</p> <p>EMAT statistics were as follow:</p>	

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	<p>Open rate 85.71% (no closing bubbles or sections) with 14.96% pupil's attendance. EMAT was above the 10% national average attendance across all settings.</p> <ul style="list-style-type: none"> <li>• 6 of its 7 schools were open during lockdown.</li> <li>• A total of 615 pupils attended               <ul style="list-style-type: none"> <li>○ 98 key worker children</li> <li>○ 46 children Y12</li> <li>○ 59 children Y10</li> <li>○ 117 children Y6</li> <li>○ 106 children Y1</li> <li>○ 106 children Reception</li> <li>○ 12 children Nursery</li> </ul> </li> <li>• 89% staff attendance</li> </ul> <p>Expertise within the team meant that the trust was able to respond in a dynamic and compassionate way to the crises, fully supporting its staff while giving parents the confidence to send their children to school.</p> <p>No COVID19 deaths related had been recorded within staff or pupils numbers, although sadly some of them had lost family members. This might create wider repercussions once schools reopen in September and the RTN group was working closely with HTs to place the necessary support within the recovery curriculum and HR.</p> <p><b>In response to a question from a trustee regarding the number of vulnerable children not attending during the COVID19 pandemic and how the trust had supported them</b> JC explained that the safeguarding protocols introduced at the beginning of lockdown, where all children had been RAG rated, had made possible to identify and monitor the most vulnerable children not attending. Those rated red (10%) not attending or engaging with course work were flagged by the teacher/course leader to the SLT who would reach out to the family on a weekly basis. If not telephone contact was made a visit would follow. If not engagement at all took place a referral was made to the LA.</p> <p>The same approach took place with those rated amber (20%) fortnightly. The rest of students (70%) RAG rated green were also contacted if no engagement with course work took place.</p> <p>In order to fully engage with the most vulnerable families the trust had successfully delivered a total of 3,500 food hampers (approx. 35,000 meals). During the summer break families would continue to receive food vouchers from the government scheme. 90 laptops plus IT hardware &amp; peripherals had been provided to vulnerable children to access online learning. The trust was looking to purchase more laptops so the ones provided already could remain with students during the length of the crises.</p>	

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	<p>Engagement with staff and unions had been successful and not issues had been raised with the risk assessments put in place.</p> <p>Trustees were satisfied that EMAT response to the crises had been well above average compared with other educational settings and LAs and thanked all staff for their continued support.</p> <p><b>Trustees agreed to conduct an extraordinary trust board meeting on August 27<sup>th</sup> to run through preparations and further governance guidance before reopening to all students in September.</b></p>	<p><b>MJ to send invites for meeting</b></p>
<p><b>6. CEO Report</b></p>	<p><i>The report had been distributed with the agenda for this meeting.</i></p> <p>JC presented the highlights of the report. One of the main areas of focus for EMAT this year had been the development of a new primary school curriculum ready for the 2020-21 academic year. The majority of this work had taken place during lockdown under KR guidance, involving 71 members of staff across all schools working virtually over Microsoft Teams.</p> <p>Payroll and pensions had moved significantly since being offered in-house and procurement had been successful securing a more effective energy contract over the next 3 years and recovering most money from school trips cancelled due to COVID19. The HR recruitment strategy has been very successful and an extensive amount of recruitment had taken place virtually during lockdown.</p> <p>Communicating with parents, pupils, staff and other stakeholders continued to be the key priority as schools were gradually re-opened to a larger number of pupils. The use of social media to share latest updates and websites for the provision of home learning had been effective.</p> <p>Although LAB governance had been temporarily suspended during lockdown governors had been kept informed regularly of any developments through GovernorHub communications. These included decisions taken at trust level as well as operational decisions taken by schools. LAB governance had resumed in July. HTs and Chairs without exception had praised the support provided by the trust and central team during the crises.</p> <p><b>In response to a question from a trustee regarding MFL provision in schools</b> JC confirmed that although French and Spanish was being currently offered the provision needed further development across all schools. LB pointed out that due to the diversity across all EMAT schools a large number of students were learning English as a second language.</p> <p>The Chair thanked JC for his comprehensive report.</p>	
<p><b>7. Minutes of the Board meetings held on the 23.04.2020 &amp; 22.05.2020 and</b></p>	<p>The minutes of the meeting held on the 23.04.2020 were reviewed and agreed to be an accurate representation of the meeting.</p> <p>The minutes of the extraordinary meeting held on the 22.05.2020 were reviewed and agreed to be an accurate representation of the meeting.</p>	

