

### East Midlands Academy Trust Full Board Meeting

Monday 25th September 2023, 4pm  
Pyramus House, Roman Way, Grange Park, Northampton, NN4 5EA  
First Trust Board meeting of 2023-2024

#### 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   | Fiona Wheeler  | P       |
| Trustee   | Leigh Jones  | P       |
| Trustee   | Stephen Morales                                      | P       |
| Observer / Potential trustee                            | Roheel Ahmad   | P       |
|   | <b>In Attendance</b>                                 |         |
| Chief Executive Officer                                 | Joshua Coleman                                       | P       |
| Chief Finance Officer                                   | Paul Wheeler joined at 17.50.                        | P       |
| Director of Education                                   | John Lawson  | P       |
| Lead for Curriculum, Performance & Standards            | Katy Russell   | P       |
| Compliance and Governance Manager                       | Alexandra Rigler                                     | P       |
| Executive Headteacher NIA                               | Martin Serráo  | P       |
| Headteacher PWS   | Elizabeth Dormor                                     | P       |
| Executive Headteacher Orchard & Shepherdswell Academies | Ruth Ryan  | P       |
| Director Thompson Team                                  | Rebecca Thompson ☎ 17.11– 17.36 agenda item 11 only. | P       |
| Governance Professional                                 | Paul Osborne   | P       |
| <b>P=Present A=Apologies x = Absent</b>                 |  |         |

| Agenda item                         | Discussion   | Action |
|-------------------------------------|--|--------|
| 1. Welcome and introductions        | KC 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.<br><b>The trustees thanked AS for his commitment and support during his time as a trustee and wished all the best in his role as a member.</b> |        |
| 2. Apologies                        | Apologies received and accepted from <b>Martin Conlon</b> .  |        |
| 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. Election of Chair and Vice-Chair | KC expressed an interest in remaining as Chair. KC was unanimously elected as Chair.<br><b>KC asked for a succession plan to be instigated for next year and beyond. AR agreed to work on this.</b>  |        |

| Agenda item   | Discussion  | Action  |
|---|---|---|
|   | LJ was unanimously appointed as Vice-Chair.   | AR  |
| 6. Minutes of EMAT Trust Board meetings held on 24/07/2023 & matters arising not appearing on the Action Log  | The minutes of the meeting held on 24.07.2023 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.  |   |
| 7. Action Log from the meeting on 24.07.2023  | <p>i. Head of Governance to re-circulate the self-evaluation of governance form for completion. <b>On agenda for next Trust Board .</b></p> <p>ii. RT to present a more detailed update at the September meeting. <b>Done. On the agenda.</b></p> <p>iii. Online safety policy to be reviewed and shared. <b>Done. On the agenda.</b></p> <p>iv. RT to give more detail in the September meeting regarding the 157 MASH referrals and how many met threshold. <b>Done. RT to discuss during her report, agenda item 11.</b></p> <p>v. RT to complete the Mental Health Policy so it's ready for September. <b>Ongoing.</b></p> <p>vi. The strategic plan to be shared in the September meeting. <b>Done. On the agenda.</b></p> <p>vii. An item to be added to strategy day agenda for an update on the support being given to Orchard and is it enough. <b>Ongoing.</b></p> <p>viii. 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. <b>Ongoing.</b></p> <p>ix. PW to meet the FHRE Chair monthly to discuss the latest finance papers. <b>Done.</b></p> <p>x. PO to complete a review late 2023, early 2024 regarding the changes to the FHRE and A&amp;R committee. <b>Ongoing. AR is the new owner.</b></p>   | <p><b>i. AR</b></p> <p><b>v. RT/AR</b></p> <p><b>vii. AR</b></p> <p><b>viii. AR</b></p> <p><b>x. AR</b></p> |
| <p>8. CEO Report (for information and discussion):</p> <ul style="list-style-type: none"> <li>• Trust Improvement Plan (delegate committees for monitoring progress)</li> <li>• Trust Strategic Plan</li> <li>• Standards Data Summer 23</li> <li>• Trust Growth Update</li> <li>• SEND Report</li> </ul> | <p>JC highlighted the following.</p> <ul style="list-style-type: none"> <li>• To be able to meet the needs of the communities we serve, we need more than vision and mission statements, we need detailed plans. This document is intended to be a one stop shop for the multitude of plans within the trust to be able to be catalogued, accessed, understood, and monitored for progress. Each section is codified to the DfE documents on commissioning high quality trusts, the academies trust handbook, the #EMATter teaching and learning framework and the #EMATter curriculum statements, all aligned to our five values Inclusion, Innovation, Inspiration, Integrity and Impact and our mission that “every child deserves to be the best they can be”. We have two more years of our existing strategic plan and to ensure we achieve our aims we have condensed all the plans into three core aims. <u>Educational excellence.</u> / <u>Operational excellence</u> / <u>#EMATters.</u></li> <li>• Each schools School Improvement Plan (SIP) links to these core aims. The next iteration will have links taking the viewer to live documents and will be shared in future trust board meetings.</li> </ul> <p><b>A trustee asked how will this work be monitored.</b></p> <p>JC advised that future improvement plans will be RAG rated to show progression and areas that require additional focus, support.</p> |   |

