



Address:
 Waterton Academy Trust
 The Grove
 Walton
 Wakefield
 WF2 6LD

Waterton Academy Trust

Minutes of a Trust Board Extraordinary Meeting

DATE:

28 January 2020

TIME:

6pm

LOCATION:

Trust Central Offices

Attendees

Chair:	B Cook	
Trustees	S Bates	J Shaw
	D Dickinson (<i>CEO</i>)	
	S Johnson	
Clerk:	L Clark (<i>MAT Governance Officer</i>)	
Apologies:	P Beaman	

ITEM	ACTION
<p>1. Welcome</p> <p>The Chair welcomed all to the meeting, which had been planned in addition to the Spring Trust Board meeting to incorporate a strategic planning session.</p>	
<p>2. Apologies for Absence</p> <p>P Beaman's apologies given in advance of the meeting were accepted.</p> <p>The Clerk updated the Board that T Fitton has resigned from the Trust Board due to increasing travel with a new work role and not having the time to commit to the Trust. All expressed their thanks to T Fitton for his contributions to date.</p> <p>It was discussed and agreed that the Clerk would contact Academy Ambassadors to re-advertise the role of Trustee, and that other Trustees would also use their networking opportunities to promote the role. All interested individuals would meet with the Chair, CEO, Governance Officer, and other Trustees where possible, before recommendations were made to Members.</p>	LC
<p>3. Declarations of Interest</p> <p>The standing register of declarations of interest was noted. The CEO and S Bates also provided an overview of work which is being undertaken by the company S Bates works for, to provide assistance to the Trust on preparing a registration for the Trust to become a training provider which uses the levy funding and which will initially upskill teaching assistants as part of the overall work towards the disadvantaged strategy. Trustees commented positively on this and the ability for the Trust to retain the levy funding within the organisation. The declaration of interest was noted and determined not to be a conflict.</p>	

ITEM	ACTION
<p>4. Hub Board (East Hub and West Hub) Recommendations</p> <p>Trustees reviewed and resolved the recommendations set out by the Hub Boards in relation to remuneration. The Chair and another Trustee (T Fitton) had completed a rigorous performance review of the CEO and it was agreed that the pay increase was fair and appropriate to reward a successful year and also due to the additional school improvement workload.</p> <p>The Trustees acknowledged that there had been a scheduling issue relating to the order of the performance review and subsequent consideration of the remuneration of the CEO and the level at which this should be reported. The MAT Governance Officer explained that the governance arrangements relating to this had been reviewed and that this should all be undertaken at Trust Board level, and in line with the Scheme of Delegation. It was agreed that the performance review of the CEO would be undertaken in September each year and then reported upon and discussed at the Autumn Trust Board meeting. Remuneration would also be considered by the Trust Board at this point. The Trust SLT remuneration would also be most appropriately considered by the Trust Board, notwithstanding that their performance reviews have been delegated within the Scheme of Delegation to the CEO.</p> <p>Trustees engaged in a discussion and asked questions regarding where the Headteachers' performance reviews and salaries were most appropriate to be reported on and considered. It was agreed that they remain anonymous, and that it is appropriate for them to continue to sit within the remit of the Hub Board.</p>	
<p>5. Deputy CEO – Job Profile and recruitment process</p> <p>Trustees had received the draft job description and advert in advance of the meeting. In detailed discussion it was agreed that Trustees would be invited to be involved in the recruitment process; that it was essential that the candidates had a record of delivering outstanding education; that they were a cultural fit with the Trust; and that they were an NLE (national leader in education). There was discussion about whether the individual was able to develop and grow into the role or whether they needed to be operating at this level and can demonstrate this impact in previous roles. The CEO explained that there must be evidence of high quality teaching and evidence based practice and that they are able to lead other members of the SLT if required. Part of the recruitment process would likely include a visit to the setting which the candidate currently worked in to look at the impact on standards they had made there.</p> <p>There was a discussion surrounding the best places to advertise the role, and those which were value for money. Recruitment and headhunting agencies were also considered, but it was agreed that these would be significantly higher cost and not necessary initially. The importance of transparency of process and benchmarking for an appropriate salary for the role was also agreed.</p> <p>Trustees confirmed the job description, advert and salary bracket for the role of Deputy CEO.</p>	
<p>6. Strategic Planning Session</p>	

ITEM	ACTION
<p>The Chair explained that at the Autumn Trust Board meeting it had been agreed that a strategic planning session would be planned for the Trustees and CEO to shape the strategic plan which includes the overall aims / mission of the Trust and key objectives which should be met to deliver the strategy. Trustees welcomed the work to date which included detailed objectives for the School Improvement, Central Services and Finance teams to focus on in order to achieve the overarching Trust Objectives. However, it was agreed that there should be a clear overall vision / mission statement of the Trust which focusses on core values and aims.</p> <p>Trustees reviewed the Waterton Academy Trust website and the current vision / mission statement, and a proposal was devised which used the current mission statement and highlighted the core aims within each sentence. All agreed that the mission should be aspirational and have children and education at the heart of the strategy. Each core aim could then have a number of points / objectives which applied to that particular aim. Headteachers should be involved in the process of shaping the strategy and this will assist with the communication of the mission statement and core aims, and how successfully it is embedded within the Trust.</p> <p>The schools' websites were also briefly reviewed by Trustees as the CEO outlined that these had recently been strengthened to include the Waterton branding. Trustees also proposed that further work be undertaken on corporate branding, whilst also ensuring that schools retain their own identity.</p> <p>The CEO thanked Trustees for their strategic input and it was agreed that a draft framework will be shared at the next Trust Board meeting.</p>	CEO
<p>7. Any other business</p>	
<p>There were no other items of business.</p>	
<p>8. Feedback to/from Hub Board and ASCs</p>	
<p>To communicate that work has been undertaken on the strategic planning for the future and the review of the visions / values / aims of the Trust has begun, and input from Heads and Governors will be sought in due course.</p>	
<p>9. Identification of Confidential Items</p>	
<p>It was agreed that there were no confidential items at this meeting.</p>	
<p>10. Confirmation of Date and Time of Next Meeting</p>	
<p>It was agreed that due to diary clashes, the next Trust Board meeting will be rearranged from Tuesday 10th March to Tuesday 3rd March at 6pm at Walton – Clerk to email all Trustees to confirm this is convenient for all.</p>	Clerk

MEETING CLOSED 7:30pm

SIGNATURE:

DATE:

Actions from the Trust Board meeting held on 18 July 2019

Agenda Item N°	Summary of Action	Who?	When?
2	Clerk to contact Academy Ambassadors to re-advertise the role of Trustee	Clerk	asap
6	CEO to undertake further work on the strategic plan and share a draft at the next Trust Board meeting	CEO	In advance of next mtg