

East Midlands Academy Trust - Board Meeting

Pyramus House, Roman Way, Grange Park, Northampton NN4 5EA

30th September 2022 at 10.00am- **Hybrid meeting**

First meeting of academic year 2022/2023

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

| Agenda Item | Discussion | Action |
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| 1. Welcome | <p>Present:</p> <p>Kevin Crompton (EMAT: Trustee) – Chair 📞</p> <p>Ayo Salam (EMAT: Trustee)</p> <p>Fiona Wheeler (EMAT: Trustee)</p> <p>Martin Conlon (EMAT: Trustee)</p> <p>Nick Bell (EMAT: Trustee)</p> <p>Joshua Coleman (EMAT: CEO)</p> <p>Paul Wheeler (EMAT: COO)</p> <p>John Lawson (EMAT: Head of Education)</p> <p>Monica Juan (EMAT: Head of Governance & Compliance) – Minutes</p> <p>Jane Hadlow (NIA HT) <i>joined at 10.55am</i></p> <p>Tom Bennet (Behaviour Consultant)</p> <p>The clerk 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 | Apologies from Andy Davis , Leigh Jones and Stephen Morales were received and accepted by the board. | |
| 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. Election of Chair and Vice-Chair | <p>Trustees discussed the succession plan for the board. KC agreed to continue as chair until February 2023. NB agreed to shadow KC. AD had discussed the role with KC and agreed to remain as vice-chair for another year.</p> <ul style="list-style-type: none"> • KC was appointed Chair • AD was appointed Vice-Chair <p>KC chaired the meeting moving forward</p> | |
| 6. Minutes of EMAT TB meeting held on 20/07/2022 & incl. confidential | <p>The minutes of the meeting held on the 20/07/2022 (incl. confidential minutes) were reviewed and agreed to be an accurate representation of the meetings.</p> <p>KC agreed to physically sign the minutes at the next face to face meeting.</p> | |

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| 7. Action Log from 20/07/2022 | 1) Update official records - DONE 2) Present completed NIA actions as appendix – The last year plan had been completed and a new plan was in place - ONGOING 3) EMAT SDP deferred to next agenda - DONE 4) Distribute electronically SEND report - DONE 5) Upload policies to websites - DONE | |
| 8. Board housekeeping: <ul style="list-style-type: none"> • Dol form • KCSE 2022 form | <p><i>Papers had been distributed with the agenda for this meeting.</i></p> <p>MJ reminded trustees that all the documents needed to be physically signed.</p> <p>Trustees were reminded to complete the new Dol 2022 and KCSE 2022 form and send it to the MJ.</p> | |
| 9. Constitution of Board <ul style="list-style-type: none"> i. Allocation of Lead roles: Safeguarding; SEND; Inclusion (PP & EAL); Well-being; Careers ii. Allocation of Trustees to committees iii. Allocation of Trustees to schools | <p>Trustees considered the current constitution of the board and agreed to the following allocations:</p> <ul style="list-style-type: none"> i. Safeguarding Lead: Fiona Wheeler SEND Lead: Nick Bell Careers Lead: Martin Conlon PP & EAL: Ayo Salam Wellbeing Lead & HS: Stephen Morales ii. Standards & Performance: LJ (Chair)/MC/FW/NB Finance, HR & Estates: AD (Chair)/MC/KC/NB Audit & Risk: MC (Chair)/AS/SM/NB iii. NIA: Ayo Salam & Martin Conlon PWS: Nick Bell & Andy Davis Castle: Hardingstone: } Fiona Wheeler Stimpson: } Orchard: } Shepherdswell: } Martin Conlon <p>Trustees discussed the allocation of schools and agreed to visit as many as possible during 2022/23.</p> <p>Trustees discussed recruitment and the need to introduce more diversity in the board. SM agreed to take the lead on this and liaise with the Head of Governance. SEND specialism was being currently recruited.</p> | <p>MJ to send allocation HT contact details to trustees</p> <p>MJ to contact Nurole</p> |
| 10. CEO Report | <p><i>Papers had been distributed with the agenda for this meeting.</i></p> <p>JC presented the CEO report including the appendix with the previous year KPIs. The report included the new SDP for the trust.</p> <p>JL presented the SDP and explained that the plan had been devised to allow all departments to work more effectively together to better serve education across all schools.</p> | |

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| | <p>The T&L framework had been successfully deployed across the trust and extensive work was being conducted within the schools to embed it. All HTs were on board. The new SIPs had included priorities develop the fundamentals of reading, oracy and writing as these had declined during the pandemic.</p> <p>Governance objectives had been developed from the ERG.</p> <p>The new EMAT Strategic Development Plan that had been devised as one year plan, future SDPs might extend across more than one year if necessary.</p> <p>In response to a question from a trustee regarding why most schools in the trust appeared to be below average JL explained that this was mainly related to contextual issues, like large EAL & disadvantage groups joining schools with low levels of attainment. Although progress overall was good, attainment when compared to national was below. JL admitted that some T&L issues had also been identified and remedial work had been put in place, including SLT restructure in some schools, to strengthen leadership and reinforce staff expectations. Phonics had been identified as a priority to ensure pupils could successfully access the curriculum. This would be the first year after the pandemic where school would be able to adequately benchmark their results.</p> <p>Trustees discussed the importance of parental engagement for students to be successful in their learning journey and noted that they had to exercise caution when looking at the DATA as it wasn't a truthful representation of where the trust currently was.</p> <p>In response to a question from a trustee regarding when a comparison DATA between schools would be released JL confirmed that the IDSL reports would be released by the DfE around November.</p> <p>PW gave a brief update around finances and capital projects and confirmed that a full report would be presented during the FHRE meeting in October. The SEND units in Castle and Hardingstone were progressing and were expected to open in the January 2023. PW informed that UNISON had accepted the pay rise proposal for support staff so disruption would be minimal. The pay award would be approximately £400K and the government had confirmed that this would be unfunded.</p> <p>JC confirmed that IT had successfully migrated and updated all systems and from September 2023 the new MIS system would be ARBOUR.</p> <p>In response to a question from a trustee regarding the recruitment of the new NIA Executive HT JC confirmed that there had been substantial interest so far, but the process was running slightly behind. Interviews were planned to take place in November 2022.</p> <p>In response to a question from a trustee regarding the high numbers of recruitment and how induction was being managed JC explained that after the pandemic there had been a spike in recruitment across the country, with people relocating and/or reassessing their priorities.</p> | |