| Agenda item | Discussion   | Action |
|-------------|--|--------|
|             | <p><b>The trustees all agreed the plan is an advancement on previous versions and shows the trust moving forward. The trustees wanted assurance that with the proposed RAG rating green and amber areas would still receive the required attention.</b></p> <p>JC thanked the trustees for their feedback and assured them that the Audit and Risk committee will monitor this and ensure all areas are covered.</p> <p><u>PWS. LD highlighted the following.</u></p> <p>Year 11 examination results.</p> <ul style="list-style-type: none"> <li>• Higher prior attainment than last year – above national average.</li> <li>• Progress 8 estimate 2023 -0.23%. FFT is +0.08 and expect PWS data to improve.</li> <li>• Disadvantaged students’ attainment higher than previous years and a much-reduced attainment gap. 2019 10.3 / 2023 8.3.</li> <li>• Boys’ attainment only slightly lower (48.9) compared to girls (49.5).</li> <li>• SEN students’ attainment higher than 2019 and gap reduced.</li> <li>• FFT Early Release show PWS all areas are above national.</li> <li>• Subjects of concern from these results: Art, Dance and Design</li> </ul> <p>Where subject figures are lower than national averages, often these are in “Bucket 3” (non EBacc subjects). Development in these subject areas is ongoing into the new academic year.</p> <p>Year 13 examination results.</p> <ul style="list-style-type: none"> <li>• Attainment above national averages</li> <li>• ALPs overall Quality Indicator = 2 (2022 = 4, 2019 = 5). An excellent outcome.</li> <li>• Grade outcomes slightly higher than 2019 which is an excellent performance, slightly lower than last year (to be expected). Increased in % achieving A*/A from 2019.</li> <li>• Subjects.             <ul style="list-style-type: none"> <li>i. All heads of subject have met with head teacher and line manager to discuss results and identify improvement areas.</li> <li>ii. Subjects of concern from these results: Art (only 1 student) / English Literature / Textiles. Some vocational subjects (small entries and most subjects not continuing this year).</li> </ul> </li> <li>• PWS Student Destinations.             <ul style="list-style-type: none"> <li>i. 88% of those who applied to university got into their first choice (Nat av. =79%).</li> <li>ii. 12% got into their second choice (so no one had to go through clearing). This is a testament to the pupils and staff who worked tirelessly.</li> </ul> </li> </ul> <p><b>A trustee asked what are the focus areas.</b></p> <p>LD noted that work will continue on DA, SEND and EAL and a review of EBacc subjects as the number taking these has dropped and continues to do so. There is also work going into the RSE curriculum to build confidence and improve outcomes.</p> <p><b>The trustees thanked LD for the presentation and noted the positive results.</b></p> <p><u>NIA. MS highlighted the following.</u></p> <p>Year 11. Context.</p> <ul style="list-style-type: none"> <li>• Progress -0.8 after going through FFT.</li> </ul> |        |

