THE PEGASUS ACADEMY TRUST

BOARD OF DIRECTORS' MEETING MINUTES

Friday, October 17th 2025 at 13:30 pm

Meeting in person at Whitehorse Manor School (with online attendees)

Directors		
Richard Hill (RH)	Director Chair of Board	Present
Xavier Villers (XV)	Director	Present
Gary Griffin (GG)	Director	Present
Nina Pogossova (NP)	Director	Present
Marnie Hayward (MH)	Director	Present
Tracey Markham (TM)	Director	Present
Katy Bennett (KB)	Director	Present
Trust staff		
Jolyon Roberts (JR)	Executive Principal/CEO	Present
Lynne Sampson (LS)	Executive Principal	Present
John Yau (JY)	Chief Financial Officer	Present

Clerked by:	Sonia Wesley (SW)
Supporting documents:	- Agenda Board of Directors 17.10.2025; - Draft Minutes of Board Meeting 04.07.2025 including action log; - Keeping children safe in education 2025; - Review of Pegasus strategic goals 2024-27; - Executive Principals' Report; - PAT Safeguarding policy; - PAT Child protection policy; - PAT Pay & appraisal policy; - PAT Admissions policy - PAT SEND policy - PAT staff code of conduct & dress code
Meeting closed at:	16:05

	ITEM	Lead
1.	**Apologies for absence and confirmation of quorum:**	**Chair**
1.1	No apologies were received. All members of the board were present.	
1.2	The meeting was declared quorate.	
2.	**Declaration of conflict of interest and annual update to register of pecuniary interests and code of conduct**	**Chair**
2.1	No conflicts of interest were declared.	
2.2	Some directors had completed the pecuniary interest forms and confirmed that they had read the Code of Conduct. Directors were encouraged to complete the forms as soon as possible and return them to the Clerk	
3.	**Minutes of the previous meeting – 4th July 2025, matters arising and review of action log:**	**Chair**
3.1	Minutes of the previous meeting on 4th July 2025 were accepted as accurate and approved.	
3.2	**A director inquired about the progress of the following project, which was discussed at the previous meeting:** ***Digital and Technology Standards:*** *Trusts are expected to work towards meeting the six core digital and technology standards by 2030 (1.16). These standards include: broadband internet, network switching, wireless network, cyber security, filtering and monitoring, and digital leadership and governance. It was noted that PAT meets all of these standards, with the exception of network switching. An ongoing project is currently in place to replace all switches across the Trust.* *In response, JR reported that this is part of a long-term project, which spans a 10-year period. The Trust will replace the switches as they break down.* **Previous Actions** 1. Meetings to be arranged with MAC Chairs and Chair of BoD. – **Ongoing - LS informed the Board that elections for new Chairs are due to take place at several schools within the Trust. It was advised that the meeting be postponed until the new Chairs have been appointed.** 2. Directors encouraged to identify potential new board members - **Ongoing – The potential director JY had previously identified is no longer interested in the position.** **New Actions** 1. Clerk to circulate Prevent NGA extract from Governing Matters to MAC members **– Closed** 2. Pay Policy to be revised to include a subsection specifically addressing executive	**Chair**

pay. This item is to be added to the agenda for the next Board meeting – **Ongoing – Pay policy included on agenda under item 7c however, subsection not yet added, updated version to be presented at next Finance, audit & risk committee meeting.**

3. Directors to review the new Ofsted framework upon its release in September. Clerk to add this item to the agenda for the next Board of Directors meeting. – **Closed see agenda item 4c.**

4.	**The Governance of Pegasus Academy Trust** a) KCSiE update b) Terms of office due to expire c) Review new Ofsted framework d) Feedback from any training sessions attended	**Chair**

4.1 **KCSiE update**

JR reported that the KCSiE (Keeping Children Safe in Education) training had been rolled out to all staff via Schoot. All directors and MACs are expected to read Part 2 of the guidance in accordance with their obligations as school leaders.

LS shared key updates to KCSiE, which include enhanced online safety guidance covering misinformation and AI, the statutory nature of the 'Working Together to Improve School Attendance' guidance, and updated expectations for alternative provision and safer recruitment. Directors were also made aware of changes regarding snack time for EYFS (Early Years Foundation Stage), and the requirement that each class must have a trained paediatric first aider. As a result, 17 staff members are now booked for paediatric first aid training.

