



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

Waterton Academy Trust

Minutes of a Trust Board Meeting

DATE:

2 April 2019

TIME:

6pm

LOCATION:

Trust Central Offices

Attendees

Chair:	B Cook	
Directors	P Beaman	S Johnson
	D Dickinson (CEO)	J Shaw
Clerk:	L Clark (MAT Governance Officer)	
Apologies:	None	

ITEM	ACTION
<p>1. Welcome</p> <p>The Chair welcomed all to the meeting.</p>	
<p>2. Apologies for Absence</p> <p>No apologies had been given.</p>	
<p>3. Declarations of Interest</p> <p>The standing register of declarations of interest was noted and no further declarations were made.</p>	
<p>4. Minutes of the previous meetings and matters arising</p> <p>The minutes from the Trust Board meeting held on 16 January 2019 and the confidential minutes were considered, approved and signed as an accurate record of the meeting. It was noted that all actions had been completed.</p> <p>The CEO updated the board that further information on the percentage spent on staffing would be included on future reports. The new integrated finance system will assist with this.</p>	CEO
<p>5. Spring Review Document</p> <p>The CEO introduced the report which was available on WES prior to the meeting, highlighting that at the last meeting Trustees had agreed on using the format of the RSC report as a basis for the Trust Board Review reports. Trust Officers (CFO, COO, SSIO, Governance Officer) and the CEO provide updates within the report on key matters.</p> <p>Attention was drawn to the Risk Management section, a new section within the report to provide assurances to Trustees that risk management best practice is complied with, that risks facing the MAT are identified, documented, controlled, and to ensure action is taken to mitigate against such risks. The SLT have a</p>	

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<p>comprehensive operational risk management document and are undertaking a piece of work to complete the strategic risk register which, when complete, will be included within the Trust Board report. Trustees commented positively on the inclusion of risk management and the assurances it would provide.</p> <p>The Governance update was noted, and the Governance Officer outlined the recent training which she had delivered at ASC level, and the governance update which had been provided at the first meeting of the Hub Board.</p> <p>i) CEO Summary</p> <p>The CEO outlined that the ‘CEO summary’ provides context to the divisional work detailed within the report. An overview of conversions, conversations, system leaders duties and development work was provided.</p> <p>The Chair commented favourably that the CEO has been invited to be part of a working party looking at a pilot review framework for MATs with the RSC/DfE. The building of strong links with the LA, and the work around wellbeing including the ‘cycle to work’ scheme were also highlighted as positive for the Trust.</p> <p>Work on the procurement strategy continues with the aim to present this to the Trust Board at the end of the academic year for implementation in September.</p> <p>Renegotiation of the catering services has already realised c£300k savings.</p> <p>The work around AP (alternative provision) was discussed and the partnership with the LA to create a joined up strategy to tackle the high levels of exclusions and absenteeism in West Yorkshire.</p> <p>ii) SSIO Summary</p> <p>The Board reviewed the EY (early years) and KS1 current positions, noting in particular the very positive data at Walton. A question was raised around KMA (King’s Meadow Academy) and whether they take two year olds within their nursery provision (currently they do not) as this could improve their outcomes.</p> <p>The positive commentary regarding how all academies (apart from KMA) are in line or above National for GLD, combined at KS1, and Phonics is very pleasing. It was furthermore noted that KMA as a WCAT school delivered 8% at GLD last year so this is a hugely significant improvement.</p> <p>KS2 Year 6 current positions were reviewed in detail including the progress at Walton. There had been significant improvements during the year from some academies such as NJA whose progress was approx. -12%, and is now at -3% and -4%. The MAT is currently on track for eight out of ten academies to achieve national combined at Y6. The two sponsored academies have made excellent progress but are not on track to reach national combined. All commented on the positive picture outlined.</p> <p>Q: How robust are these figures, and how confident are the MAT that these outcomes will be achieved, based on what happened last year?</p> <p>A: (CEO) A lot has been learned from the results last year and a forensic approach has been taken by the School Improvement division. SIOs have worked with Y6 teachers to analyse assessments, and identify aspects of the curriculum to focus on. Subject leads for Maths and English are working extremely closely with the</p>	