| Agenda item | Discussion   | Action |
|-------------|--|--------|
|             | <ul style="list-style-type: none"> <li>54 pupils without KS2 data.</li> </ul> <p><b>A trustee asked why these pupils had no data.</b><br/>MS advised that it was due to CV-19, no data supplied by the pupils previous school and some are new to country. CATs test are done for all pupils with no data. MS added that the school is now using FFT 20 instead of FFT 50.</p> <ul style="list-style-type: none"> <li>Head of Maths and English left within Year 11 and an update was given on why these staff left.</li> </ul> <p><b>The trustees asked for a future meeting JL to give an overview of the coaching model.</b></p> <p>JL added that all subjects have an all through curriculum and the staffing at NIA is far more stable then in previous years with a clarity of vision and improved behaviour. JL informed the trustees that NIA had its ICR meeting and the actions were detailed, wide ranging including focussing on specific year groups.</p> <p><b>A conversations followed regarding the goal to make NIA the school of choice and the need for trustees to monitor the data constantly and work closely with all stakeholders.</b></p> <p><b>A trustee asked for an update on the initial data for the current year 11s.</b><br/>MS noted that previous and current data is positive and will be kept under review.</p> <p><b>A trustee asked for an update regarding the mentoring programme and will impact be seen quickly.</b><br/>MS noted that impact reviews are conducted regularly for example safeguarding which look at numerous areas including what is not working and initiate reviews and improvements. The next round of mock results will give all an indication on progress. JC added that PWS and NIA regularly share best practice.</p> <p><b>A trustee asked for an update regarding behaviour and the quality of teaching.</b><br/>MS noted that behaviour continues to improve and the use of 100 minute lessons has helped. The quality of teaching is also improving which is backed up with evidence from external visits. All know the expectation.</p> <p><b>A trustee asked if pupils have targeted data assigned to them at the start of the year.</b><br/>JL replied it will be presented at the S&amp;P focus trust board meeting.</p> <p><b>The trustee followed up and noted there are some green shoots and asked if this is being communicated to parents, careers, and the local community.</b><br/>MS confirmed it is including a recent meeting with the year 11 parents, careers. The majority advised that currently for some NIA is not their favourite option for year 12. Work will continue over the course of the year to demonstrate to these parents, carers that NIA is the right school for their child. These meetings will continue and all parents, carers will be invited to attend.</p> | AR/JL  |

