

The Salterns Academy Trust
(A Company Limited by Guarantee)
Annual Report and Financial Statements
Year ended 31 August 2022

Company Registration Number:

08921490 (England and Wales)

The Salterns Academy Trust

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Salterns Academy Trust

Reference and Administrative Details

Members:

A Cree
D Giles
M Park
S Labeledz

Trustees:

A Cree (Chair)
P Hayes (Vice Chair)
A Barrett
A Majekodunmi
S Taviner
N Hardingham
T Henley (appointed 12/01/22)
J Bennett (resigned 30/04/22 upon adoption of new Articles of Association)
J Beecher (resigned 30/04/22 upon adoption of new Articles of Association)
C Copeland (resigned 30/04/22 upon adoption of new Articles of Association)

Company Secretary

K Rooker (resigned 31/7/2022)
C. Budd (appointed 1/8/2022)

Trust Executive Leadership Team:

N Hardingham Chief Executive Officer
C Copeland Director of Education
C Corcoran Chief Financial & Operating Officer (resigned 31st August 2022)

School Senior Leadership Teams

N Hardingham Executive Headteacher: Admiral Lord Nelson School
C Copeland Executive Headteacher: Trafalgar School
C Doherty Head of School: Admiral Lord Nelson School
G Pearse Head of School: Trafalgar School
K Holness Deputy Headteacher: Admiral Lord Nelson School
M Hutton Deputy Headteacher: Admiral Lord Nelson School
A Raeburn Deputy Headteacher: Trafalgar School
S Fenner Assistant Headteacher: Admiral Lord Nelson School
L Clark Assistant Headteacher: Trafalgar School
M Cathie Assistant Headteacher: Trafalgar School
A Ghose Assistant Headteacher: Trafalgar School

Company Name

The Salterns Academy Trust

Salterns Academy Trust

Reference and Administrative Details

Principal and Registered Office

Admiral Lord Nelson School
Dundas Lane
Portsmouth
Hampshire
PO3 5XT

Company Registration Number

08921490 (England and Wales)

Independent Auditor

Hopper Williams & Bell Limited
Statutory Auditor
Highland House
Mayflower Close
Chandlers Ford
Eastleigh
Hampshire
SO53 4AR

Bankers

Lloyds Bank Plc
113 Commercial Road
Portsmouth
PO1 1BY

Solicitors

Stone King LLP
Boundary House
91 Charterhouse St
London
EC1M 6HR

Salterns Academy Trust

Trustees' Report

The Trustees present their annual report together with the financial statements and auditor's report of the charitable company for the year ended 31 August 2022. The annual report serves the purposes of both a trustees' report, and a directors' report under company law.

The Trust operates two academies for students aged 11-16 in the North Island area of Portsmouth. Its academies have a combined student capacity of 2160 growing over time to 2310 and had a roll of 2027 in the school census of October 2021.

Structure, Governance and Management

Constitution

The Salterns Academy Trust is a company limited by guarantee and an exempt charity. The charitable company's Memorandum and Articles of Association are the primary governing documents of the Academy Trust. The Trustees of the Salterns Academy Trust are also the directors of the charitable company for the purposes of company law.

Details of the Trustees who served during the academic year are included in the Reference and Administrative Details on page 1.

Members' Liability

Each Member of the company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, or within one year after they cease to be a Member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a Member.

Trustees' Indemnities

This is addressed within the Risk Protection Arrangements (RPA), which is operated by the DfE, and details can be found on the DfE website.

Method of Recruitment and Appointment or Election of Trustees

The Trust adopted new Articles of Association and a new governance structure in April 2022. The new Articles detail that board membership comprises six Member-appointed Trustees, and an unspecified number of co-opted Trustees (appointed by the member-appointed Trustees). The Members has chosen to appoint the six member-appointed Trustee positions using the following criteria: five independent Trustees and the Chief Executive Officer. There is currently one co-opted Trustee

The Trust chooses not to appoint any parent Trustees as there are a minimum of two parent governors on each school's Local Governing Body (LGB).

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Through its independent Trustees and co-opted Trustees, the Trust works to maintain a balance of professional and local community input to the Trust board.

The Trust Board determine the relevant skills, experience, quality and capacity, and qualifications that they require a new Trustee to have, in line with the DfE Competency Framework for Governance and DfE Governance Handbook.

The Trust Board seeks to maintain a balance of professional expertise across different topics, such as Education, Community Leaders, Finance, Legal and HR. Every effort is made to ensure that new Trustees are fully able to support the organisation's ethos and promote the fundamental British values of democracy, the rule of law, individual liberty, and mutual respect and tolerance for those with different faiths and beliefs; and encourage students to respect other people, with particular regard to the protected characteristics set out in the Equality Act 2010 and accompanying guidance.

It is essential that the Trust Board has a proper mix of skills and experience. The Trustees are aware of the need to plan for succession and to support the continued growth of the Trust, seeking to balance continuity of experience and expertise with new ideas and energy.

Policies and Procedures Adopted for the Induction and Training of Trustees

Trustee appointments will bring a particular skill set to the Trust Board. Each new Trustee will be properly inducted to ensure that they understand the nature and extent of their role and responsibilities. It is the duty of a new Trustee to ensure that they are familiar with the Objects of the

Trust; its history and ethos and the nature and extent of its activities; and the content of the Trust's Articles of Association. The Trustees shall provide each new Trustee with:

- The Trust's Articles of Association
- Standing Orders
- Scheme of Delegated Authority

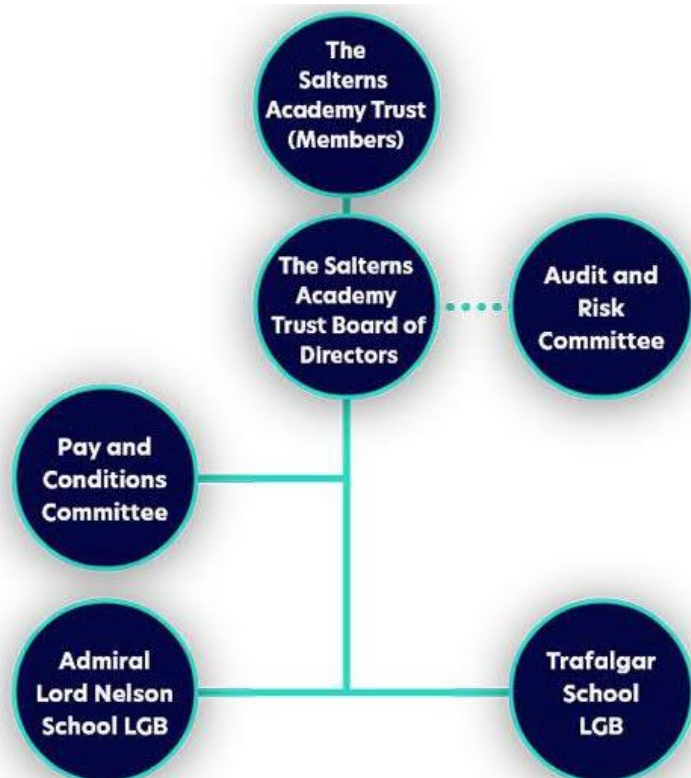
As part of their induction, Trustees understand that there will be a requirement for ongoing training and development in the role.