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<b>matters arising not appearing on the Action Log or this agenda</b>	<p>KC agreed to physically sign both sets of the minutes once lockdown restrictions had been lifted.</p> <p><b>In response to a question from a trustee regarding the ICFP budget setting process for the current year</b> LB confirmed that the process had been easier than the previous year with more support being provided and greater understanding not only at school level but also at trust level. HTs had welcomed the ability to voice their opinions which had provided greater transparency to the whole process.</p>	
<b>8. Action Logs from the meetings held on the 23.04.2020 and 22.05.2020</b>	<p><b>23.04.2020:</b></p> <ul style="list-style-type: none"> <li>• Send COVID19 Staff Log template to MJ and JC- <b>DONE</b></li> <li>• Update PWS section in CEO report- <b>DONE</b></li> <li>• Present new ToR to S&amp;P, FHRE and AR committee- <b>DONE</b></li> <li>• Recruit new trustee with transferable audit and risk skills - <b>DONE</b></li> <li>• DRAFT Report - Budget to be distributed to HTs. - <b>DONE</b></li> <li>• Draft response and distribute to trustees for further comments- <b>DONE</b></li> <li>• Present EMAT Academy Management Report-March 2020 to FHRE committee - <b>DONE</b></li> <li>• Publish PP report on website- <b>DONE</b></li> <li>• Publish SEND report on website - <b>DONE</b></li> <li>• Upload policies on website - <b>DONE</b></li> <li>• Start consultation process for RSE Policy 2020 - <b>DONE</b></li> <li>• Upload new EMAT Admissions Policy 2021-22 to all websites- <b>DONE</b></li> <li>• Present Staff COVID19 bonus proposal to FHRE committee - <b>DONE</b></li> <li>• Prepare meeting dates for 2020/21- <b>DONE</b></li> </ul> <p><b>22.05.2020:</b></p> <ul style="list-style-type: none"> <li>• Distribute copy of minutes to EMAT staff for information - <b>DONE</b></li> <li>• Upload policies to all EMAT websites - <b>DONE</b></li> </ul>	
<p><b>9. Updates from:</b></p> <ul style="list-style-type: none"> <li>• Standards &amp; Performance</li> <li>• FHR &amp; Estates</li> <li>• Audit &amp; Risk</li> </ul>	<p><i>The minutes from the last committee meetings had been distributed with the agenda for this meeting. Chairs gave a brief verbal update around the meetings held the previous week.</i></p> <ul style="list-style-type: none"> <li>• <b>Standards &amp; Performance:</b> LJ reported that the comprehensive update delivered by the RTN group had provided assurances to trustees that everything was being done by the trust to keep children safe. Conversations around pupil engagement took place and the committee was delighted to hear that pupil engagement was higher than national average. An update was provided on EFFF provision. PWS gave a further update on how GCSE and A Level awarding had been carried out and informed trustees that students would be allowed in school, to collect results in August, following social distancing measures. There will be a process in place to challenge results, and students would have the opportunity to sit exams in the autumn term.</li> <li>• <b>FHR &amp; Estates:</b> AS reported that the committee had discussed at length the draft budget report 2020/21 and had had a presentation from JT about</li> </ul>	