| Agenda item | Discussion  | Action |
|-------------|---|--------|
|             | <p>New data once received will be shared in a parent friendly format for all secondary school years including GAP analysis and the communication will include tips on how to tutor children at home in a non-patronising, non-judgemental manner.</p> <p><b>The trustee noted it was good to hear the improvements planned regarding re-marking.</b></p> <p><b>A trustee asked for an update regarding the exam process.</b><br/>MS advised that a review is ongoing seeking improvements for 2023-2024. MS added that the exam officer left post at very short notice.</p> <p><u>SEND update.</u><br/>RR highlighted the following.</p> <ul style="list-style-type: none"> <li>• The report contains primary school data.</li> <li>• There is close collaboration with KR (Lead for Curriculum, Performance and Standards) and KW.</li> <li>• The further use of Arbor is being investigated along with additional use of comparative data.</li> <li>• EDUKEY will be utilised more including with the SENCOS.</li> <li>• EMAT strategic plan update – priorities for 2023-2024             <ol style="list-style-type: none"> <li>i. Leaders ensure staff understand fully their roles and responsibilities towards pupils with SEND, EAL and Pupil Premium.</li> <li>ii. Teachers adapt the curriculum well to meet the needs of pupils with SEND, EAL or who are disadvantaged</li> <li>iii. Improve the effectiveness of Teaching Assistants to support learners and impact on pupil progress.</li> <li>iv. Ensure the quality of targeted interventions are consistently effective.</li> <li>v. Effectively use assessment information to improve outcomes for pupils with SEND.</li> <li>vi. Further develop high quality specialist provisions that effectively meet the needs of the pupils.</li> <li>vii. Develop an inclusion framework.</li> </ol> </li> </ul> <p><b>A trustee noted that for some categories EMAT is below when compared to national and asked if additional investigations will take place to ascertain if these are areas of a concern.</b><br/>RR agreed and deep dives will take place.</p> <p><b>The trustee followed up and asked if RR is confident EMAT has sufficient resources in place to manage potential increases in cases and or higher level of needs.</b><br/>RR noted that upskilling of staff is taking place and will continue. The funding EMAT receives is a challenge but the staff are passionate about providing the care pupils require.</p> <p><b>A trustee asked if there is any danger of staff overreaching their remit trying to be too helpful.</b><br/>RR advised that each SEND case is treated individually and the staff are trained and skilled to delivery the best they can. There are some training opportunities that have been identified and these are being followed up. Staff are aware of where their role starts and stops.</p> |        |

| Agenda item   | Discussion   | Action |
|---|--|--------|
|   | <p>The trustees noted the in-depth report and asked for it to be on a future agenda once the secondary school data is added.</p> <p>A conversation followed where JC gave a brief update regarding a local free school and EMAT and the possible delay caused by the use of reserves for PWS and RaaC at NIA.</p>  | AR/RR  |
| 9. Finance Flash Report   | <p>PW highlighted the following.</p> <ul style="list-style-type: none"> <li>The finance report shows the trust is in a healthy position and a detailed update was given to the FHRE committee during a recent meeting.</li> <li>In our reforecast we forecast to end the year with a £212,000 surplus, our draft results show a surplus of £202,000.</li> <li>NIA has been identified as having RaaC installed and all relevant safety measures have been taken. Any financial implications are being monitored.</li> <li>A detailed report was shared recently with the FHRE committee regarding utility costs which are improving slowly.</li> </ul> <p>The trustees had no questions at this time</p>   |        |
| 10. Procurement:<br>i. Prince William Sports Hall Contract<br><br>ii. Cleaning Contract | <p>i. PW highlighted the following.</p> <ul style="list-style-type: none"> <li>The cost has risen since the original quote by approximately 40% and now stands at £8.1 million.</li> <li>EMAT will use reserves to cover some of the increase. A detailed update regarding this project was given to the FHRE committee in the summer who unanimously approved the use of reserve funds.</li> <li>Due to the increase in costs for this project there are no plans for any large capital work and our work within the academies will be as per the conditions survey.</li> </ul> <p>ii. JC highlighted the following.</p> <ul style="list-style-type: none"> <li>Three companies have applied for the contract, there is currently one preferred option who has a proven track record in the field. Detailed investigations are ongoing and there are expected to be no issues.</li> </ul> | PW     |
| 11. Safeguarding Update   | <p>RT joined the meeting and highlighted the following.</p> <p>The annual safeguarding report has been completed and will be shared with all stakeholders by the end of the week.</p> <p><u>MASH referrals.</u></p> <ul style="list-style-type: none"> <li>Summer 2 x 40. Annual findings from the National Governance Association (NGA) show that 56% of schools and trusts have seen an increase in safeguarding concerns over the last 12 months. Cases of bullying, neglect and domestic abuse were identified as the most common concerns.</li> </ul>   | RT     |

