

**Saturn Education Trust  
Trust Board Meeting  
Wednesday, 27 June @ 1630-1910  
St Mark’s Primary School, Swanage**

**The minutes were agreed as a true record.**

**Signed:** .....

**Date:** .....

**Present:** Brendan Mullany (BM), Lara Manningham-Buller (LMB) Dai Hounsell (DH), Tristram Hobson (TH), Louis Bonay (LB), Tim Evans (TE), Sally Craig (SC) - Accounting Officer  
**Apologies:** Ian Jackson (IJ) and Annette Hansford, Adam Darley (AD)  
**In Attendance:** Jane Ramsden (Clerk), Malcolm Sevenoaks (MS)

Item		Action	Responsible	Date
1.0 1.1	<p><b>Welcome &amp; Apologies</b></p> <p>The Chair welcomed all to the meeting.</p> <p><b>All present signed the attendance register.</b></p> <p><b>Apologies received and agreed from Ian Jackson, Adam Darley and Annette Hansford</b></p>			
2.0 2.1	<p><b>Declaration of Business Interests</b></p> <p><b>No new business interests to declare.</b></p>			
3.0 3.1	<p><b>REVIEW BUDGET INCLUDING INVESTMENT PLANS</b></p> <p>MS advised Directors that there is now a requirement to submit a three year financial plan to ESFA for 2018-19 through to 2021 which is split into (1) 2018-19 annual budget (2) Years 2 and 3 forecasts. These have been set from as many assumptions as possible in order to calculate the best educated estimate. Key factors are that:</p> <ul style="list-style-type: none"> <li>• ESFA core funding for 2018-19 is calculated from the October 2017 census</li> <li>• Minimum Funding Guarantee is -1.5%</li> <li>• LA negotiations with unions on inflationary increases – up from 2% (for higher pay scales) to 6.5% (for lower pay scales)</li> <li>• Teacher pay award rate is not yet known – MS has set at 2% (a 4% increase would cost SET an extra £25K per year) <b>A Director asked if pay increase is inflationary plus pay scale?</b> MS clarified that yes there are potentially two elements to pay increase (1) Performance Management scale award (2) Inflationary rates</li> </ul>			

Item		Action	Responsible	Date
	<ul style="list-style-type: none"> <li>• There are strong rumours that the employer contribution for teachers could rise to 20%</li> <li>• The LA pension has a three year agreement so shouldn't increase for four years</li> <li>• 80% of income comes from ESFA</li> <li>• Other sources of income are for Pupil Premium, Sports Funding etc and currently in the Trust 30% of pupils attract PP funding. Sports Funding is set at £16K per school plus an additional £5 per pupil. The 2018-19 PP allocation has been agreed and should be similar to the estimates, however, MS will update accordingly.</li> </ul> <p>MS explained that Table 3 (circulated to Directors) shows the 2018-19 split for the three schools and for the central overheads. CCP have a predicted in year deficit of £31K. SSM have a predicted in year surplus of £10K which will help 'pay back' their cumulative deficit. WSM have a predicted in year deficit of £26K and it is recognised that in light of the recent Ofsted inspection reserves will be used to invest internally. All SET schools also have investment plans for improvement.</p> <p>The Chair stressed that a key driver for CCP's deficit is the high number of children with EHCPs and that the cost for this is approx £90K against an income of £42K. The Board need to quantify how to deliver cost effectively and therefore this should be an action point for 2018-19. Furthermore development of a working SEN Policy should be considered. Actions:</p> <ol style="list-style-type: none"> <li>(1) Trust to unpick and understand capacity/income/cost of SEN provision</li> <li>(2) Invite Dorset in to discuss and highlight disparity</li> </ol> <p>Additionally BM and LMB are writing to Richard Drax to highlight low funding rates and the financial stress it causes.</p> <p>The central overhead is funded on a per pupil basis and breaks even annually. This pays for central contracts and pay for Trust admin, CEO/AO roles. Contingencies have built up and the surplus will be redistributed back over a number of years to the schools</p> <p>In the three year plan, having consolidated the four elements (SSM, CCP, WSM and Overheads) the Trust is predicted to go from a forecast in year break-even this year with a healthy £200k plus surplus to a potential £200k+ in year deficit by 2020/21. However, for Years 2 and 3 in the 3 year plan, the predicted in year deficit is highly dependent on macro assumptions about small funding increases and larger cost pressures. BM added that through discussions with other Trusts, it is evident that some are trying to produce a balanced three year forecast which is only going to give DfE the impression that funding is adequate. We as a trust do not believe that this is the case</p> <p><b>Directors approved the 2018-19 budget and three year forecast for submission to ESFA.</b></p>	<p>Better understand the SEN provision vs income/cost and develop a working SEN Policy</p> <p>Invite Dorset rep to discuss funding/ cost disparity</p>	<p>SC/MS</p> <p>SC</p>	<p>Autumn 1</p> <p>Autumn 1</p>

