



Minutes

MEETING OF THE DIRECTORS OF THE PEGASUS ACADEMY TRUST

Friday, 29th April 2022

Virtual meeting

1:30pm

Directors		
Emma Whapham (EW)	Director /Co-Chair of Board	Present
Richard Hill (RH)	Director /Co-Chair of Board	Present
Ian Patterson (IP)	Vice Chair of Board	Absent
Jolyon Roberts (JRo)	Executive Principal/CEO	Present
Lynne Sampson (LS)	Executive Principal	Present
Xavier Villers (XV)	Director	Present
Gary Griffin (GG)	Director	Present
Nina Pogossova (NP)	Director	Present
Sasha Henry-Crawford (SHC)	Director	Present
Fiona Fearon (FF)	Director	Absent
Shelley Davies (SD)	Director	Present
Trust staff		
Jo Ridge	Chief Financial Officer	Present

Clerked by:	Patrick Ndoro
Supporting documents:	<ul style="list-style-type: none"> ● Agenda Board of Directors 29.04.22; ● Minutes of Board Meeting 10.12.21; ● Confidential minutes of Board Meeting 10.12.22 ● Summer 22 Exec Principals' report to Directors; ● BoD Action Log;
Meeting closed at:	15:42

1. Apologies for absence and confirmation of quorum

1.1 IP sent apologies ahead of the meeting. The meeting was declared quorate.

2. Declaration of conflict of interest and annual update to register of interests.

2.1 GG informed the board of having accepted a new appointment as Governor at the Chelsea Academy in the Royal Borough of Kensington and Chelsea and that he was soon to be announced as a Trustee at the Royal Alexander and Albert School in Reigate.

3. Minutes of the previous meeting (10 December 2021)

The minutes were agreed with further items discussed in the meeting:

- a. Board involvement in AIP;
- b. Facilities update: library at Cypress Upper now complete;
- c. Actions from previous meeting did not appear in action list;
- d. KPI document to be discussed in July meeting;
- e. Review dates on AIP;
- f. Minutes on MACs' meetings not provided ahead of BoD meeting;
- g. Members to be forwarded Executive Principals' report;
- h. Ed Psychs' action discharged.

4. Matters arising not discussed elsewhere and Action Log

Action 104 – Business continuity Plan – **Complete** as sent through by JRo.

Action 113 – Board of Directors' Chair succession **complete** as discussed in December meeting.

Action 123 – KPI & Role description document **complete** as provided.

Action 128 – Bios & pictures for website to be provided following meeting.

Action 129 – Ofsted outcomes **complete** as discussed in meeting.

5. Executive Principals' report

LS and JRo presented the Executive Principals' Report to the board.

5.1 Performance

- 5.1.1 Positive feedback had been received on 'Little Wandle' Scheme from teachers across the Trust. RH questioned whether reading time is likely to be reduced in the future as the phonics scheme requires more time?
- 5.1.2 LS confirmed that there is some "catching up" to do and there are challenges that have been experienced with the scheme Early years' staff have expressed concern with Good Level of Development (GLD) being lower due to less time to teach the whole of the EYFS curriculum.
- 5.1.3 JRo stated that this is being dealt with as a lot of work has already been done to address issues. 'Reading Squads' have been introduced to allow more adults to help with reading. Regarding EYFS, more time has been freed up so that more areas of learning can be facilitated. JRo confirmed that the key issues with scheme were between September through to December 2021;
- 5.1.4 LS confirmed that the last national figures for GLD target was 72%. Currently our schools are predicting between 50 and 70% as children in reception have missed a lot of learning in the previous year due to the pandemic.

5.2 Update on Ofsted at Whitehorse Junior School

- 5.2.1 LS Advised that on Monday 25th April, the Trust were notified of an Ofsted inspection for Whitehorse Manor Juniors school. The inspection team had been challenging but fair.
- 5.2.2 JRo advised that the Senior HMI for London had come to quality assure the inspection. JRo felt that the Lead Inspector had given every opportunity for staff to talk about their work and listened carefully and with understanding;
- 5.2.3 GG asked whether Ofsted inspectors took into account the context with regards to Covid/catch up and disadvantaged pupils? LS confirmed that they showed awareness of context and local risks. Covid was discussed in 90-minute pre inspection discussion.
- 5.2.4 NP asked what progress had been made through additional meetings/conversations following the initial WHINF Ofsted report?
- 5.2.5 **Points 5.2.5 to 5.2.13 are contained within the confidential part of the minutes.**