The Trust fosters links with other governor associations, being active members of the National Governors Association (NGA) and having links to Hampshire and Portsmouth's governor information services to ensure Trustees are well informed and up to date.

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Organisational Structure



The Trustees are responsible for the governance and supervision of the Trust and its Committees (including the Local Governing Bodies). The Trustees have several duties and responsibilities relating to the governance of the Trust and its finances. In summary, the Trustees are responsible for:

- Establishing the vision, mission, and values for the Trust
- Ensuring the Trust is a going concern in accordance with the objects of the Trust as set out in the Articles of Association and for safeguarding the assets of the Trust
- Designing strategy and structure for the operation of the Trust
- Delegating the running of the Trust's schools and the direction of the education, pastoral care, financial and other policies of each school to its Executive Headteacher
- Ensuring sound management and administration of the Trust by the Chief Executive Officer, and ensuring that they are equipped with the relevant skills and guidance
- Ensuring the financial controls and the financial management of the Trust are in accordance with the provisions of the Academies Financial Handbook
- Setting standards of conduct and values, monitoring performance and the achievement of objectives, and ensuring that plans for improvement are acted upon

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- Risk management to identify, quantify, and devise systems to minimise the major risks affecting the Trust
- Ensuring the Trust and the Trust's schools are conducted in compliance with the general law and the Public Sector Equality Duty

The Trust has Terms of Reference outlining the delegated responsibilities of the Audit and Risk Committee and the Pay and Conditions Committee.

The Audit and Risk Committee's role is to:

- Direct the Trust's programme of internal scrutiny
- Ensure that risks are being addressed appropriately through internal scrutiny
- Advise the Board on the adequacy and effectiveness of the Trust's systems of internal control and its risk management and governance processes
- Satisfy itself that satisfactory arrangements are in place to promote economy, efficiency, and effectiveness (value for money).

The Pay and Conditions Committee's role is to:

- Ensure a consistent approach to appraisal and benchmarking of proposed pay awards has taken place
- Observe all statutory and contractual obligations for both teachers and support staff
- Agree the staffing structures within each of the Trust schools
- Make recommendations to the Trust Board, where appropriate

Full details of the Terms of Reference for these Committees can be found in the Trust Standing Orders.

The Trust's Scheme of Delegated Authority outlines the delegation of responsibilities to the Trust Executive Leadership, the school's Executive Headteacher and the school's Local Governing Body (LGB). The level of delegation is influenced by the maturity of each school LGB and whether the school is rated as good or better by an external agency. Both schools currently hold an OFSTED rating as good providers. The Scheme of Delegated Authority was last reviewed in April 2022 and is reviewed annually.

Arrangements for setting pay and remuneration of key management personnel

The Trust Board has established a Pay and Conditions Committee which makes recommendations to the Trust Board on all aspects of pay for staff, including the pay ranges, pay scales and the proposals for any performance related pay because of successful appraisals. This process includes the setting of pay for the two Executive Headteachers (EHT):

- Trust CEO and Executive Headteacher at ALNS
- Trust Education Director and Executive Headteacher at Trafalgar school

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The membership of the Pay and Conditions Committee is outlined in the Trust's Standing Orders. Challenge is brought to the appraisal process for the EHTs by using external consultants, who provide independent opinion as part of the evidence relating to annual appraisal and salary review.

Trade union facility time

Relevant union officials

Number of employees who were relevant union officials during the relevant period	Full-time equivalent employee number
1	1

Percentage of time spent on facility time

Percentage of time	Number of employees
0%	-
1%-50%	1
51%-99%	-
100%	-

Percentage of pay bill spent on facility time

Total cost of facility time	£832
Total pay bill	£10,439,704
Percentage of the total pay bill spent on facility time	0.0154%

Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours	0%
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Related Parties and other Connected Charities and Organisations

The Trust was the educational provider on the establishment of the University Technical College (UTC) Portsmouth when it was established and as part of our ongoing relationship the Chief Executive Officer sits on The UTC Portsmouth Board of Trustees.

The Trust has a service level agreement with another larger multi-academy trust, GLF Schools, to support a partnership agreement for the provision of school improvement support for the Trust.

The Trust has formed a partnership with HISP MAT to lead the Portsmouth delivery of the Early Careers Framework for new entrants to the profession locally. This partnership will also entail the co-delivery of the new National Professional Qualifications and other Professional Development opportunities for teachers in Portsmouth.

The Trust has also formed a partnership with Portsmouth City Council specifically to support the work of the Portsmouth Education Partnership as it seeks to implement a strategy based upon

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developing Restorative and Relational Practice with the aim of improving attendance and engagement in education.

The Trust is not involved in any formal wider networks that impact operating policies; neither does it have any other connections to charities who are in anyway involved in the working of the Trust or its schools.

Engagement with employees (including disabled persons)

The Trust recognises that equality of opportunity in recruitment and selection must be an integral part of good practice, and therefore, has an employment policy of equal opportunity in line with the Public Sector Equalities Duty and relevant equalities legislation, and operates appropriate HR practices.

The Trust supports applications for employment from persons with a disability and makes the necessary arrangements for facilities and additional support where possible in relation to recruitment and retention.

Where existing employees become disabled, it is the Trust's policy to provide continuing employment under normal terms and conditions and to provide training and career development and promotion to employees with a disability as appropriate.

