



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

Waterton Academy Trust

Minutes of a Trust Board Meeting

DATE:

1 October 2019

TIME:

6pm

LOCATION:

Trust Central Offices

Attendees

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

ITEM	ACTION
<p>1. Welcome</p> <p>The Chair welcomed all to the meeting, and all Trustees provided a brief summary of their background by way of an introduction to the new Trustees; S Bates and T Fitton. The Clerk confirmed that induction arrangements are in place.</p>	
<p>2. Apologies for Absence</p> <p>J Shaw's apologies given in advance of the meeting were accepted.</p>	
<p>3. Declarations of Interest</p> <p>The standing register of declarations of interest was noted. The CEO confirmed that Darren Dickinson (his brother) had undertaken a piece of work for the MAT focussing on a strategy for disadvantaged children, which had been very well received by schools. Declarations of Interest forms had been completed for the new Trustees, and the necessary databases of governance details were in the process of being updated.</p>	
<p>4. Minutes of the previous meetings and matters arising</p> <p>The minutes from the Trust Board meeting held on 18 July 2019 and the confidential minutes were considered, approved and signed as an accurate record of the meeting.</p> <p>Wording for the additional risks relating to IT and the property portfolio were discussed in detail and agreed. It was noted that a full audit of IT is being completed by the supplier of the IT contract and work is being undertaken to review and re-fresh the lease schedule. Work continues on increasing the PAN at AMD (Ackworth Mill Dam). Trustees approved the additional risks which will be added to the risk register.</p> <p>Due diligence had continued regarding the Kirklees school but following discussions with the RSC this had halted at present, but no further information is known. Trustees will be updated on this in due course.</p>	CEO

ITEM	ACTION
<p>It was noted that the BBC had aired the documentary as discussed at the last meeting and there had been no negative implications for the Trust.</p> <p>The Clerk also provided an update that the governance library on WES continues to be reviewed and updated and that commonly used acronyms will be circulated to Trustees/Governors.</p> <p>Trustees discussed the governance arrangements of the Hub Board, and resolved unanimously to appoint S Bates as the independent chair of the East Hub. It was noted that the Hub Board is holding an extraordinary meeting on 8 October 2019 to agree on the working arrangements and scheduling moving forwards.</p> <p>RESOLVED: To appoint S Bates as the independent Chair of the East Hub Board.</p>	Clerk
<p>5. Trustee Review Document – Autumn 2019</p>	
<p>The CEO introduced the report which was available on WES prior to the meeting. It was noted that the additional risks would be added as discussed under item 4. The governance report was summarised, and in response to a question from the Chair, the Clerk will review the training on offer under the SLA with the local authority which may be suitable and appropriate for Trustees.</p> <p>In response to a question, Trustees discussed in detail the ‘vision’ of the Trust and what mechanisms were, or could be, in place to measure this. It was agreed that the vision should remain as aspirational in its nature, and the key challenge is ensuring that the vision is known and communicated to all across the Trust.</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 and actions was provided. The CEO has met with Barnsley LA and there may be growth in this area, although this must be appropriate growth and in keeping with the conditions of care of the Trust.</p> <p>Trustees commented positively on the work surrounding wellbeing and the strategies in place. A significant piece of work continues on procurement strategies within the relevant frameworks – the current focus is on delivering the new contracts around catering. Positive relations with Wakefield LA continue and the CEO recently sat on a panel to recruit for their SI (School Improvement) team.</p> <p>Key actions regarding a parent ban and Unions were outlined and Trustees welcomed the assurances provided.</p> <p>ii) SI Summary</p> <p>The CEO provided a summary to Trustees of the reshaping of the SI (school improvement) arrangements. As discussed at the previous Trust Board meeting, due to issues with data from some schools, and in order to ensure appropriate rigour, the CEO has taken direct control of the SI function. The SSIO (senior school improvement officer) roles have been replaced with more focussed roles. G Bishop</p>	Clerk CEO