| Agenda item | Discussion   | Action |
|-------------|--|--------|
|             | <ul style="list-style-type: none"> <li>NIA has the highest number of referrals at 23. The reasons for referrals across the trust are. Neglect / Chastisement / Domestic Abuse / Mental Health (parent) / Mental Health (child) / Criminal Exploitation.</li> <li>Link between social care referrals and student outcomes (Detailed information will be shared at the safeguarding forum).               <ol style="list-style-type: none"> <li>Action for Children published new research on the educational outcomes of children and young people referred to social care in England.</li> <li>1.6 million pupils' GCSE exam results were analysed over a three-year period. Findings include: 53% of teenagers who had been referred to social care did not achieve a grade 4 pass in both English and maths GCSE compared with 24% who were not the subject of a referral.</li> </ol> </li> </ul> <p><b>A trustee noted that Stimpson had zero MASH referrals in Summer 2 and asked is this expected.</b><br/>RT confirmed it was expected.</p> <p><b>A trustee asked how many of the MASH referrals were new.</b><br/>RT advised that she does not have this data to hand but will include it in future reports.</p> <p><u>Part-time timetables.</u></p> <ul style="list-style-type: none"> <li>Summer 2 x 31. PWS x 9 Predominantly mental health and SEND. Orchard x 4 TT to support due to increased numbers.</li> </ul> <p><u>Children Missing in Education.</u></p> <ul style="list-style-type: none"> <li>Summer 2 x 31. Predominant reason – left country or county. All have been reported to the LA.</li> </ul> <p><u>Mental Health (which will continue as a focus area).</u></p> <ul style="list-style-type: none"> <li>Summer 2 x 91. Reduction in numbers from Summer 1 due to – Y11 high profile cases and Y13 left.</li> <li>All of the main causes have risk assessments in place.</li> <li>YoungMinds analysed NHS data reporting in urgent referrals of children under 18 to mental health crisis teams. Findings from the analysis show that the number of children in mental health crisis in England reached more than 3,500 in May 2023, three times higher than in May 2019.</li> </ul> <p><u>Child on child abuse.</u></p> <ul style="list-style-type: none"> <li>Summer 2 x 194, there is a zero tolerance within EMAT.</li> <li>Highest number of incidents are reported at NIA (91) - Spike in number of incidents rises in line with awareness from staff briefings and zero tolerance approach to all aspects of child-on-child abuse. PSHE increase in timetable for year 7&amp;8 in Sept 23 to address this concerning use of language, as well as targeted interventions around year 7&amp;8 boys around physical behaviours.</li> </ul> | RT     |

| Agenda item | Discussion  | Action |
|-------------|---|--------|
|             | <p>Physical abuse.</p> <ul style="list-style-type: none"> <li>• Summer 2 x 118. Predominantly occurring at unstructured times and dealt with through the behaviour policy. Highest numbers (58) reported at NIA. Predominantly Y7 and 8.</li> </ul> <p>Racist.</p> <ul style="list-style-type: none"> <li>• Summer 2 x 28. Predominantly verbal abuse incidents – all managed in schools (NIA 23).</li> </ul> <p><b>A trustee asked what are the reasons for these 28 incidents.</b><br/>RT advised they were primarily in years 7 and 8 and due to use of racist language.<br/><b>The trustee followed up and asked if the language was targeted at a specific group.</b><br/>RT confirmed there was no particular group targeted and NIA have done and continue to do a lot of work in this area including in RHSE. Some of the incidents were due to a lack of understanding of the meaning of certain words and this was followed up and actioned as required.<br/>RT added that NIA has a high percentage of EAL pupils.<br/>MS added there is a zero tolerance to racism. RT agreed and noted the high quality of staff training that has and continues to take place.</p> <p>Homophobic Incidents.</p> <ul style="list-style-type: none"> <li>• Summer 2 x 1.</li> </ul> <p>Bullying.</p> <ul style="list-style-type: none"> <li>• Summer 2 x 16. A large proportion of these are 1 off incidents (PWS 12).</li> </ul> <p>Sexual abuse.</p> <ul style="list-style-type: none"> <li>• Summer 2 x 12. Castle x 6 (2x2 repeated – actions supported by TT).</li> </ul> <p><u>Key information.</u></p> <ul style="list-style-type: none"> <li>• Number of looked after children. Summer 2 x 12.</li> <li>• Number of children on CP plans. Summer 2 x 24.</li> <li>• Number of ongoing early help assessments. Summer 2 x 160.</li> <li>• Number of Children registered as Child in Need. Summer 2 x 44.</li> </ul> <p><b>A trustee noted that throughout the report NIA has some of the highest figures within the trust and asked if a narrative could be added to future reports to give some context to percentages to enable the numbers not to be misunderstood.</b> RT agreed to action and noted a narrative would be beneficial and will action.<br/>RT added that an increase in some data shows an area is being addressed.<br/><b>A trustee asked if some data for example attendance collated daily, weekly as required.</b><br/>JL confirmed it is and any areas that require action receive it immediately.</p> <p><b>A trustee asked if one of RT remits is to work with the schools to improve the culture regarding racism.</b><br/>MS/JC confirmed it is.<br/><b>The trustee followed up and asked if some areas have targets assigned to them.</b></p> | RT     |