4.2 **Terms of office due to expire**

It was highlighted that NP's term of office is due to expire on 15/12/2025. NP has expressed interest in serving another term. The Chair proposed that a decision on this matter be deferred to the AGM scheduled for 12/12/2025.

4.3 **Review of new Ofsted framework**

LS provided a summary of the key changes to the new Ofsted framework, which is outlined in the Executive Principal's report. She explained that, since the report was circulated, there have been further updates. Ofsted's revised framework, effective November 2025, introduces a new five-point grading scale, with no more ungraded inspections, as well as a new 'report card' for parents. There will also be a greater emphasis on inclusion and wellbeing.

Inspections will resume on November 10, 2025, and schools requiring improvement will undergo more frequent 'monitoring inspections.' Key changes also include an updated inspection toolkit, and the removal of 'deep dives.'

LS informed the Board that Whitehorse Manor Junior School is next in line for inspection and that she and the Head of School at Whitehorse Manor Junior School recently attended a training session on the new framework, where they were advised to go through the five grading points and self-evaluate, identifying where the school can evidence meeting the expected standards.

LS expressed confidence that Whitehorse Manor Junior School is well-prepared to provide the necessary evidence to demonstrate to Ofsted that they are at the expected standard.

Directors expressed their desire for the school to aim for the highest possible

	standard and seek evidence of excellence. LS confirmed that they will, of course, assess each area, and where evidence of a strong or exceptional standard is found, the school will be rated accordingly.	
4.4	**Feedback from training sessions attended** RH and GG confirmed that they have completed the KCSiE update and Safeguarding training in their roles on other boards.	
5.	**PAT Strategic planning:**	**Chair**
5.1	Directors discussed the strategic goals for the period 2024-2027, reviewing their relevance and progress. JR provided an update on each goal as follows: 1. To continue to enhance and develop the educational experience of all pupils within PAT, by providing a rich and stimulating curriculum, which combined with effective teaching and learning ensures pupils leave PAT with a love of learning, ready for the next stages of their education. – **PAT regularly evaluates the curriculum and teaching practice with a focus on quality teaching** 2. To ensure that all pupils and staff have an understanding of the environmental challenges we face and their potential solutions. – **The curriculum includes topics on climate change, pollution, energy use, and sustainability in lessons at age-appropriate levels.** 3. To ensure that all staff, directors and MACs are highly motivated and qualified by ensuring the availability of high quality, professional development whilst ensuring that all staff have a positive work life balance. **-** ***Schoot*** **online training platform provides accessible, high-quality professional development, including 3–4 mandatory sessions annually for compliance. Staff are encouraged not to work or send emails during evenings or weekends and to leave at a reasonable time on Fridays.** 4. To value the diversity of our communities by celebrating all religions, beliefs, backgrounds and cultures. - **Diversity and inclusion is embedded across the curriculum, particularly through subjects such as RE, PSHE, history, and literature. A wide range of cultural and religious festivals are celebrated throughout the year, involving pupils and families in events and assemblies. Displays, resources, and reading materials reflect the diversity of the school community and the wider world** 5. To provide first class buildings and facilities across the trust to ensure that all establishments have the resources to meet the needs of all of their pupils. - **There is a strong focus on ensuring this goal remains a standing priority at all Finance, Audit and Risk Committee meetings.** 6. In the current uncertain times ensure that PAT retains its current financial stability. **- There is a strong focus on ensuring this goal remains a standing priority at all Finance, Audit and Risk Committee meetings.**	