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	<p>the restructure taking place at NIA from September 2020. The committee reported that it had been very encouraging having the internal auditors attending the meeting providing further reassurances around control and how processes were being embedded.</p> <ul style="list-style-type: none"> <li>• <b>Audit &amp; Risk:</b> AD stated that the meeting had been very productive. JC reported that the committee had received comprehensive reports and updates from the internal and external auditors, the main message given was that risk management had considerably improved across the trust from the previous year. RB had stepped down as Chair at the end of the meeting, leaving a vacancy that would need to be filled by October 2020.</li> </ul>	
<p><b>10. Finance update</b></p> <ul style="list-style-type: none"> <li>• Budget 2020/21 approval</li> <li>• ESFA Financial Handbook</li> </ul>	<p><i>The report had been distributed with the agenda for this meeting.</i></p> <p>PW ran through the highlights of the report, and directed trustees to the new issue of the Academy Financial Handbook. Trustees complimented the infographic page showing the headlines statistics which reflected accurately the positive journey of the trust. There were no questions from trustees.</p> <p><b>Trustees unanimously accepted and approved the Budget 2020/2021 report.</b></p> <p>Trustees thanked PW and the finance team for their excellent work.</p>	
<p><b>11. Safeguarding matters</b></p>	<p><i>The Safeguarding forum report had been distributed with the agenda for this meeting.</i></p> <p>MJ presented the highlights of the Safeguarding forum and informed trustees that a new feature called Clarity from MyConcern would be available from September to provide overarching safeguarding reports across the trust.</p> <p>Trustees wished to minute their special thanks to everybody across the trust that goes beyond their role safeguarding children.</p> <p><i>Please see confidential minute</i></p>	
<p><b>12. EMAT KPIs update</b></p>	<p><i>The KPIs report had been distributed with the agenda for this meeting.</i></p> <p>LB presented the paper highlights. The document had been presented in a DRAFT format as the first set of trust wide KPIs with the idea that would aid trustees to track the progress and impact made across all areas. There was an expectation that all schools would have achieved these standards by July 2021. LB explained that the next part of the process would be to build a track document around the current one, RAG rating the progress made during the year. Trustees input was welcomed as the document needed to be owned by everybody at EMAT. Trustees commended the fact that the document was written in a very accessible language and welcomed its wider distribution to all stakeholders.</p> <p><b>Trustees unanimously agreed to ratify the KPIs report.</b></p> <p><i>LB left the meeting at 11.30am</i></p>	<p><b>LB to finalise document and upload to website</b></p>

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<b>13. School bids update</b> <ul style="list-style-type: none"> <li>• CBC Houghton Regis</li> <li>• The Harefield Academy</li> </ul>	<p><i>The reports had been distributed with the agenda for this meeting.</i></p> <p>JC reported that the <i>CBC Houghton Regis</i> bid had been unsuccessful and feedback had been requested from the LA.</p> <p><i>The Harefield Academy</i> bid was ongoing and they were very keen to join EMAT. JC requested delegated authority from trustees to set up a transition board to work with them in the interim process. Trustees agreed that governance should not be seen as a barrier for the CEO starting early discussions with acquisition targets once the set of minimum acquisition criteria had been set. Trustees acknowledge that they would still be fully involved with due diligence if early discussions were fruitful. Detailed financial plans had been included in the bid.</p> <p><b>In response to a question from a trustee regarding the writing of the bids</b> JC explained that several members from the central team had contributed to the creation of the pack under the supervision of one of the AIPs. JC welcomed the suggestion of trustees lending support with scrutiny of any final documents before they were submitted.</p> <p>JC informed trustees that they would be also submitting bids for two new Primary schools in Towcester.</p> <p>Trustees were keen to continue with any expansion plans providing that these would not distract EMAT from its current path.</p> <p><b>Trustees agreed to give delegated authority to JC to set a 'business development group' to support any expansion plans, providing that required criteria is met and due diligence is completed and subject to any final decision ratified by the Trust Board.</b></p>	<p><b>JC to set up a group to deliver expansion plans with support from KC/AS /SM</b></p>
<b>14. Central Office new premises</b>	<p><i>The report had been distributed with the agenda for this meeting.</i></p> <p>Trustees thanked CN and NP for the comprehensive report.</p> <p><b>Trustees unanimously agreed for central office services to relocate to the new premises indicated in the report.</b></p>	
<b>15. Strategy Day and EMAT Awards</b>	<p>The proposed Strategy Day and EMAT Awards had been cancelled due to COVID19 lockdown and social distancing restrictions. Trustees were asked to pencil a new provisional date - <b>Tuesday 17th November 2020</b></p>	<p><b>MJ to send invites for the events</b></p>
<b>16. Governance Review</b>	<p><i>The reports had been distributed with the agenda for this meeting.</i></p> <ul style="list-style-type: none"> <li>• <i>Chair report</i></li> <li>• <i>A&amp;R Chair JD</i></li> <li>• <i>Committees Chair's Report</i></li> <li>• <i>Members ToR</i></li> <li>• <i>TB ToR</i></li> <li>• <i>LAB Chair reports</i></li> </ul> <p>Trustees agreed to defer the Governance Review to the next meeting.</p>	<p><b>MJ to add Governance Review to the next agenda.</b></p>



