



Minutes

BOARD OF DIRECTORS' MEETING OF PEGASUS ACADEMY TRUST

Extraordinary meeting to discuss the future strategic direction of PAT

Friday, 11th June 2021 at 13.30pm
Virtual meeting (Google Meet)

Directors		
Richard Hill	Director	
Ian Patterson	Director	
Gary Griffin	Director	
Nina Pogossova	Director	
Fiona Fearon	Director	
Shelley Davies	Director	
Emma Whapham	Director	
Jolyon Roberts	Executive Principal	
Lynne Sampson	Executive Principal	
Trust Staff		
Jo Ridge	Chief Financial Officer	

Clerked by:	Lynne Sampson
Supporting documents:	<ul style="list-style-type: none">• PAT BoD Agenda 11.06.21• PAT BoD Minutes 23.04.21• BoD Action Log• Nursery Proposal
Meeting closed at:	

1. Apologies for absence and confirmation of quorum

The meeting was declared as quorate. All directors were in attendance.
Declaration of conflict of interest: None declared

2. Minutes of the previous meeting (23rd April 2021)

RESOLUTION: Directors agreed that the minutes represented a true and accurate picture of the meeting. **ACTION:** Copies of minutes to be printed and signed by the Chair and forwarded to the CFO.

3. Matters arising not discussed elsewhere and Action Log
(see updated Action Log)

4. The Future of The Pegasus Academy Trust - A Strategic Discussion

- 4.1 IP explained the objective of this extra-ordinary meeting was to formulate a plan outlining strategic actions and proposals for the future of PAT in order to encourage growth. IP asked if the Trust's ambition was still to grow to ten schools and incorporate secondary provision. IP felt that adding a school one a time, as we have done so far, should remain our model for growth.
- 4.2 EW asked what the Trust's timeframe was for achieving its capacity for expansion. RH explained that when Trust was established, ten schools was regarded as being manageable in terms of long term aims. He felt the Trust must remain resolute that we do not "take on" schools at any cost. It takes two to three years to "turn a school around". RH stated that the original organisation structure was devised so that the Trust Leads (Executive Heads/Principals) would have the authority to effect change in schools. This had not been possible when JR and LS had acted in a consultancy capacity at schools when they were in the roles of LLEs (Local Leaders of Education). The organisation of Trust business office would also offer cohesion and economies of scale.
- 4.3 JR stated that the Trust has not regretted these decisions in the light of the ways in which our schools have developed and experiences of other Trusts. When other schools are interested in joining PAT these are aspects we are often asked about.
- 4.4 RH raised the issue of our Heads of School not being Headteachers and wondered if this was sometimes an attractive proposition and sometimes if it discouraged prospective schools and their SLT?
- 4.5 FF asked if we would set a timescale in which to become a MAT of ten schools. RH replied that we wouldn't expand just for the sake of it. By the time we reach ten schools we would have to rethink our organisational structure. Most growth now is MATs is likely to be the amalgamation of trusts. JR stated that we had previously been approached about taking on a whole trust and at the time declined this. We would now have the capacity to do so.
- 4.6 NP asked if it were likely that a stand alone secondary school would join Pegasus as she couldn't see the advantage to them. Directors agreed that unless PAT could offer a secondary school guaranteed pupils for year seven (as had been the advantage in one of our previous projects which unfortunately did not come to fruition) then our lack of secondary expertise and experience meant our "offer" to KS3,4 and 5 would be limited. GG stated he is in favour of current structure and asked if we were still interested in a secondary school being part of PAT. RH confirmed we were. GG highlighted the need for secondary school experience if we are to have credibility with KS3,4 and 5.
- 4.7 EW asked the Executive Principals about their plans in terms of roles in the Trust. LS and JR confirmed that neither of them have immediate plans to leave the organisation but explained that along with JRi, the Trust's CFO, they were all considering longer term personal and professional projects which may result in a need for new leaders. LS emphasised that that directors should not base their thinking on the possible actions of individuals but rather consider the structure and growth which best suited PAT.
- 4.8 JR stated that our organisation must be self sustaining and he felt that we had strong candidates within the Trust for future Exec leadership positions. He also explained the many unique features of Pegasus and directors agreed that other MAT models do not

chime with ours.

- 4.9 IP asked if we could begin communication with other schools about the possibility of joining Pegasus? There are two types of school which could be interested in joining Pegasus these are those which are still LA maintained or those who form a single academy trust and not already in a MAT.
- 4.10 JR talked about specific advantages of Pegasus and these included:
- a) Staffing capacity particularly being able to support each other in times of difficulty or challenge e.g, covering long term SLT sickness or maternity leave;
 - b) Systems leadership opportunities for joiners;
 - c) Business office functions and associated economies of scale;
 - d) Advantages of being in close locality;
 - e) Having a good reputation and how this attracts good staff and parents wanting places for their children
- 4.11 FF talked about the importance of staff sharing their positive experiences of working for Pegasus when marketing opportunities arise. IP asked whether we are permitted to approach schools to gauge their interest in joining the Trust and LS confirmed the RSC said it was acceptable to do so.
- 4.12 GG asked about distance and whether we would be willing to work with schools beyond our locality. We are able to do this especially in the light of improved technology and opportunities for on-line communication. We need to ensure it is made clear to prospective schools that we are prepared and able to work beyond our locality. JR talked about the need to be proactive in our attempts to attract other schools. We need to be “highly visible” with other schools.
- 4.13 IP stated the need to be realistic about the future of PAT and work with what “we have now” and decide upon our next steps. We need to think how we “sell” Pegasus to another single academy trust or maintained school without impacting on the reputation and quality of education at our current schools.
- 4.14 **ACTIONS** from the meeting:
- a) promotional materials (including positive experiences from staff) about the advantages of joining PAT to be placed on website (JR);
 - b) maintain and pursue contacts through the RSC (LS);
 - c) consider a formal approach to Beulah Juniors (on-hold but future plan);
 - d) offering to speak at future conferences about the Pegasus brand (on-hold but future plan) BETT, Academies conference, Academy Ambassadors;
 - e) pursue any possible links through educational suppliers and agencies (on-going by LS and JR);

5 Correspondence to the Chair

None

6. Confidential items

All content of meeting should be considered confidential

7. Any other business (notified to Chair/Clerk in advance)

None

8. Meeting dates for 2020/21

16th July 2021

Signed as a true and accurate record of the meeting	
Chair's signature	
Chair's name	
Date	