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<p>academies, and all have undertaken three practice SATs already. The CEO has implemented monthly meetings with Heads where data is also analysed. These additional checks have provided the Trust with assurance and confidence that this data is correct and that outcomes will be achieved as predicted.</p> <p>Updates were provided on attendance and exclusions - overall for the Trust, attendance is in line with the national average, and the EWO (education welfare officers) are working hard, particularly with the more challenging schools to address low attendance. It was confirmed that fines for term time holidays are paid directly to the LA and not to the Trust. Exclusions have significantly reduced (measured in number of education days lost). CTA have a provision in place for challenging children – the LA have reviewed this and confirmed the excellent practices in place. In response to a question from a Trustee it was confirmed that the provision at CTA (Cherry Tree Academy) is being potentially used to transfer other children to from within the MAT. There is currently one child who may be transferred and transport costs / funding are being reviewed. All commented on the importance of addressing this when the children are young.</p> <p>The external accountability / Ofsted cycle and outcomes were reviewed. The recent ‘very strong’ Good at NCPA was highlighted. It had been hoped that an Outstanding judgment may have been achieved, but it was still extremely positive to receive a strong Good. It was noted that LBIS (Lee Brigg) would most likely undergo desk based exercises and remain an Outstanding school. Academy classifications were noted as being strong.</p> <p>iii) COO Summary</p> <p>The Board reviewed the COO report commenting positively that the Trust have recently invested in HR and premises software which will enhance reporting further. The recruitment freeze on support staff was noted and that the support staff review is an agenda item at this meeting.</p> <p>Estates compliance is very high and all are on schedule, apart from KMA and WEA who have issues which have carried over from the re-brokerage from WCAT. There was a discussion regarding reactive works and how decisions are made on the priority three requests. It was noted that the premises team look at viability and Academy Finance Officers at affordability and schools can then work with these teams to make appropriate decisions. All other works will be addressed under the longer term Estates strategic development plan.</p> <p>Trustees reviewed the major capital works and the significant amount of work undertaken at KMA and WEA – there have been huge improvements to the sites which are having a positive impact.</p> <p>The new Estates software will collate reporting on accident and incidents, and it was noted that since September 2018 two incidents have been reportable to the HSE under RIDDOR due to the nature of the incident.</p> <p>iv) CFO Summary</p> <p>The CEO began by providing an overview of the reserves (the date error on page 14 was noted) highlighting the challenges AMD (Ackworth Mill Dam) and WPA face - deficit recovery plans are in place and are very closely monitored and work</p>	

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<p>continues in consultation with Headteachers. Education funding / pupil premium was discussed to provide context to Trustees regarding some of the budgetary challenges. There was a c£31k variance highlighted for CTA which is predominantly due to Early Years funding and competition in the locality. Success at CIS was also noted.</p> <p>In response to a question it was confirmed by the CEO that the Trust must maintain c£900k reserves (this is approx. one month's costs); and that the £300k reserves held within the central team budget have now been utilised as indicated and agreed at the AGM held in December 2018.</p> <p>The budget challenges were considered by the Trustees and assurance was provided that the Trust remains financially secure. A synopsis of capital works and access to reserves were also given.</p> <p>In conclusion, the Chair and Trustees thanked the CEO and Trust Officers for the comprehensive report and commented positively on its format and information provided. The additional information which will be included following the implementation of new software was also praised.</p> <p>To enhance the report further it was agreed that good news / success stories from across the academies / Trust will also be included.</p>	<p>CEO</p>
<p>6. Policy Review</p>	
<p>Attention was drawn to the table of changes to policies 2018/19, and an update was provided on the streamlined process in place to appraise the Trust Board of revisions made to policies and the approval process. It was highlighted that new policies, such as the Data Retention Policy, would be brought in full to the Trust Board (the policy was made available on WES ahead of the meeting) for review and approval. The Data Retention Policy was based on a template provided by a consultant who had worked across the Trust as part of a data audit process. There was some discussion on the level of detail within the policy and whether compliance was achievable due to this. There was also queries regarding how robust are schools at reviewing the data/documents they hold in line with the data retention period, and it was noted that all academies were audited under GDPR and action plans put in place where appropriate. In response to a question it was confirmed that a significant piece of work is being undertaken on policies to ensure there are a suite of Trust level policies which can then be adapted where appropriate to specific schools.</p> <p>There had been minor amendments made to the Parent Code of Conduct as outlined on the table, and this policy was approved.</p> <p>Resolved: The Parent Code of Conduct and Data Retention Policy were approved by the Trust Board.</p> <p>Trustees welcomed the streamlined process and the work which was being undertaken on policy review.</p>	
<p>7. Ratification of Hub Strategy</p>	
<p>The Hub map was shared with Governors and the CEO provided an update with regards to the growth strategy. It was confirmed that the Hub Board had reviewed and agreed the Hub strategy at their meeting last week and had recommended for approval to the Trust Board.</p>	

