



<b>SALTERNS ACADEMY TRUST</b>
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**Minutes of the Salterns Academy Trust meeting held as follows:-**

**Date:** Wednesday 2 April 2020

**Time:** 6pm

**Venue:** Trafalgar School, London Road, Portsmouth PO2 9RJ

**Present:** Andy Cree, Chair and Independent  
Paul Hayes, Vice-Chair and Independent

Joanne Bennett, Chair of Trafalgar LGB  
Claire Copeland, Headteacher of Trafalgar  
Nys Hardingham, Headteacher of ALNS  
Steven Labeledz, CEO  
Tania Osborne, Chair of ALNS

**Also in attendance:** Louise Lake, Clerk to the Governors

## **1. Chair's welcome and introduction**

- 1.1 The Chair welcomed Trustees to the meeting and confirmed that the meeting was quorate. He thanked the staff for all their extremely hardwork during the current 'coronavirus' lockdown period.

## **2. Apologies for absence**

- 2.1 The Trust noted that no apologies had been received. Amanda Barrett was unfortunately not able to attend the meeting owing to intermittent technology issues.

## **3. Administration**

### **(a) Declaration of Members' interests;**

- 3.1 Trustees noted that there were no changes to the existing register.

### **(b) Correspondence**

- 3.2 It was noted that ongoing guidance had been received in relation to Covid 19.
- 3.3 It was further noted that Maria Phillips had tendered her resignation with effect from 31 March 2020. It was agreed that the wider issue of vacancies on the Trust Board needed to be addressed at the earliest opportunity.

## **4. Minutes of the Salterns Academy Trust meeting held on 29 January 2020**

- 4.1 The Trust considered the minutes of the meeting held on 29 January 2020.
- 4.2 The Trust agreed the minutes as a correct record, subject to a minor amendment made in relation to the presentation from GLF on 24 October, and requested that they be signed by the Chair and placed on the website.

## **5. Matters arising from the Salterns Academy Trust meeting held on 29 January 2020**

- 5.1 The Trust considered the matters arising from the Trust meeting held 29 January 2020.
- 5.2 The Trustees noted the updates as detailed within the table:-

Agenda Item	Action	Update
<b>Matters arising from the Salterns Academy Trust meeting held on 4 December 2019.</b>	<b>ACTION: If the £50k detailed under 5.3 was not returned in the next week, the issue be escalated as appropriate.</b>	All monies now paid.
<b>7. Management Accounts and Financial Dashboards</b>	<b>ACTION: To raise an invoice for half the costs of the fencing and send to UTC.</b>	It was noted that the Trust was still awaiting a VAT-compliant invoice.
<b>11.Policies</b>	<b>ACTION: CEO to make further amendments (detailed under 11.2) to the Complaints Policy.</b>	Completed.

## 6. The Current Situation

6.1 The Trust received an update from both schools in relation to the enforced closure of all schools as a result of the Coronavirus. The demand on schools had not been as high as had been anticipated and both schools were doing an excellent job to accommodate where needed;

6.2 In relation to **ALNS**, the following points were noted:-

- Staff were predominantly working from home on full pay;
- The school remained open for children of key and critical workers and for vulnerable children;
- On the first 'closure' day, there were 38 children in attendance although since then around 7/8 students had been attending each day, with 20 or so families requiring provision at some point;
- Teaching staff at the school had been structured to ensure 1 male/1 female and a safeguarding lead on call. They had been undertaking mixture of fun activities and learning;
- Provision had been made to cover Easter so that the school could remain open for children of key workers, and, follow guidance from Unions, it was offered to staff on a voluntary basis. Full provision was in place although currently it was not required by any students;
- Teachers had been setting learning at home, checking in and out with students and collaboratively working together;
- A handful of staff had been physically ill although there were no serious concerns;
- Regular telephone conferences were being held with the local authority;
- Tutors were telephoning families each week to check in on students;

- Regular contact with vulnerable families was being maintained; Keeping in touch with vulnerable families;
- For those who are in receipt of free school meals, vouchers were now being provided as an alternative and this would continue including during the holidays, the cost of to continue through the holidays being borne by the school.

6.3 In relation to **Trafalgar**, it was noted that a similar approach had been adopted. Additional points to note as follows:-

- Attendance at Trafalgar averaged 9 children each day;
- They had moved to a voucher system at the earliest opportunity and were also delivery food parcels where appropriate;
- The staff on rota included a trained member of staff in safeguarding and first aid. Structured lessons were held during the morning with a more creative focus in the afternoon;
- All vulnerable students had been risk-assessed and a weekly call was held with the authorities and a twice weekly call with vulnerable students.