	7. To seek opportunities to enlarge the Trust so as to move towards our goal of having ten schools within the trust. **- It was noted that other strategic priorities have taken precedence at this time**	
5.2	Directors discussed the challenges associated with Goals 5 and 6, particularly in relation to supporting pupils with SEND. It was noted that, in some cases, the level of funding provided by the Local Authority is significantly lower than the actual cost of required support. For example, while the LA may allocate £16,000 for a child with SEND, the cost of employing a one-to-one support member of staff can be as high as £38,000, leaving a substantial shortfall that the Trust must cover. This funding gap presents ongoing financial and operational challenges in meeting the needs of all pupils effectively.	
5.3	A director spoke passionately about increasing investment in solar panels and renewable energy sources to reduce long-term running costs. This initiative was also noted to align with Goal 2.	
5.4	It was agreed that conducting an annual review of the strategic goals would be beneficial. The Board also discussed the importance of establishing measurable outcomes and making the goals SMART (Specific, Measurable, Achievable, Relevant, Time-bound). NP volunteered to draft measurable targets for the strategic goals. XV and RH offered to contribute, and together they will form a working party to develop these further. **ACTION 1: NP to draft measurable targets for the strategic goals, with support from XV and RH as part of a working party.**	
6.	**Executive Principals' Report:** LS summarised the Executive Principal's report, highlighting the following key points:	**JR/LS**
6.1	Atwood Primary School achieved excellent results, reflecting significant school improvement efforts over the past year. The hard work has clearly yielded positive outcomes. Directors discussed the outcomes at Cypress, which were lower than expected. LS explained that many families leave during Years 5 and 6 to transfer to the private sector, leading to mid-year admissions that present additional integration and learning challenges. Plans are underway to address these challenges and improve outcomes for the next academic year.	
6.2	LS provided a governance update, noting that two new Co-Chairs have been appointed to the Atwood Multi Academy Council (MAC) and have already made positive improvements. The Whitehorse Manor Junior School MAC meeting was postponed due to it not being quorate; however, a new date has been arranged. Thornton Heath Nursery continues to benefit from a very strong Chair. Overall, governance across the Trust is considered to be in a strong position.	
6.3	Interviews were held to appoint a Deputy Head of School for Whitehorse Manor, with responsibility for leading the Brigstock site. The process attracted six strong candidates, including two internal applicants. Following a rigorous selection process, a highly impressive external candidate was appointed, who notably accepted a significant pay reduction from her previous role in order to join the Trust. Feedback from the interview process was extremely positive, with several candidates expressing how impressed they were by their tour of the school and the positive atmosphere they observed. Many commented on the welcoming environment and	

	strong sense of community, and expressed interest in being considered for future vacancies within the Trust.	
6.4	LS shared that the Trust had experienced a wave of staff sickness and grievances. While some cost efficiencies were realised over the summer through natural staff turnover and contract reviews, this has subsequently placed additional strain on remaining staff as sickness levels have increased. In light of these challenges, directors discussed prioritising staff wellbeing over strictly maintaining a balanced budget to better address these issues.	
6.5	JR summarised the financial stability of the Trust, noting a decrease of 55 pupils across the Trust, resulting in a funding shortfall of approximately £300,000. This decline reflects a national trend and is further compounded by the fact that the per-pupil funding allowance has not increased, placing additional financial strain on the Trust.	
7.	**Approval of policies;**	**Chair**
7.1	A Director highlighted that the term *"Executive Headteachers"* should be amended to *"Executive Principals"* in a number of the policies below in order to align with the terminology used in the Articles of Association and revision history should be updated. **ACTION 2: LS to amend *"Executive Headteachers"* to *"Executive Principals"* in the Safeguarding and Child protection policies and update revision history in all policies.** **a) Safeguarding policy** A Director asked whether all known local contextual risks — such as racism, sexism, and other forms of discrimination — had been fully considered in the relevant policies and safeguarding assessments. The Board acknowledged the importance of regularly reviewing these risks to ensure they are appropriately identified and addressed within the Trust's safeguarding, curriculum, and equality strategies. **SAFEGUARDING POLICY AGREED SUBJECT TO AMENDMENTS** **b) Child protection policy** **CHILD PROTECTION POLICY AGREED SUBJECT TO AMENDMENTS** **c) Pay policy 2025-26** A Director noted that forthcoming updates to the Equality Act are expected, which may require changes to the Trust's Pay Policy. In particular, proposed changes could introduce requirements to publish pay gap data not only by gender, but also by race and disability. The Board acknowledged that, should these changes be enacted, the Pay Policy will need to be reviewed and updated accordingly to ensure compliance. It was agreed that this will be kept under review as further guidance is released. **Pay Policy to be revised to include a subsection specifically addressing executive pay. This item is to be added to the agenda for the next Finance, audit and risk committee meeting.** **d) Admissions policy** LS informed the Board that changes have been made to the Admissions Policy for	

Atwood Primary School to include children of staff as a priority criterion. This amendment brings Atwood's admissions policy in line with the rest of the Trust. The change will take effect for admissions from September 2026.