Staff receive a weekly newsletter relating to matters which affect them and are required to attend mandatory training sessions throughout the year for more detailed explanation of changes. Where staffing proposals are being considered, staff consultation takes place with the affected staff, including the opportunity for individual discussions on request. There is also an annual staff survey to assess staff views. Finally, staff can discuss any concerns or queries with their line manager during regular supervision meetings.

Engagement with suppliers, customers, and others in a business relationship with the trust

The Trust is committed to effective engagement of all stakeholders, including students, parents, staff, the local community, and suppliers. The Trust is committed to ensuring that all students can fulfil their potential, in line with our vision and objectives. The impact on students, parents and the local community is at the heart of all decisions made by the Trust. In all engagements with stakeholders, we seek to adhere to the values of the Trust.

Objectives and Activities

Objects and Aims

Our vision at The Salterns Academy Trust is that:

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"We will provide an excellent and inclusive educational experience

that prepares our students for the world of tomorrow "

We aim to deliver this vision for every young person in our Trust schools, alongside working to promote this vision for all young people in Portsmouth through our collaborative work in our city.

Underpinning our vision, we have identified the following core values which shape our work as a Trust:

- Inclusive and student-centred
- High ambition for all
- Curriculum excellence
- Promoting wellbeing
- Community and collaboration
- Continuous improvement
- Professional development

We know that great teaching transforms lives. Young people get one chance at their education: we must make sure that they get the very best one with us. Every lesson, everyday counts!

Objectives, Strategies and Activities

Our key objectives for 2021/22 are included in the Strategic Report below. Each strategic priority is underpinned by a detailed strategic improvement plan. Through the existing governance arrangements across the Trust, progress against these priorities is discussed and evaluated.

Public Benefit

In setting our objectives and planning our activities the Trustees have had regard to the Charity

Commission's guidance on public benefit. We believe that by providing two high achieving schools in our area of Portsmouth we will provide opportunity for the children of residents to receive an excellent education. This in turn will open doors for them to reach their full potential, thereby benefiting themselves and the wider Portsmouth community. By deliberately growing the capacity at both schools, we can reach a greater number of young people in the Portsmouth area. A review of the Trust's partnership working, collaborative approaches, school improvement activities, outreach work and capital investment this year confirmed that the Trust has furthered its charitable purposes for the public benefit.

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Strategic Report

In the timeframe of this report, the Trust's primary considerations were to continue the improvements and growth taking place within each of its two secondary schools, as we endeavoured to return to the extensive curriculum offer that had been partially curtailed by the restrictions of the Covid 19 pandemic whilst embarking on a period of education recovery for those most adversely affected by the pandemic.

Our Trust Strategic objectives for 2021/22 were to:

1. Deliver a range of actions to support the Growth Strategy including developing strong effective partnerships and collaborative working with a range of partners to raise the profile of Salterns Trust locally and nationally as a centre of excellence.

Examples include:

- Leading on restorative practice in Portsmouth, in partnership with PCC
 - Leading the local Early Careers Teachers and NPQ leadership programme, in partnership with HISP
 - Delivering school improvement, in partnership with GLF
2. Improve the progress of groups of students to narrow any gaps, especially those caused by the impact of the Covid pandemic or disadvantage.
 3. Further develop relationships and working practices between the Trust Executive and the Trustees to deliver appropriate support and challenge in governance.
 4. Continue to improve the Trust's governance systems, processes, and reporting mechanisms
 5. Continue to strengthen financial management, planning and reporting to ensure ongoing financial sustainability.
 6. Continue a programme of capital investment in the school buildings, infrastructure, and grounds, supported by bidding for additional capital funding.

The Trust and our schools have worked incredibly hard to maintain high standards of education throughout the academic year, despite the increased levels of absence for staff and students because of Covid infections. Both schools have delivered an extensive personal development curriculum offer, alongside a broad, balanced academic curriculum offer for all its students. Some of our residential visits in the UK and abroad have not yet been reinstated to pre-covid levels (due to external factors to the Trust) although we anticipate this return next year.

The Trust is immensely proud of the commitment of its staff throughout another demanding year due to the impact of covid infections and the risks posed to them by increased social contact in the workplace, especially during the winter months. Their dedication to duty ensured continuity of face-to-face education that allowed all our children to access learning, make progress and

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receive support to help catch up from the learning deficits experienced by so many of them during covid lockdowns.

Whilst we are pleased that academic gaps for disadvantaged and vulnerable students have not opened up substantially in either school in comparison with 2019, we are reporting a decline in the academic progress made by our 2022 year 11 cohort, whose performance in the long series of GCSE exams in the summer was not as strong as our pre-pandemic cohort, relative to the national cohort's performance. Academic performance in younger year groups looks strong at this stage, showing positive impact from our covid catch-up and recovery education programmes, within the classroom and beyond.

Our partnership working beyond the Trust strengthened considerably during 2021/22; the lifting of covid restrictions allowed for a full programme of face-to-face events and, as such, enabled our existing School Improvement partnership agreement with GLF Schools to flourish. Leaders in both Salterns Trust schools benefitted from review processes that provided robust challenge and collaborative support in their continued strive for excellent education provision for all. Leadership support was also accessed for ICT strategic planning and to provide external quality assurance our excellent safeguarding procedures. Salterns Trust continued to offer support to GLF Schools, most notably through the part-time secondment of one of its Executive Headteachers to provide leadership for A GLF secondary school.

The Trust entered into partnership with HISP MAT in September 2021. HISP MAT have two Teaching School Hubs within their learning partnership, one of which serves the region that includes Portsmouth. Salterns Trust has been the Portsmouth delivery partner, on behalf of HISP MAT, for the new suite of National Professional Qualifications and for the delivery of training for mentors and trainees using the newly introduced Early Careers Framework.

Salterns Trust has a new three-year partnership agreement with Portsmouth City Council to lead a programme to promote Relational Practice at the core of the ethos of our education settings in the city. Led by Trafalgar School, which has extremely low levels of exclusion and strong attendance when compared locally, the Portsmouth Education Partnership has made this body of work a central pillar of one of its key strategic priorities. Salterns Trust schools are working collaboratively at a national level to promote the benefits of a Relational Practice culture in schools on community wellbeing, inclusion and in creating resilient, successful life-long learners.

