



SALTERNS ACADEMY TRUST

Minutes of the Salterns Academy Trust meeting held as follows:-

Date: Wednesday 16 October 2019

Time: 6pm

Venue: Admiral Lord Nelson School, Dundas Lane, Portsmouth PO3 5XT

Present: Andy Cree, Chair
Steven Labeledz, CEO

Amanda Barrett, Independent
Claire Copeland, Headteacher of Trafalgar
Flick Drummond, Independent
Paul Hayes, Vice-Chair and Independent
Maria Phillips, Independent
Tania Osborne, Chair of ALNS

Also in attendance: Louise Lake, Clerk to the Governors

1. Chair's welcome and introduction

- 1.1 The Chair welcomed Directors to the meeting of the Trust and confirmed that the meeting was quorate.

2. Apologies for absence

- 2.1 The Trust noted that apologies had been received from Nys Hardingham, Headteacher of ALNS and Jo Bennett, Chair of Trafalgar LGB.

3. Administration

(a) Declaration of Members' interests;

- 3.1 It was noted that all Directors would be sent their current register of interests and asked to reconfirm their entries.

(b) Correspondence

- 3.2 It was noted that correspondence had been received from Flick Drummond tendering her resignation with effect from 31st December 2019.

4. Minutes of the Salterns Academy Trust meeting held on 16 July 2019 to include minutes of the extraordinary meeting held to discuss UPAT

- 4.1 The Trust considered the minutes of the meeting held on 16 July 2019.
- 4.2 The Trust agreed both set of minutes as a correct record, subject to some minor typographical errors, and requested that they be signed by the Chair and placed on the website.

5. Matters arising from the Salterns Academy Trust meeting held on 16 July 2019

- 5.1 The Trust considered the matters arising from the Trust meeting held 16 July 2019.
- 5.2 The Directors noted the updates as detailed within the table:-

Agenda Item	Action	Update
Item 5: Matters arising from the meeting held on 15 May 2019	ACTION: SLT's to discuss and finalise the templates to be used for the LGB's to report to the Trust.	Completed. To be presented to next Trust meeting on 4 December.
	ACTION: CEO to share 'reporting lines' mapping document.	Completed.
Item 6: 2019-2022 Budget forecast	ACTION: CEO to communicate to the Trust the decision of ESFA regarding the GAG advance.	Still awaiting. See paragraph 5.3
Item 8: Trust business 2019-202 Trust Improvement Priorities	ACTION: Clerk to put '2019-2020 Trust Improvement Priorities' on October 2019 Trust agenda	Completed.
Item 8: Confirmation of Scheme of Delegation	ACTION: CEO to approach DfE to seek advice regarding Articles of Association and dissolution of the Trust.	No definitive response had been received and this would be raised with the Regional Schools Commissioner.
Item 9: Pay and Conditions Committee	ACTION: Chair of the Trust to review the CEO remuneration policy and determine where this should be published.	Completed.
Item 10: Safeguarding issue	ACTION: Chair to meet with Rod Edwards, Chair of the UTC, to consider fencing at Trafalagar School.	The Trust noted that the Chair had requested a 50% contribution towards the fencing. No response had been received and the CEO would follow up at the UTC Board on 17/10.

- 5.3 The Trust noted that there had still been no confirmation in writing of the lagged funding advance from the ESFA and the Chair undertook to raise this as part of the meeting with the Regional School Commissioner on 8 November. The suggestion was made that a letter be written given advance warning of the Chair's intention to raise the issue.

ACTION: CEO to write to the Regional Schools Commissioner setting out the Chair's intention to raise the issue of the lagged funding advance at their meeting on 8 November.

ACTION: CEO to seek update from Rod Edwards, Chair of UTC, regarding the contribution towards the fencing.

6. Confirmation of representatives for the following Committees

6.1 The Trust agreed the composition as follows:-

Trust Members (5)

Scott Taviner	Independent
David Giles	Founding Member
Mike Park	Signatory to Articles
<i>vacancy</i>	Independent
<i>vacancy</i>	Independent

Trust Directors (11)

Steven Labeledz	Chief Executive Officer
Salterns Trust Members Appointees	
Andy Cree (Chair)	Independent
Paul Hayes (Vice Chair)	Independent
Vacancy	Independent
Tania Osborne	Chair of ALNS LGB
Jo Bennett	Chair of TS LGB
Nys Hardingham	Headteacher of ALNS
Claire Copeland	Headteacher of TS
Co-opted Directors	
Amanda Barrett	Independent
Maria Phillips	Independent
Flick Drummond	Independent (up to 31/12/19)

Membership of Trust Committees

Finance + Resources	Pay + Conditions	Audit
Claire Copeland	Andy Cree (Chair)	Amanda Barrett
Andy Cree	Tania Osborne	Paul Hayes
Flick Drummond	Jo Bennett	Adrian Parry (co-opted)
Nys Hardingham	Steven Labeledz	Vacancy
Steven Labeledz	Nys Hardingham	
Maria Phillips	Claire Copeland	
	Amanda Barrett	
In attendance:		In attendance:
Karen Tyrrell		Ch. of Finance & Resources
		Steven Labeledz

6.2 The Trust noted the following points:

- The two vacancies for Trust members would be carried over until such time as the future of the Trust had been determined;
- Flick Drummond would be resigning with effect from 31 December 2019;
- Nominations would be sought for both the existing Director vacancy and the vacancy which will be created in January 2020 when Flick Drummond resigns;
- Amanda Barrett would be appointed to the Pay and Conditions Committee for the time being and would 'dial-in' to the upcoming meeting;
- Consideration needed to be given to filling the Audit Committee vacancy.