- 5.2.14 SD advised that it would be worthwhile to have a wider discussion with regards to internal audit inspections.
- 5.2.15 JRo confirmed that recommendations had been actioned. The review was underway and progress will continue to be reviewed.
- 5.2.16 NP stated that she felt that if internal audit inspections were introduced as an annual activity, teaching staff would consider them routine
- 5.2.17 G asked whether the four recommendations in the Ofsted report had been actioned? Each of these was then discussed in turn:
- a) *'Provide staff with effective guidance and training to help all pupils build on prior learning and reading'* – LS confirmed that it was not completely in place at the time of the inspection as the scheme and its associated training had just begun. All staff have now completed training and work has been carried out to support the specific requirements of children with special learning needs;
 - b) *'To review the phonics programme and staff training to help pupils become more confident and fluent readers'* – JRo stated that this is one of the items that had been addressed in complaint as should have said 'to continue to';
 - c) *'Not all catch-up sessions were taught by staff that were confident in teaching the phonics and early reading programme.'* JRo agreed stating that this recommendation was fair as staff had only been teaching the programme for five weeks.
 - d) Leaders need to monitor and evaluate more closely the advised curriculum' JRo questioned which part of the curriculum needs to be focused on. The inspector's expectation was that children should be able to read 90% of reading books where children in the school could read up to 70%.
- 5.2.18 NP asked if the inspectors could not see how new the 'Little Wandle' scheme was to the Trust? LS confirmed that they did not. To resource the scheme >£60k had been spent on resources across the Trust. At the time of the WHINF inspection some of the packs of books had not even been opened as the scheme was so new to the Trust;
- 5.2.19 GG asked when the most recent Ofsted report for the junior school is expected to be received? LS confirmed that the inspector informed that it would only take a few weeks as this was a Section Eight inspection and there could be no changes to the grade.

5.3 School Improvement

- 5.3.1 RH asked whether the Independent Speech and Language service has been introduced to all schools? LS confirmed that the service is being delivered in all except Cypress as there are fewer speech and language needs and also the school had less money to dedicate to the project
- 5.3.2 RH asked what provision there was at Cypress for children in need of speech and language support and LS explained this was delivered by teaching assistants;
- 5.3.3 JRo added that the National Health Service SALT service commissioned by Croydon is still available to families at CYP.

5.4 Governance

- 5.4.1 LS asked whether the Chair for the board is being shared between EW & RH or solely assumed by EW?
- 5.4.2 EW confirmed that they will be co-chairing for the time being. A discussion will be held at a later date
- 5.4.3 ACTION – MACs minutes to be sent to directors, ahead of directors' meeting
- 5.4.4 LS asked whether MACs & Directors Day should be postponed to a later date?
- 5.4.5 JRo suggested that it should still be held before the end of term as it aligns with the vision, culture and ethos of the assurance framework that is part of what makes Pegasus. The Board

AGREED to rearrange the MACs and Directors Day for Wednesday 15th June 2022

5.5 People and Leadership

- 5.5.1 LS stated that good teachers are in high demand and work has been done with middle leaders. However, more teachers than ever have mentioned potentially looking to move on to other schools. Also it should be noted that schools outside of London have started to offer inner London salaries to attract good teachers.
- 5.5.2 SHC asked whether the board felt confident in replacing the teachers in the next round of recruitment;
- 5.5.3 LS confirmed that one teacher's work was now being covered by a supply teacher which the parents are happy with and a second teacher is being covered by staff already working in the Trust

5.6 Financial Stability

- 5.6.1 LS stated that two finance meetings have been held since the last directors' meeting and IP had provided a paper on finances in his absence. The most significant spend in last period has been the purchase of a new minibus.

5.7 Capacity for growth

Points 5.7.1 to 5.7.5 are contained within the confidential part of the minutes.