Item		Action	Responsible	Date
	<p><b>A Director asked if there needs to be an action plan to address the increasing in year deficit?</b> It is thought not at this point in time until next year's funding decisions (eg MFG) become more clear. As these become less uncertain, we may have to revisit the three year plan and identify where cost are removed. Inevitably this will also link with the SEN underfunding issue.</p> <p>Thanks given to MS working on the forecast and sharing with Directors, also to school staff for feeding into the process.</p> <p>MS left the meeting</p>			
<b>4.0</b>	<b>MINUTES OF LAST MEETING, ACTIONS AND MATTERS ARISING</b>			
4.1	<b>The minutes of the last meeting dated 16/05/18 were agreed and signed by the Chair.</b>			
4.2	3.3 Member recruitment of John Mann – this is still ongoing and Keith Clover is arranging to meet with JM. Clerk to continue to progress.	Progress Member appointment	Clerk	Summer 2
4.3	3.7 Pay and Finance Policy review – BM/Clerk to liaise with MS to review and finalise ready for approval The gifted/shared minibuss between SSM, St Mary's Swanage and Swanage Primary has contractual issues as there is limited availability for SSM – DH to write to the other schools to ask for clarity	Ongoing Write to SMS and SP re clarity of minibuss contracts/sharing	BM/Clerk DH	Autumn 1 Summer 2
4.4	3.16 Performance Management – Consider timing and reporting format for performance management	Closed		
4.5	5.1 Progress with MS GDPR Policy, Privacy Notice, Data Audit and Internal Control Procedures for Board approval – MS has sent draft policies to BM who will feedback comments. It was reiterated the importance of having the framework in place by the end of term	Feedback on GDPR draft policy and continue with framework implementation by end of term	BM/MS	Summer 2
	5.1 Investigate DPO role as a 'round robin' with other schools	DPO role round robin	BM	Summer 2
4.6	8.1 Parent Survey – add LGB question(s) to parent survey. BM has looked at a draft but further work has been delayed by recent events (WSM Ofsted, Trust Merger talks). Suggestion to do in Autumn Term potentially on/after parents evening .	Discuss parent survey timing – on/after parents eve	SC	Autumn 1/2
4.7	4.2 Progress/obtain draft improvement plan for WSM for circulation to Directors – no progress at this time. The WSM Head Teacher is on sick leave with the earliest return to work date Wednesday, 4 July. SC	Ongoing -Draft improvement plan	BM	Summer 2

Item		Action	Responsible	Date
4.8	is working with and supporting senior staff at WSM in the Head's absence and is also liaising with county to ensure school improvement is progressing. <b>A Director asked if these staff have the power to make improvements and/or financial recommendations?</b> Yes. <b>It was also asked if there is a substantive acting Head?</b> SC is the acting Head in NB's absence. <b>A Director asked SC whether she had enough support in both HoS roles?</b> SC said that it is good timing because all monitoring, inspections and testing is done and all staff are being supportive and welcoming particularly ND and AH so, to date, it is very manageable. 4.2 Discuss JC visits/ reports and take to Academic Board	for WSM for circulation to Directors  Ongoing	BM/SC	Autumn 1
4.9	4.4 Query the disparity between PIRA/PUMA scores and Teacher Assessment at CCP	Academic Board to look at disparity between teacher assessment and PIRA/PUMA scores	SC	Autumn 1
4.10	4.4 Develop the CCP Action Plan inc timeline etc – the action plan is a little vague in its current form, most notably in the lack of clear measurable milestones. SC said that the Academic Board will look at and tighten up	Develop further the CCP Ofsted Action Plan – discuss at Academic Board	SC	Autumn 1
4.11	5.2 Merger talks – call meeting of Members, Directors and Heads for 17 July 2018	Call General Meeting for 17 July 2018	Clerk	Summer 2
4.12	5.2 / 7.1 Reschedule X-Trust meeting if required to 11 July 2018	Reschedule cross Trust meeting to 11 July 2018	Clerk	Summer 2
<b>5.0</b>	<b>SET CEO ROLE (Sally Craig left the meeting)</b>			
5.1	Paper circulated to Directors prior to the meeting recommending SC be appointed the interim CEO for the Trust. The Chair noted concerns about workload and informed Directors that if the recommendation was agreed it will allow for the release of £20K from central funds to put back fill arrangements in place at SSM. It would be an interim appointment (inc pay scale change), line managing Heads and the Finance, Admin Team Lead until such time a change is agreed by the Board. <b>Directors agree to appoint Sally Craig as interim CEO for the Trust</b>	Progress appointment of SC as interim CEO	BM	Summer 2
	TH left the meeting			