7. Strategic Direction of the Trust

7.1 The Trust received a report setting out plans to develop Salterns Academy Trust and ensure its long-term sustainability. The report set out the current position, Trust priorities, SWOT analysis, current assessment and the alternative proposal.

7.2 In response to questions from Directors, the following points were noted:-

- There were three options which were currently being explored: the expansion of the Salterns Academy Trust, securing an SLA with a larger MAT (GLF) and UPAT;
- It was emphasised that should the Trust decide on the SLA option, this was not a decision to join a regional 'hub' further down the line and a separate decision would be made at that point;
- Permission was being sought for the SLT's to hold further discussions with GLF including consideration of the detail of the SLA;
- GLF were due to present to the LGB's next week and if it was considered that this option should be further explored, they could be asked to present to the Trust in January when they would be able to provide a greater depth of detail in terms of how the SLA could work;
- The task of dissolving the current Trust should not be underestimated;
- In order to make an informed decision, the option to stay as Salterns Academy Trust should also be scoped, with the detail being presented to the Trust and LGB's;
- The timeline for a decision was discussed and it was noted that UPAT did not now require a decision until later than anticipated which meant that there was more time to scope out other options;
- The Trust requested sight of the SWOT analysis undertaken together with minutes of the GLF/LGB meeting scheduled for 24 October, which was noted, would be live streamed.

7.3 The Trust noted the report and the update.

ACTION: Clerk to circulate SWOT analysis undertaken together with the minutes of the joint meeting of the LGB's scheduled for 24 October.

8. Visions and Values

- 8.1 The Trust noted the document setting out the Visions and Values which remained unchanged.

9. Strategic Objectives 2019-2020

- 9.1 The Trust noted the changes to the Trust's Strategic Objectives made since last year and agreed the Strategic Objectives for 2019-2020.

10. Strategic Priorities 2019-2020

- 10.1 The Trust received the draft Trust Strategic priorities for 2019-2020.

10.2 There was some discussion about how success could be measured against each of the objectives and it was noted that the accompanying plan, which would be drafted now that the priorities had been agreed, would be structured to ensure performance measures could be incorporated.

10.3 The suggestion was made that the priorities needed to be strengthened to reflect the ongoing focus of the Trust to ensure its long-term sustainability.

ACTION: CEO to amend the priorities incorporating the suggestions made and circulate the draft plan that accompanies the Strategic Priorities document setting out measures for the objectives.

11. Financial Matters

(a) Financial Policy

11.1 The Trust received the Financial Policy, which it was noted, reflected the contents of the Academies Financial Handbook. It was noted that changes had been made to financial delegations.

11.2 Two amendments were suggested namely, under paragraph 4.7, to note that the link between the Trust and LGB's had been strengthened and, secondly, under paragraph 13.1, it was important to specify who agreed the expenses in advance.

11.3 The Trust agreed to adopt the Financial Policy.

(b) Dashboard

- 11.4 The Trust received the dashboard which set out the financial position for both schools as at October 2019.
- 11.5 There were a number of queries in relation to the figures and the CEO undertook to check the figures, provide a commentary to the figures and circulate an updated version of the dashboard.

ACTION: CEO to circulate an updated version of the dashboard which would include a commentary.

(c) Management Accounts

- 11.6 The Trust received the management accounts for the period up to the end of August 2019.
- 11.7 The suggestion was made that a more realistic budget needed to be set for agency staff. Whilst there was agreement, it was acknowledged that this was normally balanced out by an underspend in staffing costs.
- 11.8 The Trust noted that The Harbour School was now under new management and so costs were likely to increase. However, it was noted that Trafalgar school were keen to ensure that as many students as possible remained within the School and so had implemented strategies to support them.
- 11.9 The Trust noted the management accounts.

12. School Resource Management Self-assessment

- 12.1 The Trust received the school resource management self-assessment which had been completed by the CEO and Chair of the Finance and Resources Committee. It was noted that a new requirement this year was that the document required Trust approval and submission to the Department for Education (DfE) by 14 November.
- 12.2 It was agreed that any feedback on the draft submission should be sent to the CEO by no later than 1 November.

ACTION: Trustees to feedback on submission by no later than 1 November.

13. Salterns Trust Funding Agreement

- 13.1 The Trust noted that the DfE had asked SAT to consider moving from its existing funding agreement to the most modern version (2018).