| Agenda item  | Discussion   | Action   |
|--|--|--|
|  | <p>JC responded that some do but not all can have metrics applied.</p> <p>RT noted the use of targets is carefully monitored as there can be a danger of using targets which could make a situations worse.</p> <p>JL added that there are systems, procedures in place which are robust and constantly being reviewed. MS agreed and noted that the pupils know there is a system in place that protects them.</p>  |  |
| <p>12. Governance update:</p> <ul style="list-style-type: none"> <li>• Scheme of Delegation for approval</li> <li>• ToR (TB / S&amp;P / A&amp;R / FHRE / LAB /Members) for approval</li> </ul> <p>New appointments for approval</p>  | <p><b>The trustees unanimously approved all of the updated scheme of delegations.</b></p> <p>PO advised there are no new appointments for approval but JS and RA are still interested in becoming trustees and the process for appointing them is ongoing and will continue outside of the meeting.</p>  |  |
| <p>13. Board housekeeping:</p> <ul style="list-style-type: none"> <li>• Register of Interests form</li> <li>• Governance code of conduct</li> <li>• KCSIE 2023 acknowledgement form</li> </ul>   | <p>PO to follow up outside of the meeting.</p>   |  |
| <p>14. Constitution of Board:</p> <p>i. Allocation of Lead roles: Safeguarding; SEND; Inclusion (PP &amp; EAL); Well-being &amp; H&amp;S; Careers</p> <p>ii. Allocation of Trustees to committees</p> <p>iii. Election of Chairs of committees</p> <p>iv. Allocation of Trustees to schools</p> <p>v. Board recruitment update</p> | <p>i. The following lead areas were provisionally agreed.</p> <p>Safeguarding. <b>FW</b><br/>SEND; Inclusion (PP &amp; EAL); <b>KW</b><br/>Well-being. <b>MC and JS</b> (if appointed).<br/>H&amp;S. <b>MC and JS</b> (if appointed).<br/>Careers. <b>RA</b><br/>AR to speak to SM regarding lead areas.</p> <p>ii. A&amp;R and FHRE. RA / FW / SM / MC.<br/>iii. AR to manage outside of the meeting.</p> <p>iv. The following school allocation were provisionally agreed.<br/>Castle, Hardingstone, Stimpson. <b>FW</b><br/>Orchard &amp; Shepherdswell. <b>KW</b><br/>PWS. <b>KW</b>.<br/>NIA. <b>SM/RA</b></p> <p>AR to speak to MC and JS regarding school allocation.</p> <p>v. AR advised that recruitment is ongoing and the PR team are assisting with this.</p> | <p><b>AR</b></p> <p><b>AR</b></p> <p><b>AR</b></p> |
| <p>15. Policies review:<br/>Please see tracked changes</p>   | <p><b>The trustees unanimously approved the policy.</b></p> <p><b>A trustee asked if the number of policies that require approving will decrease in future meetings.</b></p>   |  |