ADMISSIONS POLICY AGREED

e)   SEND policy
It was noted that the SEND policy had been substantially revised from the version previously circulated, including an entirely new Section 17.

SEND POLICY AGREED

f)   Staff code of conduct
A Director suggested that a clear and explicit statement regarding expectations around sexual harassment, including how staff can escalate complaints of this nature, should be included in the staff code of conduct. JR confirmed that there is a *Sexual Harassment Awareness* course available on the Schoot platform, and advised that this can be made mandatory for all staff to complete. The Board supported this approach.

ACTION 3: JR to make the *Sexual Harassment Awareness* course mandatory for all staff to complete as part of their ongoing training and professional development.

STAFF CODE OF CONDUCT AGREED

g)   Review of Grievance and Sickness Policies

Directors considered whether it is now appropriate for the Trust to adopt its own Grievance and Sickness policies, as the current Local Authority versions are no longer fit for purpose, having not been updated in the last 12 years. JR proposed that the Trust draft its own policies, based on the Green and Burgundy Books. Once drafted, the policies will need to be shared with the relevant trade unions for consultation.

The Board agreed that a draft should be brought forward for consideration. JR confirmed he will prepare an initial draft to be presented at the next Board of Directors meeting in December.

ACTION 4: ***Staff Grievance and Sickness Policy* to be added to the agenda for the next Board of Directors meeting in December.**

8.	**Correspondence to the chair**	**Chair**
8.1	The Chair reported having received some correspondence in the form of complaints. Due to the potential need for directors to sit on related panels, details could not be shared at this time. He also referenced a recent article from the NGA highlighting a national increase in the volume of complaints across schools.	
9.	**Confidential items** None	**Chair**

10.	**Any other business (notified to Chair/Clerk in advance)**	**Chair JR**
	• **Appointment of Cyber security link governor**	
10.1	JR emphasised the importance of appointing a Cyber Security Link Governor in response to the increasing cyber threats faced by schools, noting that phishing attempts now occur several times a week. **NP and MH volunteered for the role and was officially appointed as the Link Governor for Cyber Security**.	
11.	**Date for next meeting:**	**Chair**
11.1	Friday 12th December 2025 at 1:30pm at Cypress Primary School. **The meeting closed at 4.05pm**	

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

Summary of Actions – PAT Board Meeting 04/07/2025

No	Previous Actions	Who?	When?	Update?
1	Meeting to be arranged with MAC Chairs and Chair of BoD. Agenda to include the following: • Ongoing concerns with high levels in SEND and lack of funding in this area • Report what actions PAT has taken at board level – CAPEX projects to improve provision for pupils with SEND, liaising with LA about funding etc	RH	January 2026	New chairs are being elected. A meeting will be arranged once appointments are confirmed.
2	To identify potential new board members with a preference for individuals from Black, Asian, and Minority Ethnic (BAME) backgrounds to better reflect the diversity of the community.	All	Ongoing	

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3	Pay Policy to be revised to include a subsection specifically addressing executive pay. This item is to be added to the agenda for the next Finance, audit and risk committee meeting.	JR	November 2025	

No	New Actions	Who?	When?	Update?
1	NP to draft measurable targets for the strategic goals, with support from XV and RH as part of a working party.	NP, RH XV	December 2025	
2	LS to amend *"Executive Headteachers"* to *"Executive Principals"* in the Safeguarding and Child protection policies and update revision history in all policies.	LS	ASAP	
3	JR to make the *Sexual Harassment Awareness* course mandatory for all staff to complete as part of their ongoing training and professional development.	JR	ASAP	
4	*Staff Grievance and Sickness Policy* to be added to the agenda for the next Board of Directors meeting in December.	JR SW	December 2025	