- 13.2 It was noted that there were no major changes within the modern version although the CEO would need to check if any of the Trust's articles required updating as a result.
- 13.3 The Trust agreed to the new Academy Master Funding Agreement, subject to the CEP cross referencing any changes required to the Trust's Articles.

ACTION: CEO to check the Trust's Articles to ensure alignment with the new funding agreement.

14. Feedback from Trust Committees

(a) Admiral Lord Nelson School

- 14.1 The Trust received a resolution from the Admiral Lord Nelson School Local Governing Body as follows:-

The ALNS LGB met on Wednesday 23 September 2019. They wished to raise an issue to Trust level since the composition of the LGB is for the Trust to approve. Extracts from the minutes (still to be approved) as follows:-

6. Governance 2019-2020

- 6.1 The LGB considered a proposal to reduce the LGB to 11 Governors with 1 staff governor rather than three.
- 6.2 The LGB agreed the proposal and requested that the Clerk take this forward with the Trust so that they could agree the composition of the ALNS LGB.

Proposal: To agree to request the Trust to reduce the composition of the ALNS LGB to 11, as detailed above.

Proposed: Tania Osborne

Seconded: Nys Hardingham. All in agreement.

- 14.2 The Trust approved the proposal within the Resolution to reduce the ALNS LGB to 11 members with one staff governor.

(b) Trafalgar School

- 14.3 The Trust noted that the Chair of the Trafalgar School LGB had resigned and the suggestion was made that a letter be sent conveying thanks for her hard work.

ACTION: Chair to write to Sue Wilson to thank her for her efforts whilst Chair of the Trafalgar LGB.

15. Headline Outcomes 2018-2019

- 15.1 The Trust received the provisional headline outcomes for KS4 for both schools.
- 15.2 During the course of discussion and in response to questions, the following points were noted:-
- The area of focus for ALNS is boys and SEND and boys and maths at Trafalgar;
 - There had been lots of positive movement in both schools;
 - At Trafalgar, there had been positive movement in English and Science and this was as a result of high quality teaching and learning, the recruitment of the strongest teachers and a successful literacy strategy. However, maths was still an area of concern;
 - Trafalgar had a strong SEN co-ordinator and were sharing their expertise with ALNS;
 - Focused interventions for year 11 started in January since if they were started any earlier, they would have less impact and students would not be able to sustain the additional effort;
 - The importance of intervention in year 10 to minimise the need in year 11 was emphasised;
 - Concern was expressed at the continued gap in the performance of girls in maths and english;
 - There was considerable discussion about ensuring girls are able to access the STEM subjects and the current barriers to this.
- 15.3 The Chair wished to place on record his thanks to all the teaching staff for their continued efforts in improving the outcomes at both schools.

16. Updates on Trust Capital Projects

- 16.1 The Trust noted the update in relation to recently completed capital projects and those currently underway. The Trust further noted plans for CIF bids for the forthcoming year.
- 16.2 There was some discussion about the possibility of Portsmouth City Council providing some capital funding as part of their project work although the results of their deliberations would not be known until January 2020.

17. Any other business including agenda items for the next meeting

- 17.1 The Trust noted that there were no further items for consideration.

18. Date and time of next Trust meeting

18.1 The Trust noted the date of the next meeting as follows:- Wednesday 4th December at 6pm to be held at Trafalgar School, London road, Portsmouth PO2 9RJ.

There being no further business the meeting closed at 8.55pm

Signed:

Chair:.....dated:.....

Summary of Actions:

Agenda Item	Action	Responsible
5. Matters arising from the Salterns Academy Trust meeting held on 16 July 2019	ACTION: CEO to write to the Regional Schools Commissioner setting out the Chair's intention to raise the issue of the lagged funding advance at their meeting on 8 November.	CEO
	ACTION: CEO to seek update from Rod Edwards, Chair of UTC, regarding the contribution towards the fencing.	
7. Strategic Direction of the Trust	ACTION: Clerk to circulate SWOT analysis undertaken together with the minutes of the joint meeting of the LGB's scheduled for 24 October.	Clerk
10. Strategic Priorities 2019 - 2020	ACTION: CEO to amend the priorities incorporating the suggestions made and circulate the draft plan that accompanies the Strategic Priorities document setting out measures for the objectives.	CEO
11 (b) Dashboard	ACTION: CEO to circulate an updated version of the dashboard which would include a commentary.	CEO

12. School Resource Management Self-assessment	ACTION: Trustees to feedback on submission by no later than 1 November.	All
13. Salterns Trust Funding Agreement	ACTION: CEO to check the Trust's Articles to ensure alignment with the new funding agreement.	CEO
14. Feedback from Trust Committees	ACTION: Chair to write to Sue Wilson to thank her for her efforts whilst Chair of the Trafalgar LGB.	Chair

Summary of decisions:

Agenda Item	Decision
6. Confirmation of representatives for the following Committees	The Trust agreed the composition of Committees as set out on page 4.
11(a) Financial Policy	The Trust agreed to adopt the Financial Policy.
14. Feedback from Trust Committees	The Trust approved the proposal within the Resolution to reduce the ALNS LGB to 11 members with one staff governor.