- 5.7.6 RH stated that an Education White Paper and SEN green paper have been published and asked if there are any implications for the requirements of 32.5 hours for the school week to the Trust? JRo advised that the report refers to schools that 'go home' before 3pm, most children do not have long lunch breaks and there are no afternoon breaks which they usually have in other schools.
- 5.7.7 RH asked whether progress had been made on the curriculum development work undertaken by the inclusivity committee and whether further work was being done? JRo stated that good progress had been made with the development of a policy and a number of training sessions having already taken place on unconscious bias, 'The Black Curriculum', texts and appropriate books, the learning environment and best representation of all community groups. Particular attention has been paid to community representation in the new Upper School library at Cypress and an external provider that specialises in representative books is being used
- 5.7.8 RH asked whether more would be included on developing children's understanding of climate change and whether 'natural history' is something that would be incorporated into curriculum? JRo stated that there is work being done on LED lighting, solar array and batteries at Cypress and regeneration of the woodlands
- 5.7.9 EW asked how children are engaged with the environment and whether there should be a comment added to the Executive Principals' report? JRo confirmed that there is a lot to report on how the Trust is turning green every year and could be included in Executive Principals' report as section 7

6. Finance Update

Point 6.1 is contained within the confidential part of the minutes

- 6.2 JRo explained that due to the rise in the cost of raw materials, by the time CIF budget is received, costs on projects are now significantly increased. For example, a fencing project grant was applied for in 2021 and by the time the project commenced, material costs had risen 25% resulting in funding provided not being sufficient to cover the cost of the project. £57k was received but the final cost will be in excess of £70k.
- 6.3 JRi stated that cash handling charges that were initially assumed to be for the collection of

cash were however found to be the charges on dinner money and transaction fees for Magic Booking system which is the cost of running the system. £3k bank charges are not exceptionally high considering the number of transactions each month.

6.4 SHC asked whether the Trust has looked at alternative supplies for paper? JRo stated that a lot of suppliers had been contacted but due to overlapping issues, Brexit, Covid, Ukraine crisis, distribution and costs of producing paper, the prices have risen

6.5 SHC asked if alternative options such as off-white coloured paper had been considered to reduce costs. JRo stated that the paper cannot be less than 80g per square metre as it would damage printers

- **Action: JRo to contact paper suppliers for alternative and cost efficient options for paper before next meeting;**
- **Action: JRo to send memorandum of understanding to RH and EW.**

6.6 The board agreed to continue with the discussions with regards to adding a new school via email correspondence without formal approval being necessary at each stage by the Board.

6.7 SD wanted to make clear that to avoid any conflict of interest, she was not involved in any discussions regarding the new school joining the Trust.

7. Governance Update

7.1 RH asked whether the Trust had joined the National Governors' Association and if other directors have been receiving the emails.

7.2 JRi confirmed that the forms had been completed and returned to NGA and the Trust has the membership.

- **Action: JRi to meet with clerks to see if there are further actions to have directors added to NGA mailing list**

8. Facilities Update

8.1 JRo stated that some of the CAPEX projects are funded by grants (CIF) and other projects are funded by reserves. A lot of work has been done to improve premises this year. Costs from reserves are ~£200k as the Trust remains in surplus every month. Most of the works have been completed including LED lighting upgrade, big projects around boilers and a roof replacement. Contractors are finishing fencing work at Cypress. At present it seems that no major projects are to be done in the summer.

8.2 RH asked whether there was to be a new roof at one of the Whitehorse schools? JRo confirmed that bids have not been returned for CIF bids and should the Trust not be awarded the grant, this roof work would have to be funded from reserves. Costs are estimated to be £40k and is for part of the roof and not the entire roof.

9. Academy Council Meetings

9.1 Chair stated that minutes for previous academy council meetings had not been received to be discussed.

- **Action: Clerk to forward academy council meetings ahead of BoD meetings for review.**

10. Correspondence to the chair

10.1 Chair stated having received gender pay gap report which has been published on the Trust website with added commentary;

10.2 The Chair asked whether the changing structure of the Regional School's Commissioner's office would have any impact on the Trust? RH confirmed that the change had not taken effect and is a direct result of what arises from The white paper. The commissioner will have

a wider role than just schools

10.3 SD confirmed that she had not received any further details.

11. Any other business

11.1 Chair stated that items to discuss both the White and Green papers should be added to July agenda.

11.2 The board agreed to hold the next board meeting "in person" rather than virtually at Cypress on the 15th July.

- **Action: Clerk to send future board meetings as diary invite.**

12. Meeting dates for 2022

12.1 MACs and Directors' day to be arranged for Wednesday 15 June at 9:30am.

12.2 The next Directors' meeting will be held on 15 July 2022.

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