The Trust has revised its Articles of Association in 2022, adopting the latest DfE model articles; this has resulted in a reconstitution of the Board of Directors, entailing the removal of the Chairs of Local Governing Bodies and school Headteachers. The Trust has chosen to retain a Trustee role for its CEO, and it has ensured that it has parent representation in governance on its Local Governing Bodies. The scheme of delegation and standing orders have been amended accordingly. Governance continues to strengthen, with its focus on self-review, training, and development, and has been successful in high quality recruitment to address identified skills gaps.

The Trust was successful in recruiting to the Trust Executive leadership team on the retirement of the Trust Chief Financial and Operating Officer at the end of this financial year and moves to

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a new Executive Leadership model of Chief Financial Officer and Chief Operating Officer working alongside the CEO and Education Director in leading the Trust into the next phase of its development. This reflects the emerging leadership needs of the Trust as it continues to grow and flourish, now seeking to increase its wider impact in the education sector.

The Trust is in a strong financial position and has strengthened its financial management and reporting considerably during 2021-22, following the appointment of a new Finance manager in September 2021. The Trust continues to receive Growth funding until 2025 to support the planned expansion of its schools which has been essential in ensuring the Trust has been able to put itself in a strong position to meet the financial challenges of the coming years. With the retirement of the CFOO in August 2022, the Finance Manager will take on the role of Chief Finance Officer from September 2022.

Recruitment to both of our schools, for staff and students, remains strong as we see the impact of sustained high quality central support for our two schools. Our lettings and catering income has recovered from the decline experienced during the covid restrictions and we are delighted that our school buildings are also being well utilised by our local community outside of normal school hours.

The Trust has utilised its reserves for significant capital investment in its estate again this year. Sports facilities were enhanced by the replacement of the full-size Astro-turf pitch and floodlighting at Admiral Lord Nelson School and the refurbishment of the Multi-Use Games Area at Trafalgar School. Following investment by the Trust and Portsmouth City Council, extensive refurbishment works have been completed at Trafalgar School enhancing the learning environment for the curriculum in Art and Design technology, Languages and for our children with additional learning needs. The Trust has also invested over half a million pounds at Trafalgar School to provide adequate, up to date toilet facilities for students in this over-subscribed school and for its staff.

Trust Key Performance Indicators

Year 11 Outcomes	2022	2021	2020	2019	National
	Exams	Teacher Assessed grades	Centre Assessed grades	Exams	(2019)
Students achieving grade 4+ at English and Maths	59%	74%	65%	59%	64%
Students achieving grade 5+ at English and Maths	38%	49%	43%	35%	43%
Year 11 Students on roll	326	369	293	237	n/a

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Student Recruitment	2022 ¹	2021 ¹	2020 ¹	2019 ¹
Year 7 students on roll	478 ²	463 ²	450 ²	436
Student recruitment	106%	103%	100%	109%

Student Roll	2022 ¹	2021 ¹	2020 ¹	2019 ¹
Trust students on roll	2157 ²	2027 ²	1961 ²	1851

¹ Autumn census data

² The published admission number for one of our Trust schools increased permanently from 200 to 250 as part of a planned expansion of the school to provide additional school places to meet basic need in Portsmouth; another school has agreed to take 20 additional students into year 7 until it reaches its full capacity of 1060

³ Comparison between 2019, 2020 and 2021, 2022 should consider the differing methodologies each year for the awarding of grades

Going Concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

Promoting the success of the Trust

The Trust undertakes business in a way that best promotes the success of the Trust in achieving its charitable purposes and in doing so, has regard to matters including:

- The consequences of any decision in the long term
- The interests of the Trust's employees
- The need to foster the Trust's business relationships with suppliers, students, parents, and others
- The impact of the Trust's operations on the community and the environment
- The desirability of the Trust in maintaining a reputation for high standards of business conduct
- The need to act fairly as between members of the Trust

These are embedded in decision-making from the Board of Trustees throughout the Trust.

The Salterns Academy Trust has focussed on ensuring the Trust can deliver the following and be a successful Trust:

- Strong Trust Executive Leadership with local credibility for collegiately and collaboratively working to support the delivery of excellent education in all Portsmouth schools that improves the life chances of all children and families in Portsmouth

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- Evidence of the capacity to effect rapid school improvement through the delivery of inclusive education through a broad and balanced curriculum offer
- Promoting the personal development of all students and empowers them to become successful learners, confident individuals, and responsible citizens
- Capacity to provide HR, capital and infrastructure development, ICT support and organisation support under the guidance of the CFOO
- Strength in Initial Teacher Education and the ability to provide a pipeline to support teacher recruitment
- Commitment to valuing the uniqueness of each school
- Driving school improvement priorities across all schools in our Trust through a collaborative approach
- Trust School Improvement team that works within an agreed set of principles to promote best practice and support continuous pedagogical development.
- Tailored school improvement offers from the Trust, drawing upon internal and external expertise to collaborate with school leaders to address identified priorities
- Capacity to provide peer to peer support for curriculum development across the full range of subjects
- Commitment to putting people development at the heart of our school improvement strategy, especially leadership development, within a culture that actively promotes wellbeing at all levels.
- National and local recognition for excellence in the delivery of Arts education
- Expertise and strength in SEND provision and Inclusion, which is recognised locally and nationally.
- Sound financial management with sufficient reserves
- Experienced and highly credible leadership of the Trust Board
- Commitment to the Personal Development Curriculum, to all Trust Schools becoming UNICEF Rights Respecting Schools, and to the education of the whole child so they are well prepared for modern life.
- Commitment to working collaboratively and promoting Relational Practice in all aspects of our work both within our Trust and beyond.

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Financial Review

The Trust follows the requirements of the DfE's Academies Trust Handbook and Accounts Direction for its financial management practices. The Finance Policy is updated annually and presented to the Trust Board for approval in September each year.

General Annual Grant (GAG) from the ESFA constitutes most of the Trust income, together with other central Government payments such as the Pupil Premium Grant and, for capital, the Condition Improvement (CIF) grants. There is subsidiary income from the LA, catering services, lettings of buildings, parental contributions to school trips and events and work that various staff carry out for other organisations.

The Trust operated by top slicing 4.4% of the GAG funding from each academy and returning any balances to the schools within the Trust to be spent on improving the life chances of all the students. Other income is retained by the schools. As the Trust develops its core capabilities the top slice figure has been varied each year.