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| | <p>Many ECT had been recruited. This was very encouraging, schools reported that they were settling well and producing positive results. The new SAM system would significantly help the process of recruitment once it had been fully implemented.</p> <p>Trustees thanked JC for his report.</p> | |
| <p>11. NIA Update</p> | <p><i>JH joined the meeting</i></p> <p>JH introduced herself as the interim NIA HT and gave an update about the recent Ofsted monitoring inspection that had taken place earlier in the month. The confidential report was tabled on the screen. The inspection was the first one of five, but the ambition was to be able to convert after the third one. JH acknowledged that although the report was very positive, it was only the beginning of the journey. Staff were mindful that they would have to continue working relentlessly to sustain the current upwards trajectory. Ongoing work was in place to support students in years 10 and 11 as well as sixth form and recruitment of specialist teachers for social sciences was continuing.</p> <p>In response to a question from a trustee regarding how far the school had to go before changing the stakeholder's perceptions JH confirmed that the school's position was still very fragile. However, engagement with parents was very positive, and staff were working diligently challenging current perceptions. JH explained that any progress hinged in the capacity of adults enforcing the expectations.</p> <p>JH explained that leadership capacity was needed to sustain change and turn the school around. Teams needed to grow accordingly with the school, any change of leadership legacy needed to be rapidly addressed and the improvement journey needed to be maintained.</p> <p>In response to a question from a trustee regarding the current morale amongst the teaching body JH responded that they could see the ambition and direction of the school and how their concerns and training development were being addressed. Once the monitoring report was published it would help to attract new staff to build capacity and not loose the regained confidence.</p> <p>Trustees noted that the student body had also welcomed the change and had expressed encouraging views during the inspection.</p> <p>Trustees thanked JH for her report.</p> | |
| <p>12. EMAT SIP</p> | <p><i>This item had been discussed during the item 10.</i></p> | |
| <p>13. Tom Bennet Report</p> | <p><i>Tom Bennet joined the meeting.</i></p> <p>TB introduced himself and reported on the schools he has visited so far.</p> | |

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| | <p>NIA: TB reported a profound difference between the two visits conducted. The school presented now a consistently calm atmosphere and in public areas, which where the source of most previous behavioural problems, students conduct had massively improved. Systems and structures were strong, but it was important for the school to keep the momentum and press forward. TB stressed the need to embed a culture where heavy reliance on a single figure was removed. Therefore, new staff should be strongly inducted in the new ways to avoid the danger of slipping back to old habits once the leadership changed.</p> <p>Orchard: The school had also been transformed since last visit. TB praise the work of CB (HT), his passion and drive, his interpersonal skills with students and staff and stated he was an excellent behavioural model for everybody. TB noted that, as new SLT structures and systems were not yet fully embedded, this could become a potential point of failure if the HT figure was suddenly to change or become absent. CB was fully aware of this and was working tirelessly with his team to ensure this didn't become a weakness. TB had also recommended to reduce the size of outdoor space during breaks to facilitate the monitoring of behaviour and to create a more structured system to deal with students that needed to be removed from lessons, to offer continuity to both staff and students.</p> <p>In response to a question from a trustee regarding how heavy reliance on a single figure could be removed without detriment on the school(s) culture TB explained that it was important to appeal to the stakeholder values and demonstrate examples of behaviour on how to accomplish them. Teachers needed to understand what success looked like to encourage their students to achieve it.</p> <p>JC informed trustees that a mentoring programme was being deployed across all schools to cascade the principles just explained.</p> <p>Trustees thanked the TB for the comprehensive report.</p> | |
| 14. Policies for ratification: | <p><i>All policies had been distributed with the agenda for this meeting</i></p> <ul style="list-style-type: none"> i. Child Protection & Safeguarding Policy 2022/23 ii. Relationship & Sex Education Policy 2022/23 <p>Trustees unanimously agreed to ratify all polices</p> | MJ upload policies to all EMAT websites. |
| 15. Trust Growth - update | <p>JC informed trustees that a meeting to discuss due diligence would be organised with The Willows before half term.</p> | |
| 16. Next Agenda items | <ul style="list-style-type: none"> • Forums update • Annual Report and Financial Statements • NIA update | |

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| 17. AOB | There were no AOB | |
| 18. Dates of next meetings | Dates of meetings 2022/2023: <ul style="list-style-type: none"> Friday 16th December 2022 at 10am Monday 1st May 2023 at 10am Friday 28th July 2023 at 10am AGM - Monday 27th February 2023 at 4.00pm | Calendar appointments have been sent |

Meeting closed at 12.00pm

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 30.09.2022

| Item | Action | Owner |
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| 1. | Send schools allocation and HT contact details to trustees | MJ |
| 2. | Contact Nurole for SEND Trustee recruitment | MJ |
| 10. | Upload policies to websites | MJ |