ITEM	ACTION
<p>is now an Executive Headteacher delivering the immediate impact at SKA (South Kirkby Academy) and CTA (Cherry Tree Academy) for three days a week (recharged to the academies), and will take a strategic lead centrally for two days a week. Trustees raised questions with regards to the impact and progress to date, and the performance management arrangements in place. The CEO confirmed that from his first visit to the schools at the beginning of the term, there had been a significant improvement. Work is ongoing for the succession planning of the Academy Effectiveness Officer role. Trustees were reassured with the arrangements in place, but stressed the importance of strong and rigorous performance management of the SI team and Headteachers. The CEO confirmed he is continuing with the monthly individual meetings with Heads to discuss performance, and the SI walk through each school. This will ensure a joined up and forensic picture. Annual reviews will be restructured and will include external scrutiny which will provide enhanced objectivity. The Headteacher Board meetings will now not include the business function, and will predominantly focus on SI. It was also highlighted that Otrack (Trust wide software) will be used by all schools and this will also assist with more accurate position reports. Trustees commented positively on the strategies in place.</p> <p>Trustees reviewed the outcomes contained within the report, notably the significant improvement at KMA (Kings Meadow Academy) from 15% combined to Outcomes of over 40%. SKA outcomes had been negatively impacted by inflated KS1 outcomes which will take four years to adjust – the good behaviour and attendance at the school was noted and the work in place to address the lower than expected outcomes. The concerns around outcomes at CTA were again reviewed, but as discussed previously during the meeting the addition of an Executive Headteacher along with a range of strategies to improve accuracy of assessments and effectiveness of leadership in driving the improvements that the school requires are in place and are being monitored extremely closely by the CEO.</p> <p>The CEO drew attention to the progress commentary and the information provided to Trustees within the report to assist with their understanding of the scores. The junior schools, SKA and NJA (Normanton Junior Academy) had suffered due to inflated /inaccurate KS1 outcomes at previous schools which is a nationally recognised issue. It was queried why moderations at these other schools had not highlighted inaccuracies and why schools had not reviewed outcomes in light of moderations. The feedback from the moderation visits from LA moderators across the Trust has been very positive.</p> <p>Exclusions continue to reduce (measured in number of education days lost). The impact of the specialist provision at CTA was again highlighted. The cohort who have entered NJA are a challenging cohort and additional staffing has been put in place.</p> <p>The external accountability / Ofsted cycle and outcomes were reviewed. Academy classifications were noted as being strong. Trustees agreed that the report continues to show an improvement position, but the previous years' results mean that there is a lower base starting point. The challenging locality of some of the schools was discussed, and the positive progress scores highlighted. Trustees commented positively overall on the restructured SI arrangements and the rigour and scrutiny which is in place.</p>	

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<p>iii) COO Summary</p> <p>The CEO explained that data on page 15 was illustrative only and once the HR system is fully implemented this data will be accurately captured and analysed. The Trust are seeking financial compensation with respect to the HR system due to the implementation process being lengthy and with numerous issues. A query was raised with regards to the recruitment data and its accuracy – the CEO will follow this up.</p> <p>The Board reviewed the COO report; and the summary position of the support staff review was noted. It was also highlighted how the improved sickness absence monitoring and associated procedures delivered by the central HR team is having a significant positive impact across the Trust, and long term sickness absence has reduced substantially.</p> <p>Estates compliance is very high and is now fully in place. A question was raised regarding the accidents reported under RIDDOR and more information was requested relating to the two incidents of burns.</p> <p>Trustees discussed the work relating to wellbeing and mental health including referrals to occupational health. An overarching strategy for the Trust focussed on wellbeing is in development, as well as a continuing review and update of Trust policies. Trustees reviewed the policy update and the revisions which have been made, and approved the policies.</p> <p>The CEO explained the support in place from SAS and the work which the Head of HR undertakes, and emphasised the significant reduction in long term absenteeism. In response to a question, the CEO also explained that the process of returning to work is dealt with on a case by case basis and involves the relevant unions.</p> <p>RESOLVED: Trustees approved the updated policies as outlined in the policy update contained within the report.</p>	<p>CEO</p> <p>CEO</p>
<p>iv) CFO Summary</p> <p>The CEO began by drawing attention to the report and the commentary on the budget outturn 2018/19. The CFO and finance team are mid-way through preparing for the annual audit and it was agreed that a brief commentary would be provided on each school and Trustees will receive final accounts during autumn two and these will be presented at the AGM. Trustees reviewed the commentary.</p> <p>It was noted that the Trustees had ratified the 2019/20 budgets at their meeting on 18 July 2019, and following that the annual Budget Forecast Return and 3 year strategic plan was submitted to the ESFA by the 31st July 2019. A copy was provided to the CEO and Chair of Trustees.</p> <p>An update was provided on the capital projects; both CIF projects are complete and School Condition Funding (SCA) of £329k has been received and a Strategic Capital Plan is being drafted to prioritise this spending. Trustees were provided with an update on the community library relocation at WPA (Walton Primary Academy).</p> <p>Trustees thanked the CEO and Trust Officers for the comprehensive report.</p>	