Item		Action	Responsible	Date
<b>6.0</b>	<b>RECEIVE UPDATE FROM FINANCE, AUDIT AND PAYROLL COMMITTEE</b>			
6.1	Clerk to circulate minutes of the last FA&PC meeting to Directors	Circulate FA&PC minutes	Clerk	Summer 2
6.1	The Chair informed Directors that the committee had discussed the budget and forecast, procurement and contracts. Chartwells will be increasing the cost of lunches by 6p and the committee agreed to pass this cost on to parents. Grounds maintenance will no longer be carried out by DCC and in future will be Groundworks. Change of utility providers is being considered and yet to be decided			
	SC returned to the meeting			
	Directors feel it will be useful to review, cross Trust , local poverty and the uptake of free school meals considering that for some children it is the only meal they have in a day and the wider issue of what happens in the school holidays. BM suggested someone from each LGB should look at and because of varying governor resource at the schools will ask RR from WSM to take a lead. The FA&PC also discussed preparedness for external audit and MS believes the Trust is fully prepared and there are no risks evident.	Discuss with RR research of FSM uptake / local poverty	BM	Summer 2
<b>7.0</b>	<b>RECEIVE HEAD OF SCHOOL NON ACADEMIC REPORTS INCLUDING OFSTED ACTION PLANS</b>			
7.1	<u>CCP</u> – LMB said that there is a nice feeling in school and everyone is glad the Ofsted inspection and SATs are completed. Staff are expecting results to be better than the PIRA/PUMA scores suggested – one new pupil has had time off for an operation returned just before SATs, did the SPAG test then was ill, came back to sit rescheduled tests and has now left the school so will impact the results and attendance. Overall attendance is not as good as it should be which continues to be worked on. BM said that in the Head’s reports the figures are not presented correctly in some places so he has discussed with them for future reports. A new behaviour strategy in one class is proving positive and once trialled may be rolled out to other classes in September. One complaint has been received about procedures and it is thought the family may choose to leave. LMB and EM have visited a WAT Trust school in Wimborne. CCP is short of Governors and those who are interested are worried about the responsibility and view being a governor as not a great role.			
7.2	Directors feel recruitment of governors needs development by characterising what is good, what is expected of a LGB and how to market and attract people from businesses etc. DH said that Rotary have many corporate members and will discuss with MH (governor at WSM) to see if she can suggest to Rotary	Progress opportunities for governor		