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<p>These Hubs were clustered by geographic location. It was noted that the Trust Central teams' resources would still be centrally based, but would support both Hubs; and that governance arrangements across the Hubs would be put in place.</p> <p>A question was raised regarding whether the Ofsted gradings had been looked at for the schools within each Hub and it was noted that this will be part of the ongoing review.</p> <p>Trustees reviewed and approved the board meetings strategy document.</p> <p>Resolved: The Trust Board approved the Hub Strategy and Board meetings strategy.</p>	
<p>8. Ratification of Support Staff Review</p>	
<p><i>Confidential item – minutes held separately</i></p>	
<p>9. Any other business</p>	
<p>There were three items of AOB;</p> <ul style="list-style-type: none"> i) The Governors' Conference scheduled for Saturday 6th July was discussed and ideas for the name of the event, timings and plans for the event were shared. It was agreed that a morning / lunchtime event could work well, and there should be an element of thanks to Governors for their commitment and contributions. It was agreed for the CEO and Chair to discuss further and formulate plans. ii) Trustees discussed that there should not be disconnect between the Trust Board and the academies. The WES calendar will be updated to include events at schools which Trustees are also invited to attend. There is also the possibility of Trustees visiting school(s) with the CEO. iii) <i>A confidential item – minutes held separately</i> <p><i>(S Johnson left the meeting at 7:30pm).</i></p>	<p>CEO/ Chair</p> <p>CEO /Clerk</p>
<p>10. Feedback to Hub Board and ASCs</p>	
<p>The policy review process will be fed back to the Hub Board and ASCs.</p> <p>S Johnson will be in attendance and will share key points with the Hub Board.</p>	
<p>11. Identification of Confidential Items</p>	
<p>It was confirmed that item 8, and an item of any other business were confidential items and therefore the minutes of these will be held separately.</p>	
<p>12. Confirmation of Date and Time of Next Meeting</p>	
<p>It was agreed to move the next scheduled meeting of the Trust Board from 17th July at 6pm, to the 18th July at 6pm.</p>	<p>Clerk</p>

MEETING CLOSED 7:50 pm

SIGNATURE:

DATE:

Actions from the Trust Board meeting held on 2 April 2019

Agenda Item N°	Summary of Action	Who?	When?
4	Further information on the percentage spent on staffing would be included on future reports.	CEO	For next mtg
5	Good news / success stories from across the academies / Trust will also be included.	CEO	For next mtg
9	Governors' conference - CEO and Chair to discuss further and formulate plans.	CEO / Chair	asap
9	Sharing details of Trust / academy events with Trustees to attend etc.	CEO / Clerk	ongoing
12	Update diary invites etc. for Trust Board meeting- to be held on 18 July at 6pm (not 17 July)	Clerk	asap