The Trust Board oversees financial control and value for money. A separate Audit and Risk committee oversee internal control and management of risk also exists. Both schools' LGBs have delegated authority to recommend and monitor the school budget, reporting to the Trust. Management accounts are sent to the Chair of the Trust monthly and are reported to each Trust Board meeting. All major financial decisions are referred to the Trust Board.

Expenditure is targeted against the key Trust objectives and the specific school improvement plans all of which are approved and actively monitored by the Trust. A large proportion of the money is committed to staffing costs, which includes both teachers and support staff.

Staffing structures are approved annually and any changes in positions or salaries including the remuneration of all senior staff require Trust approval, through its delegated Pay and Conditions Committee.

The Trust carries an ongoing liability for the Local Government pension scheme, which is reviewed every three years. The next review is scheduled in 2023.

Other expenditure is also targeted, where possible, on improvement objectives and delegated authorities for expenditure are managed in accordance with the Financial Management Protocol.

Formal procurement exercises are undertaken for large items of expenditure, and multiple quotes are required for other items, as per the Finance Policy, to ensure value for money is achieved.

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The financial impact from Covid-19 on the Trust has mainly been the following-

1. Costs of additional cleaning services, cleaning materials and supplies
2. Staff overtime (particularly cleaning staff for deep cleans)
3. Additional free school meals costs
4. Revenue from lettings/community hires dramatically reduced due to closures/social distancing rules
5. Cost of additional learning support to help students catch up after lockdowns
6. Cost to provide additional subsidised IT equipment to support students learning from home

The Covid-19 grants received have been spent on: -

- Additional tuition for KS4 in one-to-one or small groups to support those students fallen behind due to school closures.
- Heating, lighting and extra cleaning and staff costs to provide Covid testing
- Subscriptions to support students extra learning needs due to lockdown
- Rewards and activities to encourage student motivation

During 2021-22, there has been significant investment in the recruitment and development of staff in the Trust Finance team. Led by the Finance Manager, processes have been streamlined. Paper systems have been significantly eradicated as the use of technological solutions has been embraced, providing greater clarity and transparency of accounting, and offering digital cross-checks and audit trails.

The team is relatively new in post, but the Finance Manager leads with confidence and clarity. There is a shared determination to deliver the best quality service using consistent agreed approaches across both schools.

Reserves Policy

The Salterns Academy Trust has considered the guidance within the Academies Financial Handbooks 2021 (and associated DfE guidance), the Accounts Direction 2021, the Charities Commission guidance.

Deciding the level of reserves that the Trust needs to hold is an important part of financial management and forward financial planning. Failure to do this may result in reserves levels which are either:

- higher than necessary and may tie up money unnecessarily. Holding excessive reserves can unnecessarily limit the amount spent on education and the potential benefits the Trust can provide
- too low, increasing the risk to the Trust's ability to carry on its activities in future in the event of financial difficulties, and increasing the risks of unplanned and unmanaged closure and insolvency

The Reserves Policy will:

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- demonstrate good stewardship and active financial management
- demonstrate the Trust's resilience and capacity to manage unforeseen financial difficulties
- give voluntary funders, such as grant-makers, an understanding of why funding is needed to undertake a particular project or activity
- give assurance that the Trust can meet its financial commitments
- manage the risk to a Trust's reputation from holding substantial unspent funds at the year-end without explanation

The Trust believes that it is prudent to retain some reserves to protect the Trust from financial risk, generated by, for example:

- any uncertainty, turbulence or expected reduction in funding arrangements
- unexpected falls in student numbers
- cash flow issues due to delays in receipt of funding
- emergencies
- unexpected and unplanned events

These reserves would ensure that the Trust can continue to deliver educational provision and fulfil its key purpose. At the same time, the Trust wishes to ensure that it uses its funding to benefit the students in its care which implies an imperative to consider actively the use of reserves to enhance educational provision.

The Trust carefully considered its risk position and balanced this against the need to use its funding to benefit the students in its care which implies an imperative to consider actively the use of reserves to enhance educational provision.

For 2021/22, the retention represents one month's expenditure. The Trust believes this is a prudent value to enable the Trust to manage known issues (such as the impact of Covid and cyber-security), emerging uncertainties (such as rising energy costs) and emergency events. This level of reserves will enable the Trust to utilise unallocated reserves for investment in major projects which improve the education provision for our students and staff, including capital works at both schools.

Local Governing Bodies can request expenditure from the Trust remaining reserves for clearly identified and costed purposes, including capital investment in the school site.

The Trust Board will review the Reserves Policy annually and consider the effectiveness of the policy in the light of the changing funding and financial climate and other risks.

The Trust Board can also review the reserves level at any time during the academic year if risks change or in response to a recommendation from the Audit and Risk Committee.

Investment Policy

The Trust's investment objectives are:

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- To achieve the best financial return available whilst ensuring that security of deposits takes preference over revenue maximisation.
- To only invest funds surplus to operational need based on all financial commitments being met without the academy bank account becoming overdrawn
- To exercise care and skill and by complying with this policy, invest only in the best interests of meeting the students' needs.

Principal Risks and Uncertainties

The Trust considers the major risks to be:

- The continuing impact of the COVID-19 pandemic on student progress
- Insufficient numbers of students applying for places in its academies
- Discontinuation of the actual numbers funding mechanism for Trafalgar School
- Further changes to educational funding, as we move towards a National Funding Formula
- Inability to recruit quality staff at all levels including leadership
- Impact of a safeguarding or Prevent event
- Impact of a cyber attack
- Economic risks caused by national and international events, such as the war in Ukraine, impact on energy prices, rising inflation, and cost of living.

The schools in the Trust are pro-actively supporting students to make up for lost time due to the impact on learning due to the Covid pandemic – although this was mitigated to some extent by the Chromebook Scheme and the ability for students to learn remotely.

Management of most of the other risks is best achieved by maintaining and enhancing the reputations of the two academies for delivering excellent education within the city, which is why it focuses its strategic monitoring on school performance. Both schools are popular. ALNS is full, and Trafalgar is growing each year towards its maximum capacity. This aids student numbers and recruitment of staff.

The Trust has 3-year budget forecasts and plans with accuracy so that it has advance knowledge of potential shortfalls or surpluses and can adjust plans accordingly. The Trust is in regular contact with the ESFA about all financial matters.

The Trust is actively working in partnership with GLF Schools to ensure continuing school improvement as the schools move on their journey to outstanding.