6.4 Finally the Executive Headteacher added the following points:-

- The schools continued to be financed as if fully open;
- The Local authority have done a good job a good at 'linking up' – and have stepped up to deal with the situation;
- There remains no clarity on exams;
- As a result of the threat to supply chains there could be a possible delay to the ALNS expansion project;
- In response to a question, the Trustees noted that schools were not using the furlough scheme since the advice remained that any employee of a public body should continue to be paid in the usual way.

6.5 The Chair thanked the Headteachers and CEO for their comprehensive updates and for ensuring provision was in place at both schools.

6.6 The Trust noted the update.

## 7. Future leadership of the Trust

7.1 The Trust received detailed documentation to inform the discussion and decision in relation to the future leadership of the Trust. This included:-

- The Overall proposal;
- The proposed central staffing structure together with the costings;
- The draft GLF SLA;
- The proposed costings for the SLA;

- The Job descriptions for the Chief Financial Officer and the two new Executive Headteacher roles;
- Trust budget forecast.

7.2 The Trustees noted the overarching proposal as follows:

- The incumbent Executive Headteacher to remain in post until January 2021, with the new structure to start in January 2021;
- The proposal before Trustees was financially viable;
- This was an exciting proposal which would help secure the future of the Trust;
- The two incumbent headteachers would share the CEO role with support from a CFO;
- A bespoke package of support had been agreed with GLF. This was a three year package which would then leave options open for a decision to be made in three years' time.

7.3 The Chair decided to break down the decision into 4 main areas as follows:-

**(i) Leadership staffing structure**

Trustees felt that this was a sensible proposal and were in agreement that this will be a constructive relationship between the two CEO's;

**AGREED: The leadership staffing structure. [All in agreement.]**

**(ii) Draft JD's for CEO's/CFO**

It was noted that the CEO would hope to make an interim CFO appointment in order that the individual could be involved in budgetary decisions which would impact once the new structure was implemented. If the interim appointment worked well, the contract could be extended for three years, subject to review as appropriate.

**ACTION : Any comments on JD's to be provided to the CEO by no later than 24 April 2020.**

**(iii) Central Staffing Costs and three year Trust budget**

Trustees were in agreement that the central budget was sound and the proposal was affordable. In response to a question about whether the 'top slice' took account of the increase in student numbers, the CEO undertook to look into this.

**AGREED: Subject to clarification of figures, the Trustees agreed the budget as proposed. [ALL in agreement.]**

[**post meeting note:** The CEO circulated the revised figures on 3 April and whilst there were some minor changes to the figures, these were not material.]

**(iv) GLF SLA**

Trustees were in agreement that this agreement offered a good quality school improvement service and quality assurance at a relatively good price. It was agreed that the SLA met the concerns of Trustees and those of the School Commissioners since the Trust would not be forced into joining an Academy Trust at the end of the three year SLA. Finally, it was agreed that this SLA safeguarded the management of the Trust and secured school an effective and affordable improvement programme. It was noted that the next steps would be to finalise the SLA.

**AGREED: The draft terms of the SLA. [ALL in agreement.]**

**8. Any other business including agenda items for the next meeting**

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

**9. Date and time of next Trust meeting**

9.1 The Trust noted the date of the next meeting as follows:- Wednesday 20<sup>th</sup> May to be held at a venue to be determined.

There being no further business the meeting closed at 7:00 pm.

**Signed:**

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

**Summary of Actions from this meeting:**

<b>Agenda Item</b>	<b>Action</b>	<b>Responsible</b>
<b>7. Future leadership of the Trust (ii) Draft JD's for CEO's/CFO</b>	<b>ACTION : Any comments on JD's to be provided to the CEO by no later than 24 April 2020.</b>	ALL
<b>7. Future leadership of the Trust (iii) Central Staffing Costs and three year Trust budget</b>	<b>ACTION: CEO to check figures and revert to Trustees.</b>	SL

**Ongoing actions:**

<b>Date of meeting</b>	<b>Item no</b>	<b>Action</b>	<b>Current update and date</b>
29 January 2020	7. Management Accounts and Financial Dashboards	ACTION: To raise an invoice for half the costs of the fencing and send to UTC.	2 April 2020: It was noted that the Trust was still awaiting a VAT-compliant invoice.