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<b>17. 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>• Relationships and Sex Education Policy 2020-21</li> <li>• Safeguarding &amp; Child Protection Policy 2020-21</li> <li>• SEND 2020-22 policy</li> <li>• Supporting pupils with medical conditions Policy 2020</li> <li>• Disciplinary Policy 2020-21</li> <li>• Grievance Policy 2020-21</li> <li>• Careers guidance 2020-21</li> <li>• School Exclusion 2020-21</li> </ul> <p><b>All policies were formally received and ratified by the Board.</b></p> <p><b>Trustees agreed to continue ratifying electronically other policies if necessary during the duration of the COVID19 crises.</b></p>	<p><b>MJ to upload policies to all EMAT websites.</b></p>
<b>18. AOB</b>	<p><i>NIA Staircase Feasibility study had been distributed with the agenda for this meeting for approval:</i></p> <p><b>Trustees unanimously agreed to approve the report.</b></p> <p><b>Appointment of new trustees:</b> DH and AM had attended as observers several meetings and had expressed interest to join the trust board. The Chair asked DH and AM to leave the meeting so trustees could deliberate.</p> <p><b>Trustees unanimously agreed to appoint DH and AM as new trustees.</b></p> <p>KC agreed to contact both candidates to inform them about next steps.</p> <p>MJ to organise DBS checks and update records.</p>	<p><b>MJ to organise new trustees DBS and update GovernorHub, GIAS and Companies House records.</b></p>
<b>19. Dates of next meetings</b>	<p>Dates of meetings to July 2020:</p> <ul style="list-style-type: none"> <li>• Friday 18<sup>th</sup> September 2020 at 10am - <b>Members AGM</b></li> <li>• Friday 25th September 2020 at 10am</li> <li>• Friday 11th December 2020 at 10am</li> <li>• Friday 23rd April 2021 at 10am</li> <li>• Friday 16th July 2021 at 10am</li> </ul>	<p><b>Calendar appointments have been sent</b></p>

**Meeting closed at 12.38pm**

**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 17<sup>th</sup> July 2020. Meeting conducted virtually.

<b>Item</b>	<b>Action</b>	<b>Owner</b>
<b>1.</b>	Send invites and agenda for extraordinary Trust Board meeting in August	<b>MJ/CN</b>
<b>2.</b>	Finalise KPIs document and upload to website	<b>LB/MJ</b>
<b>3.</b>	Set up a group to deliver expansion plans with support from KC/AS /SM	JC
<b>4.</b>	Send invites for the events Strategy Day and EMAT Awards	<b>MJ/CN</b>
<b>5.</b>	Add Governance Review item to next agenda	<b>MJ</b>
<b>6.</b>	Upload policies to all EMAT websites.	<b>MJ</b>
<b>7.</b>	Update new trustees info across all platforms	<b>MJ</b>
<b>8</b>	Send invites and agenda for AGM – 18 <sup>th</sup> September 2020	<b>MJ/CN</b>