In terms of cyber security, the Trust undertook a full review of the current infrastructure and reviewed best practice guidance. During 2021-22, the Trust has continued its journey towards Cyber Essential Plus accreditation, and undertaken all checks recommended by the National Cyber Security Council (NCSC).

With regards to economic risks, the Trust is protected from increasing energy bills due to medium term contracts already in place. The impact of inflationary risks and the knock-on impact on goods

Salterns Academy Trust

Trustees' Report

and services will be kept under review, and where, necessary, adjustments in financial plans will be considered.

All risks are closely monitored by the Audit and Risk Committee and recorded in the Risk Register.

Fundraising

As part of its work within the community, the Trust undertakes fundraising activities, for example through non-uniform days. The Trust raises funds to support its own operations and to make donations to local and national charities. The Trust undertakes all such activities itself, with the help of its students and their families and confirms that, when fundraising:

- No unsolicited approaches are made to members of the public.
- No commercial participators are used.
- No regularity schemes or standards are applicable.
- No complaints were made to the Trust during the year.

Streamlined Energy and Carbon Reporting

UK Greenhouse gas emissions and energy use data for the period	1 September 2021 to 31 August 2022	1 September 2020 to 31 August 2021
Energy consumption used to calculate emissions (kWh)	2,853,200	2,854,594
Energy consumption break down (kWh) (optional)		
• gas	1,771,583	1,773,477
• electricity	1,081,617	1,081,116
• transport fuel	0	0
<u>Scope 1 emissions in metric tonnes CO₂e</u>		
Gas consumption	325.74	326.09
Owned transport – mini-buses	0	0
<u>Total scope 1</u>	325.74	326.09
<u>Scope 2 emissions in metric tonnes CO₂e</u>		
Purchased electricity	252.17	252.05
<u>Scope 3 emissions in metric tonnes CO₂e</u>		
Business travel in employee-owned vehicles	0	0
<u>Total gross emissions in metric tonnes CO₂e</u>	577.91	578.14
<u>Intensity ratio</u>		
Tonnes CO ₂ e per pupil	0.29	0.29

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Quantification and Reporting Methodology: -

We have followed the 2019 HM Government Environmental Reporting Guidelines. We have also used the GHG Reporting Protocol – Corporate Standard and have used the 2020 UK Government's Conversion Factors for Company Reporting.

Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO₂e per pupil, the recommended ratio for the sector.

Measures taken to improve energy efficiency

Bids were made for capital funding for new boilers and a boiler management system. And for new windows. These bids were unsuccessful, and we will bid again next year and explore what further action can be taken through our estates strategy to improve our efficiency and sustainability.

Plans for Future Periods

For the academic year 2022/23, the Salterns Academy trust has set the following Strategic Priorities:

1. Refine our Growth Strategy and identify actions required to prepare for the next stage of our development so that our schools are empowered to deliver our vision of excellent and inclusive education that prepares our students for the world of tomorrow.
2. Continue to focus on building strong effective partnerships and collaborative working with a range of partners that support school improvement and leadership development as we raise the profile of our schools locally and nationally as centres of excellence for inclusive education.

Examples include:

- Leading on relational practice in Portsmouth, in partnership with PCC
 - Leading the local Early Careers Framework & National and National Professional Qualifications leadership programmes, in partnership with HISP MAT
 - Delivering school improvement, in partnership with GLF Schools
3. Improve the academic progress of all students, with a continued focus on developing excellent provision for children with SEND or those who are experiencing barriers to learning because of financial hardship, so that we narrow any gaps in comparison with their peers.
 4. Continue to improve our governance self-review and improvement planning as we strive towards excellence in governance systems, processes, and reporting.
 5. Maintain our financial security through careful financial planning and budget monitoring as we respond to national economic challenges in the coming years.

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6. Maintain our cyber security, drawing upon support and training from our partners, as we further develop our capacity to respond to risk in this area.
7. Continue a programme of capital investment in our school buildings, infrastructure, and grounds, supported by bidding for additional capital funding.

Our strategic priorities are underpinned by detailed improvement plans. Through the existing governance arrangements across the Trust, progress against these priorities will be monitored and evaluated.

Our Trust continues to be financially stable; our schools continue to be over-subscribed. The Trust has a strong reputation for delivering excellent, inclusive education which leads us to be ambitious for our future. In the past year, despite the challenges of recovering from the Covid pandemic, the Trust has shown growth in student recruitment, in positive year 11 outcomes and in the close partnership working we have maintained with two larger multi-academy trusts based in the South-East of England as well as our ongoing leadership work within the Portsmouth Education Partnership. We are actively exploring the continued growth of our Trust and continually seek ways to have greater influence over the education of young people in Portsmouth and beyond.

Funds Held as Custodian Trustee on Behalf of Others

The Trust holds no funds as a custodian Trustee on behalf of others.

Auditor

As far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees' report, incorporating a strategic report, was approved by order of the Board of Trustees, as the company directors, on **7 December 2022** and signed on the board's behalf by:

Andy Cree

Chair of Trustees

The Salterns Academy Trust

Statement of Regularity, Propriety and Compliance

Scope of Responsibility

As Trustees, we acknowledge we have overall responsibility for ensuring that the Salterns Academy Trust has an effective and appropriate system of control, financial and otherwise. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can provide only reasonable and not absolute assurance against material misstatement or loss.

As trustees, we have reviewed and taken account of the guidance in DfE's Governance Handbook and Competency Framework for Governance.

The Board of Trustees has delegated the day-to-day responsibility to the Chief Executive Officer, as Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the funding agreement between the Salterns Academy Trust and the Secretary of State for Education. They are also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.

Governance

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities.

Trust Board

The Board of Trustees has formally met six times during the year. Attendance during the year at meetings of the Board of Trustees was as follows:

	Meetings attended	Out of a possible
A Cree (Chair)	6	6
P Hayes (Vice Chair)	6	6
A Barrett	5	6
A Majekodunmi	5	6
S Taviner	1	6
N Hardingham	6	6
T Henley (co-opted 12/01/2022)	2	4
C Copeland (resigned 30/04/2022)	0	4
J Bennett (resigned 30/04/2022)	2	4
J Beecher (resigned 30/04/2022)	4	4

Due to the change in the Articles of Association in April 2022, the need to reduce the number of Member-appointed Trustees, and the guidance from the DfE regarding the composition of the Trust Board, three Trustees left the Board by mutual agreement. This created a smaller Trust Board of seven Trustees. A new Trustee this year, T Henley, was appointed for her significant

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experience in safeguarding matters, to ensure that the loss of Trustee due to the re-structure did not result in a loss of expertise on the Board in this important area.