ITEM	ACTION
<p>6. CEO – Performance Management</p>	
<p>Trustees considered the arrangements for the performance management of the CEO. It was agreed that the Chair (B Cook) and Trustee T Fitton would undertake the performance management of the CEO using the agreed format, and will provide summary feedback to the Trust Board once completed.</p>	Chair
<p>7. Strategic Plan - Draft</p>	
<p>The CEO introduced the draft Strategic Plan and the Trust Objectives 2019-20, explaining that each objective had a number of more detailed objectives for the School Improvement, Central Services and Finance teams to focus on in order to achieve the overarching Trust Objectives.</p> <p>Questions from Trustees focussed on ensuring that appropriate measures are in place to monitor the objectives and provide assurances to the Trust Board that the objectives are strategic in nature. The CEO confirmed that a comprehensive review and update would take place in July 2020 for the Trust Board.</p> <p>Trustees raised questions regarding the detail of the objectives and that the focus was on 2019-20 and did not include a two to five strategy and objectives. The variable nature of the education sector, funding, and government changes were considered, but it was agreed that a strategic plan should still be produced which includes the overarching educational aims of the Trust. It was also agreed that the Trustees should plan a strategic session with the CEO to shape the strategic plan and objectives further and provide greater input.</p> <p>Trustees welcomed the work which had been undertaken to date on the Strategic Plan and agreed the Trust Objectives in principle.</p>	CEO / Chair / Clerk
<p>8. Disadvantaged Review Strategy</p>	
<p>The disadvantaged pupil review report had been shared with Trustees in advance of the meeting. The key findings and recommendations were reviewed, and the CEO confirmed that a strategic group was in place to undertake further work on the Trust wide strategy. In the meantime, a session with Headteachers will be run by Darren Dickinson to provide guidance on writing a strategy for their school, before the overarching strategy is in place.</p> <p>Through questions the piece of work produced by Darren Dickinson and his previous work with other local authorities was discussed and commented on extremely positively. The CEO confirmed that Darren Dickinson was continuing to work with the Trust to complete the work.</p> <p>Trustees thanked Darren Dickinson for his work to date, and commented positively on the work being undertaken to produce a Trust strategy for disadvantaged pupils.</p>	
<p>9. Code of Conduct – Governance</p>	
<p>The Clerk (MAT Governance Officer) provided a brief synopsis of the work undertaken to align the Code of Conduct with the new (2019) NGA (National Governance Association) Code of Conduct. Terminology had been amended to reflect the governance structure in place at Waterton Academy Trust.</p> <p>Trustees commented positively on the Code of Conduct and approved it for use across all levels of governance within the Trust. The Clerk confirmed it will be an agenda item</p>	Clerk

ITEM		ACTION
	and the Hub Board meeting and all ASC meetings to ensure all Governors are aware of the Code. It is an inherent part of the role of Governor, Trustee or Member. RESOLVED: Trustees approved the updated Code of Conduct (governance).	
10.	Policy Review	
	Policy review had been covered within the COO report under item 5.	
11.	Any other business	
	There were no items of any other business.	
12.	Feedback to/from Hub Board and ASCs	
	S Johnson and S Bates will provide feedback from this meeting to the Hub Board, and will provide feedback from the West and East Hub Board respectively at the next Trust Board meeting.	
10.	Identification of Confidential Items	
	It was agreed that there were no confidential items at this meeting.	
11.	Confirmation of Date and Time of Next Meeting	
	The AGM has been scheduled for 11 December at 6pm at Walton and a diary invite has been sent out. The AGM will be publicised across the Trust. The next Trust Board meeting will be held on Tuesday 3 rd March at 6pm at Walton.	Clerk

MEETING CLOSED 8:15 pm

SIGNATURE:

DATE:

Actions from the Trust Board meeting held on 18 July 2019

Agenda Item N°	Summary of Action	Who?	When?
4	Additional agreed risks to be written into the Risk Register	CEO	asap
4	Clerk to produce, circulate, and add to Governance Library (on WES) an updated acronyms list.	Clerk	asap
5	Clerk will review the training on offer under the SLA with the local authority which may be suitable and appropriate for Trustees.	Clerk	asap
5	Ensuring that the vision is known and communicate to all across the Trust.	CEO	ongoing
5	A query was raised with regards to the recruitment data and its accuracy	CEO	asap
5	A question was raised regarding the accidents reported under RIDDOR and more information was requested relating to the two incidents of burns.	CEO	asap

6	Chair and T Fitton will undertake the performance management of the CEO using the agreed format, and will provide summery feedback to the Trust Board once completed.	Chair	Once completed
7	Trustees should plan a strategic session with the CEO to shape the strategic plan and objectives further and provide greater input.	Chair / CEO / Clerk	ongoing
9	Code of Conduct – agenda item at the Hub Board and all ASC meetings (communicate to all involved in governance)	Clerk	asap