Minutes of the Meeting of the Board of Trustees
held at 5.00pm on Monday 4 February 2019
at Mary Rose Academy, Gisors Road, Southsea, PO4 8GT

Present:  
Mark Mitchell (MM)  Chair  
Alison Beane (AB)  Executive Headteacher, Trustee  
Andrew Hill (AH)  Trustee  
Gareth Morgan (GM)  Trustee  
Kimberley Worthy (KW)  Trustee (in attendance via telephone dial in)  

In attendance:  
Lorraine Swanson (LS)  SAT Business Operations Director  
Karen Frost (KF)  Company Secretary  

Apologies:  
Alistair Gray (AG)  Trustee  
SJ Davis (SD)  Trustee  

1/19 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting. KW was attending the meeting via telephone dial in. Apologies for absence were received and accepted from AG and SD.

The Chair reported that Darryl Morgan had resigned from the Board due to work commitments.

2/19 DECLARATION OF PECUNIARY INTERESTS

There were no declarations of pecuniary interest relating to the agenda of the meeting.

3/19 MINUTES OF THE PREVIOUS MEETING

Minutes from the meeting of the Board held on 10 December 2018 had been received in advance of the meeting. They were unanimously agreed to be an accurate record of the meeting and were signed by the Chair.
4/19 MATTERS ARISING

Trustees reviewed progress towards the actions agreed at the last meeting:

1: On agenda for discussion.
2: In progress.
3: Completed.
4: Completed.
5: On agenda for discussion.
6: Completed.
7: In progress.
8: In progress.

The following matters arising were discussed:

9.2: It was noted the Trust had been unsuccessful in its bid for the Free School. The Executive Headteacher summarised the feedback received.

10.2: Trustees said it would be important to consider possible leadership models for the Academy Trust. Additional support for the Executive Headteacher may be needed.

5/19 VISION AND VALUES

A draft mission, values, principles, strategic plan and KPIs were received in advance of the meeting. Trustees were asked to send any feedback on the proposals to AB so they could be approved at the next meeting of the Board.

Action: All

6/19 EXECUTIVE HEADTEACHER’S REPORT

The Executive Headteacher gave a verbal report:

- Redwood Park Academy had just had their Challenge Partners review. The results were very pleasing, with the academy being judged at least ‘good’. There had been a tremendous improvement with the academy bordering on ‘outstanding’.

- There had been a significant safeguarding incident at Littlegreen Academy.

- A serious case review was underway for a pupil who had attended Mary Rose Academy. Trustees asked whether there were any concerns in terms of the academy’s involvement. The Executive Headteacher said there wasn’t.
**Trustees asked** who was in charge of the academies on a day to day basis whilst the Executive Headteacher was spending a significant amount of time at Littlegreen Academy. The Executive Headteacher said that the Heads of Schools were running the academies.

The Chair reported that two parental complaints were in process. One was a complaint about Littlegreen Academy and the other about Mary Rose Academy.

### UPDATE ON LITTLEGREEN ACADEMY

A written update about Littlegreen academy was received in advance of the meeting. The Executive Headteacher summarised key areas in the report.

The recent CPD training days had been very positive and staff had responded well. Trustees asked about the potential of staff at the Academy. The Executive Headteacher said teaching was good. An audit of skills and a survey about curriculum and behaviour had been completed. **Trustees asked** whether any teachers from Littlegreen had been to visit other schools in the Trust. The Executive Headteacher said that a couple of teachers had but more visits were being arranged.

**Trustees said** they felt the Behaviour Policy at Littlegreen needed to be reviewed.

The Executive Headteacher said she would be proposing a restructure of the leadership team at Littlegreen. The IEB would be considering this at their next meeting. The Business and Operations Director said consideration was being given to reducing the leadership pay range now that there was no residential provision at the academy. **Trustees asked** whether the Trust would be using an external HR provider to assist with this restructure. The Executive Headteacher confirmed that the Trust did purchase HR services from an external provider, although it was uncertain whether the cost of these services represented good value for money.

The behaviour of pupils at the academy was discussed. There would need to be a change of culture as a group of pupils had lost respect in the behaviour management system.

The academy made use of alternative provision for a small number of pupils. A senior member of staff from the Trust would be asked to carry out visits to the providers to ensure that rigorous safeguarding measures were in place and these providers were delivering high quality programmes of learning.

There was a shortage of teaching assistants at the academy. The academy was advertising for 8 teaching assistants and using supply while the recruitment was underway.
A trade union recognition document was in the process of being signed off. The unions had been satisfied that the Trust’s terms and conditions were in line with national terms.

The Business and Operations Director gave a verbal update on finance:

- The Trust had only received funding for 63 pupils rather than 75.
- There had been issues with receiving the top up funding which were being followed up with West Sussex. The funding issues had the potential of causing the academy a cash flow problem.
- The Trust had to pay £18,000 of invoices from pre-conversion which hadn’t been expected.
- The supply cover for teaching assistants was having an impact on the budget.

*Trustees said* the situation was very tight and asked that the necessary escalating action was being taken with West Sussex.

**8/19 UPDATE ON EXECUTIVE HEADTEACHER RECRUITMENT**

It was noted that the Executive Headteacher recruitment process was underway. Interviews would be held on 6, 7 and 8 March 2019.

**9/19 FINANCE REPORT AND REPORT FROM THE FINANCE AND AUDIT COMMITTEE**

A budget monitoring report, management accounts report, cash flow statement and balance sheet were received in advance of the meeting. The Chair reported that the Trust was in a challenging financial position, particularly in relation to the funding of the Mary Rose Academy. He would be following this up with the Local Authority.

At their last meeting, the Finance and Audit Committee had agreed to write formally to the auditors to raise concerns about the accounting error that had occurred at a time when the auditors were heavily involved in the financial processes.

The committee had discussed the tender process for the auditors which would be undertaken this year.

**10/19 GOVERNANCE**

It was noted there were three vacancies for Trustees. The vacancies were being advertised via Academy Ambassadors.
It was agreed that the Board had a need for members with skills/experience in education, risk management, project management, facilities management or further education. A number of possible people were suggested who had the relevant skills and/or experience and it was agreed the Chair would follow up on them.

**Action:** MM

11/19    **EQUALITY AND DIVERSITY**

It was noted that the Trust needed to publish equality information annually and equality objectives every four years. It was agreed KF would send some information about this to AB.

**Action:** KF

12/19    **ITEMS FOR THE NEXT MEETING**

- Approve vision and values.

13/19    **DATE OF THE NEXT MEETING**

The date of the next meeting was 25 March 2019 at 5.00pm.
## SUMMARY OF ACTIONS

<table>
<thead>
<tr>
<th>No.</th>
<th>Action</th>
<th>By whom</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Move forward with the recommendations in the induction and training report.</td>
<td>AG/KF</td>
<td>Jun 19</td>
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<tr>
<td>2.</td>
<td>Complete safer recruitment training.</td>
<td>All</td>
<td>Jul 19</td>
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<tr>
<td>3.</td>
<td>Put together a paper about possible models of leadership in the Trust.</td>
<td>AB</td>
<td>Mar 19</td>
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<td>4.</td>
<td>Send any feedback on the proposed vision and values to AB.</td>
<td>All</td>
<td>Mar 19</td>
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<tr>
<td>10/19</td>
<td>Follow up on the trustee vacancies.</td>
<td>MM</td>
<td>Mar 19</td>
</tr>
<tr>
<td>11/19</td>
<td>Send some information about the equality statutory duties to AB.</td>
<td>KF</td>
<td>Mar 19</td>
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