Item		Action	Responsible	Date
7.3	<p>a presentation of what it means to be a governor eg attractive role/not onerous, can provide opportunities for employees to develop etc. Other avenues to explore are: The Chamber of Commerce – DH to approach A national database – BM/Clerk Retired school community via TES, ex Head Teacher directory – BM/Clerk</p> <p><u>SSM</u> – DH informed Directors that pupil numbers are increasing (partly down to local school still off rolling pupils) and there are many children with EHCPs. Following the Ofsted visit and everyone’s hard work governors feel staff have been extraordinary and will be hosting a thank you lunch in Autumn term. DH also felt proud of the governors and their positive responses to the inspectors. SC said that the LGB minutes were helpful in supporting responses to the Ofsted inspector queries and she thanked the Clerk for accuracy of the minutes. <b>In referencing the Head’s report a Director questioned the staff absence rates.</b> SC said one staff member had been on long term sick leave due to an operation and another staff member is on maternity leave, however, she will check records and clarify.</p>	<p>recruitment – Rotary, Chamber of Commerce National database Retired School community</p> <p>Clarify staff sickness figures following query</p>	<p>DH BM/Clerk SC</p>	<p>Autumn 1 Autumn 1 Summer 2</p>
7.4	<p><u>WSM</u> – BM informed Directors that the WSM Head’s report had errors in the attendance figures which has been communicated to rectify in the future. He complimented SC for the SSM attendance figures – SC reported that there has been a dip but acknowledged that SSM is the only primary school in Dorset where PP and non PP attendance match. BM thanked SC for helping at WSM during the Head’s absence and said he is impressed by ND and AH’s response adding that things are progressing well and that Directors will be kept informed with an update potentially available on Monday.</p>			
<b>8.0</b>	<b>TRUST DEVELOPMENT</b>			
8.1	<p><u>Academic Board</u> – SC reported that the recent meeting, held at Hethfelton House, was the most productive to date. SC produces minutes which are agreed by the three Heads and available if Directors would like to see. Consideration will be given regarding John Cavill’s role for the next academic year – SC will send thoughts to Board</p>	<p>Give thought to JC role for 2018-19 and send to Directors</p>	<p>SC</p>	<p>Summer 2</p>
8.2	<p><u>Trust Merger</u> – BM has met with Chairs and CEOs of potential Trusts. LMB reported that the WAT visit was good and that it was a positive school where the Head was happy and individuality is supported, however, there was not clear impression as to whether WAT would like SET to join them or not. Directors discussed the protocols of taking merger talks forward with the following actions:</p>			

Item		Action	Responsible	Date
	<ul style="list-style-type: none"> <li>• BM will pull together all information to make comparisons</li> <li>• BM will liaise with the Regional Schools Commissioner</li> <li>• Agenda and papers for the 17 July meeting will be circulated by Friday, 6 July</li> </ul> <p><b>A Director asked if SATs results can be reviewed to support any decision?</b></p> <ul style="list-style-type: none"> <li>• BM will produce SATs data for progress and attainment for all schools.</li> <li>• Additionally, he may incorporate feedback from governors given at the cross Trust meeting on 11 July and/or from an online survey.</li> </ul> <p>It is currently unclear what happens if John Mann's member appointment has not been confirmed by 17/07/18.</p> <p>Consideration should be given to public knowledge of merger talks in terms of timing and content considering it may or may not happen and if it does it may take a long time.</p>	Progress preparations for the General meeting as itemised	BM	6/07/18
<p><b>9.0</b></p> <p>9.1</p>	<p><b>RISK MANAGEMENT</b></p> <p>TE apologised for the delay in progress to date. The policy has now been reviewed and updated though TE recognises that there may be a requirement to simplify. A Director questioned whether it is accessible for local governors but added that he did not appreciate the level of risk the Trust/schools are bearing. Another view is that it is a Trust level policy and so the complexity is not an issue.</p> <p>The Chair recommended adopting the policy as it is with the inclusion of an appendix of duty holders and further review can then take place to make lighter. The Risk Register can be used for input at school level (suggest RAG rating) with Heads, Chairs and TE furthermore SC, MS and TE can then evaluate to see if school's are managing.</p> <p><b>Risk Management Policy – Agreed with the addition of duty holders appendix</b></p>	<p>Give thought to simplifying Risk Management Policy</p> <p>Work with Heads and Chairs for local review and evaluate progress with SC and MS</p>	<p>TE</p> <p>TE</p>	<p>Autumn 1</p> <p>Autumn 1</p>
<p><b>10</b></p> <p>10.1</p>	<p><b>POLICY REVIEW</b></p> <p><u>Whistleblowing Policy</u> – update to the existing policy in section 4.2.1 following review during internal audit.</p> <p><b>Whistleblowing Policy – Agreed</b></p>			
	Meeting closed at 19:10			

Item		Action	Responsible	Date
	<p><u>2017-18 MEETINGS</u></p> <ul style="list-style-type: none"><li>• Wednesday, 11 July 2018 – Cross Trust Governance meeting</li><li>• Tuesday, 17 July 2018 – SET General Meeting</li></ul> <p><u>2018-19 BOARD MEETINGS</u></p> <ul style="list-style-type: none"><li>• Wednesday, 3 October 2018</li><li>• Wednesday, 12 December 2018 – AGM and Board Meeting</li><li>• Wednesday, 30 January 2019</li><li>• Wednesday, 20 March 2019</li><li>• Wednesday, 15 May 2019</li><li>• Wednesday, 26 June 2019</li><li>• Wednesday, 10 July 2019 – Cross Trust Governance meeting</li></ul>			