| Agenda item   | Discussion  | Action                            |
|---|---|-----------------------------------|
| <ul style="list-style-type: none"> <li>• Safeguarding Policy 2023/24.</li> <li>• Dealing with allegations of abuse against staff members Policy 2023-25</li> <li>• Anti-Bullying Policy 2023 - 25</li> <li>• Behaviour Policy 2023 - 24</li> <li>• Career Guidance Policy</li> <li>• EYFS Policy 2023-24</li> <li>• Online Safety Policy 2023-25</li> <li>• EMAT Staff Members Code of Conduct 2023-25</li> </ul> | AR advised that the number of policies brought to this meeting is high and will reduce in future meetings. AR thanked the trustees for their understanding and support.   |                                   |
| 16. Next agenda items.  | <ul style="list-style-type: none"> <li>• Finance update.</li> <li>• HR update.</li> </ul>   |                                   |
| 17. Any Other Business  | <p><b>A trustee asked if the next meeting dedicated to S&amp;P will contain more performance data.</b></p> <p>AR confirmed it will.</p>   |                                   |
| 18. Dates of Next Meetings  | <p><b>Dates of Trust Board Next Meetings (until July 2024):</b></p> <p>Meeting 2. 18<sup>th</sup> October 16.00-18.00</p> <p>Meeting 3. 1<sup>st</sup> November 16.00-18.00</p> <p>Meeting 4. 18<sup>th</sup> December 16.00-18.00</p> <p>Meeting 5. 17<sup>th</sup> April 16.00-18.00</p> <p>Meeting 6. 17<sup>th</sup> July 13.00-15.00</p> | Invites to meetings had been sent |

**The meeting ended at 18.12.**

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

**Name**..... **Date**.....

**Action log of the Trust Full Board Meeting held 25.09.2023**

| No. | Action  | Owner        |
|-----|---|--------------|
| 1.  | AR and KC to work on a succession plan. Page 2.   | <b>AR/KC</b> |
| 2.  | Head of Governance to re-circulate the self-evaluation of governance form for completion. Page 2. | <b>AR</b>    |

|     |   |              |
|-----|---|--------------|
|     |   |              |
| 3.  | RT to complete the Mental Health Policy so it's ready for September. Page 2.  | <b>RT</b>    |
| 4.  | An item to be added to strategy day agenda for an update on the support being given to Orchard and is it enough. Page 2.                                      | <b>AR</b>    |
| 5.  | 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 2. | <b>AR</b>    |
| 6.  | PO to complete a review late 2023, early 2024 regarding the changes to the FHRE and A&R committee. Page 2.  | <b>AR</b>    |
| 7.  | JL to give an overview of the coaching model at a future meeting. Page 4.   | <b>JL/AR</b> |
| 8.  | SEND report once secondary school data has been added to be an agenda item at a future meeting. Page 6.   | <b>RR/AR</b> |
| 9.  | PW to give an update at the appropriate meeting regarding the PWS works. Page 6.  | <b>PW</b>    |
| 10. | RT to arrange for the annual safeguarding report to be shared with all stakeholders by the end of the September. Page 7.                                      | <b>RT</b>    |
| 11. | RT to add the number of new MASH referrals to future reports. Page 7.   | <b>RT</b>    |
| 12. | RT to add narrative were appropriate to future safeguarding reports to help the trustees understand the context of the data being shared with them. Page 9.   | <b>RT</b>    |
| 13. | AR to speak to SM regarding a preferred lead area. Page 9.  | <b>AR/SM</b> |
| 14. | AR to manage the position of Chair and Vice-Chair for the A&R and FHRE committees and report back once finalised. Page 9.                                     | <b>AR</b>    |
| 15. | AR to speak to MC and JS regarding school allocation and report back. Page 10.  | <b>AR</b>    |