The work of the Trust Board is summarised as:

- Establishing the vision and values for the Trust
- Ensuring the Trust is a going concern in accordance with the objects of the Trust as set out in the Articles of Association and safeguarding the assets of the Trust
- Designing strategy and structure for the operation of the Trust
- Delegating the running of the Academies and the direction of the education, pastoral care, financial and other policies of the Academies to the CEO
- Ensuring sound management and administration of the Trust by the CEO, and ensuring that the Chief Executive Officer is equipped with the relevant skills and guidance
- Ensuring the financial controls and the financial management of the Trust are in accordance with the provisions of the Academies Financial Handbook, which sets out in detail provisions for the financial management of the Trust
- Setting standards of conduct and values, monitoring performance and the achievement of objectives, and ensuring that plans for improvement are acted upon
- Risk management, which is identifying, quantifying, and devising systems to minimise the major risks affecting the Trust
- Ensuring the Trust and its academies are conducted in compliance with the general law

Specific matters considered in 2021-22 included:

- Vision – Trust Vision, feedback from Trustees Away Day and review of outcomes against Trust Objectives for 2020-21
- School Improvement – including Trust School Improvement Framework, headline outcomes and predictions.
- Policies – including Health and safety, Finance, Reserves Management, Admissions
- Strategies – including the refresh of the IT strategy, and the new Trust Estates Strategy
- Reviews, including School Effectiveness Review and Capital Funding Accounting Review
- Benchmarking data from a variety of sources, including SRMSAT
- Finance – Annual Accounts, monthly management accounts, capital plans and CIF bids, 3-year forecasts, end of year outturn etc.
- Risk management – annual report from Audit and Risk Committee, Internal Scrutiny Report
- Governance – including Articles of Association and Standing Orders

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The effects of Covid-19 meant that many of the governance meetings were virtual, by Zoom or Teams. However, it should be noted that Covid did not affect the ability of the Salterns Academy Trust to operate the usual schedule of governance meetings and to undertake the appropriate governance work.

The Risk Register reflected the risks from Covid, and these were thoroughly evaluated on an ongoing basis throughout the pandemic.

Conflicts of interest:

The Salterns Academy Trust maintains an up-to-date and complete register of interests, which is used to identify potential conflicts. At every meeting of the Trust Board or any of its committees, including the Local Governing Body meetings, clarification is sought of any potential conflicts of interest linked to the items under discussion. Where any potential conflict is identified, the relevant person would be excused from any decision-making on that particular matter.

Governance reviews:

Due to the adoption of our new Article of Association and reconfiguration of our governance structures, a governance review has not taken place this year.

Audit and Risk Committee

The Audit and Risk committee is a sub-committee of the main Board of Trustees. The Committee's role is to:

- Direct the Trust's programme of internal scrutiny
- Ensure that risks are being addressed appropriately through internal scrutiny
- Advise the Board on the adequacy and effectiveness of the Trust's systems of internal control and its risk management and governance processes
- Satisfy itself that suitable arrangements are in place to promote economy, efficiency, and effectiveness (value for money).

Duties

- To ensure the Trust has formal and transparent arrangements for conducting corporate reporting and applying internal control principles and to satisfy itself that the system of internal control has operated effectively throughout the year
- To review and recommend to the Trust Board the annual governance statement and any accompanying statements in the annual report concerning internal control and risk management
- To ensure that there has been a robust process in preparing the financial statements and annual report, reviewing the findings of the audit with the external auditors
- To maintain an appropriate relationship with the external auditors and review their effectiveness

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- To consider the Trust's strategic risk register at each meeting and ensure the appropriate identification of risk within the Trust, then monitor the response of the Trust Board in prioritising the level of risk and in adopting appropriate strategies for the management of identified risk
- To review the adequacy of governance arrangements within the Trust.
- To review the adequacy and security of the Trust's arrangements for its employees or contractors to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters
- To receive regular reports from the Data Protection Officer which will cover any breaches of data protection
- To review and assess the Trust's Business Continuity Plan

The Committee must:

- Agree a programme of work annually to deliver internal scrutiny that provides coverage across the year
- Review the robustness of the Trust's risk register processes and procedures for the identification, assessment, evaluation, management, and reporting of risks. This will inform the programme of work, ensuring checks are modified as appropriate each year.
- Agree who will perform internal scrutiny or external audit functions
- Advise the Trust Board in relation to the appointment of the internal scrutiny and external audit services, the terms of such appointments, the scope of work to be undertaken by them and the associated fee; to monitor their performance in accordance with agreed criteria
- Consider reports at each meeting from those carrying out the programme of work
- Monitor, within an agreed timescale, the implementation of audit-based recommendations from whatever source.
- Consider outputs from other assurance activities by third parties including ESFA financial management and governance reviews, funding audits and investigations
- Have access to the external auditor as well as those carrying out internal scrutiny and consider their quality.
- Ensure that the conditions of the Trust's Funding Agreements, including compliance with the ATH are met

Attendance at meetings in the year was as follows:

	Meetings attended	Out of a possible
P Hayes (Vice Chair)	3	3
A Majekodunmi	3	3
A Parry (non-Trustee Committee member)	3	3
T Henley (joined Committee on 30/04/22)	1	1
A Barrett (left Committee on 30/4/2022)	1	2

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The Chief Executive Officer and the Chief Financial and Operating Officer attend the Audit and Risk Committee meetings to provide information and discuss relevant matters.

Specific matters considered in 2021-22 included:

- 2020-21 Audit Findings report
- 2020-21 Internal Scrutiny Report
- Data Protection reports, covering data breaches, training, and communication campaigns
- Risk Register, including the impact of economic changes and international events
- Finance - Internal Scrutiny report and recommendations
- Health and Safety - Internal Scrutiny report and recommendations
- NCSC web check audit
- Trust IT Strategy – progress against Action Plan
- Academies Trust Handbook 2021 – information on changes for this academic year and Action Plan to ensure continuing compliance.

Pay and Conditions Committee

The Pay and Conditions committee is a sub-Committee of the main Board of Trustees. The Committee's role is to:

The Committee's role is to

- Ensure a consistent approach to appraisal and benchmarking of proposed pay awards has taken place
- To observe all statutory and contractual obligations for both teachers and support staff
- Make recommendations to the Trust Board, where appropriate

Duties

- To determine Pay Policy for all staff employed by the Trust, reviewing the Policy annually
- To review the application of the Pay Policy and monitor its impact from an equalities perspective reporting the actions to the HR Manager to facilitate any changes
- For Teaching staff: Carry out the annual salary review process for teaching based on outcomes from the Appraisal process. The review will be carried out in the context of the Trust's management structure and its Appraisal and Pay Policies
- For the Executive Team: Following the relevant performance management review, to agree the salary of the CEO, Director of Education and CFOO
- For the Leadership Groups: To review annually the salary of the Leadership Group in accordance with each school's management structure and Appraisal and Pay Policies
- To ensure the fair application of the Pay Policy, considering all Equalities legislation

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The Committee must:

- Achieve the aims of the Trust-wide pay policy in a fair and equal manner
- Apply the criteria set by the Trust-wide pay policy in determining the pay of each member of staff at the annual review
- Seek any appropriate information that it requires from any officer of the Trust and all officers shall be directed to co-operate with any request made
- Receive individual academy proposals and consider the recommendations made by the headteacher of each school to determine the final pay award decisions for each academy
- Minute clearly the reasons for all decisions and report the fact of these decisions to the next meeting of the full governing body
- Keep abreast of relevant developments and to advise the Trust Board when the pay policy needs to be revised
- Work with the headteachers and/or head of schools in ensuring that the governing body complies with the current Appraisal Regulations (teachers)

Attendance at meetings in the year was as follows:

	Meetings attended	Out of a possible
A Cree (Chair)	2	3
N Hardingham	3	3
C Copeland (left Committee 30/04/22)	0	2
S Taviner	2	3
A Barrett	3	3

Review of Value for Money

As Accounting Officer, the Chief Executive Officer has responsibility for ensuring that the Academy Trust delivers good value in the use of public resources. The Accounting Officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

The Accounting Officer considers how the Academy Trust's use of its resources has provided good value for money during each academic year, and reports to the Board of Trustees where value for money can be improved, including the use of benchmarking data where appropriate. Two examples of how the Academy Trust has delivered improved value for money during the year are:

- Competitive tendering for major capital project to replace the toilets facilities at Trafalgar school
- Use of government framework to deliver savings on the costs of leasing multi-functional devices (photocopier/scanners)

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The Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives. It can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of Academy Trust policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively, and economically. The system of internal control has been in place in the Salterns Academy Trust for the period 1 September 2021 to 31 August 2022 and up to the date of approval of the annual report and financial statements.

Capacity to Handle Risk

The Board of Trustees has reviewed the key risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Board of Trustees is of the view that there is a formal on-going process for identifying, evaluating, and managing the Academy Trust's significant risks that has been in place for the period 1 September 2021 to 31 August 2022 and up to the date of approval of the annual report and financial statements. This process is regularly reviewed by the Board of Trustees.

The Risk and Control Framework

The Academy Trust's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability. It includes:

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Board of Trustees
- regular reviews by the Trust Board of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes
- setting targets to measure financial and other performance
- clearly defined purchasing (asset purchase or capital investment) guidelines
- regular updates from the Audit and Risk committee on their work, including identifying new and emerging risks and action taken as mitigation

The Board of Trustees has considered the need for a specific internal audit function and has decided not to appoint an auditor for this purpose but instead to buy-in an internal audit review from an expert practitioner for specific foci, or to have a peer review, as appropriate.

Each reviewer's role includes giving advice and performing a range of checks on the Trust's financial and other systems. In particular, the Audit and Risk Committee identified the following topics for review in the current period:

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- Finance
- Cyber security review
- Safeguarding audit
- Governance review by NGA – this was subsequently postponed to 2022/23, due to the adoption of our new Article of Association and reconfiguration of our governance structures.

On a termly basis, reviewer reports are presented to the Audit and Risk Committee on the operation of the systems of control and on the discharge of the Board of Trustees' financial responsibilities and annually prepares an annual summary report to the committee outlining the areas reviewed, key findings, recommendations, and conclusions to help the committee consider actions and assess year on year progress.

Internal scrutiny and reviews are also commissioned by the schools in the Trust in relation to the operations of the school. Therefore, there is a significant body of internal scrutiny each year, which is summarised in the Internal Scrutiny Report. Each review highlights strengths and good practice and includes suggestion and recommendations for consideration. All suggestions and recommendations are carefully considered, and feed into the continuing school and Trust improvement work.

The Audit and Risk Committee receive the annual Internal Scrutiny Report as part of their work.

Review of Effectiveness

As Accounting Officer, the Chief Executive Officer has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

- the work of the any internal reviewer
- the work of the external auditor
- the school resource management self-assessment tool
- the work of the executive managers within the Academy Trust who have responsibility for the development and maintenance of the internal control framework

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the Audit and Risk committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the members of the Board of Trustees on 7th December 2022 and signed on its behalf by

Andy Cree

Chair of Trustees

Nys Hardingham

Accounting Officer

The Salterns Academy Trust

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As Accounting Officer of Salterns Academy Trust I have considered my responsibility to notify the Academy Trust Board of Trustees and the Education & Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of all funding received by the Academy Trust, under the funding agreement in place between the Academy Trust and the Secretary of State for Education. As part of my consideration, I have had due regard to the requirements of the Academies Financial Handbook 2021.

I confirm that I and the Academy Trust Board of Trustees are able to identify any material irregular or improper use of all funds by the Academy Trust, or material non-compliance with the terms and conditions of funding under the Academy Trust's funding agreement and the Academies Financial Handbook 2021.

I confirm that no instances of material irregularity, impropriety, or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the Board of Trustees and ESFA.

Nys Hardingham

Accounting Officer

7th December 2022

Salterns Academy Trust

Statement of Trustees' Responsibilities

The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with the Academies Accounts Direction published by the Education & Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP 2019 and the Academies Accounts Direction 2021 to 2022
- make judgments and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for ensuring that in its conduct and operation the charitable company applies financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring grants received from ESFA/DfE have been applied for the purposes intended.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by order of the members of the Board of Trustees on 7th December 2022 and signed on its behalf by:

Andy Cree

Chair of Trustees