



THE PEGASUS ACADEMY TRUST
BOARD OF DIRECTORS' MEETING
MINUTES

Friday, October 20th, 2023 at 13:30 pm

Meeting in person at Beulah Infants School (with online attendees)

Directors		
Richard Hill (RH)	Director Chair of Board	Present via Google Meet
Ian Patterson (IP)	Vice Chair of Board	Apologies received
Emma Whapham (EW)	Director	Present via Google Meet
Xavier Villers (XV)	Director	Present
Gary Griffin (GG)	Director	Present
Nina Pogossova (NP)	Director	Apologies received
Sasha Henry-Crawford (SHC)	Director	Present via Google Meet
Trust staff		
Jo Ridge (JRi)	Chief Financial Officer	Present via Google Meet
Jolyon Roberts (JRo)	Executive Principal/CEO	Present
Lynne Sampson (LS)	Executive Principal	Present via Google Meet

Clerked by:	Sonia Wesley (via Google Meet)
Supporting documents:	<ul style="list-style-type: none"> ● Agenda Board of Directors 20.10.23. ● Draft Minutes of Board Meeting 07.07.23. ● Local Governance here now document. ● NGA MAT Governance document. ● NGA Scheme of delegation guide. ● PAT delegation matrix. ● Governance at PAT document. ● Draft Governance Strategic Plan.

	<ul style="list-style-type: none"> ● Executive Principals' Report. ● PAT PM arrangements 2023. ● Draft Behaviour Policy. ● Draft Pay Policy. ● Letter to Atwood Primary School Parents.
Meeting closed at:	3:55pm

	ITEM	Time	Lead
1.	<p>Apologies for absence and confirmation of quorum:</p> <p>Apologies accepted from IP and NP. All other directors were in attendance. The meeting was declared quorate.</p>	1	Chair
2.	<p>Declaration of conflict of interest / Board Membership</p> <p>Completed pecuniary interest forms and signed code of conduct received from RH, EW, GG and XV.</p> <p>No specific conflicts of interest were declared in relation to the agenda.</p> <p>ACTION 1: Outstanding pecuniary interest forms/signed code of conduct to be completed and sent to Clerk.</p>	5	Chair
3.	<p>Minutes of the previous meeting – 07.07.23 Matters arising and review of action log:</p> <p>Minutes of the meeting were accepted as accurate and were approved.</p> <p>ACTION 1 – XV to undertake a skills audit for current Board members and identify skillset for new candidates. – Ongoing – XV had circulated a skills audit for directors to complete. Awaiting all directors to complete skills audit.</p> <p>ACTION 2 – RH to explore Director recruitment options through Inspiring Governance. – Complete (new action below)</p> <p>ACTION 3 – JRo to confirm arrangements and numbers for fire door replacement. – Complete – JRo confirmed that fire door replacements are underway however, works were taking longer than anticipated.</p> <p>ACTION 4 – RH to contact JRo for confirmation of outcome on catering tender. - Complete</p> <p>ACTION 5 - Catering update to be provided by JRo at Autumn Finance meeting. – Pending – Autumn Finance Meeting due to take place on 24/11/23</p> <p>ACTION 6 – RH to work with LS on job description for COO – Ongoing – RH confirmed that he and LS started drafting a JD and this will be presented at the next BoD meeting.</p> <p>ACTION 7 – RH to attempt to source replacements to the Board -</p>	10	Chair

	<p>Complete ACTION 8 – LS to follow up with Site Managers / Facilities Management regarding the present position on Asbestos Management and highlight any areas of potential concern. – Complete LS had sent an email to all Directors following the meeting to confirm that there were no areas for potential concern.</p> <p>RH informed Directors that he had explored various options for Director recruitment including Inspire Governance and Governors for Schools’ Trustee recruitment scheme. RH proposed that the board consider the Governors for Schools’ Trustee recruitment scheme as although it is a chargeable service, the Governors for Schools’ offer a preferable package. RH outlined the costs:</p> <p>1 Meeting = £2,500 + vat 2 Meetings = £4,500 + vat 3 Meetings = £6,000 + vat</p> <p>Directors considered these costs and noted that although there was a fee for a voluntary role, this fee was considerably lower than comparable services available.</p> <p>Question 1: Is this fee negotiable? Answer 1: RH explained that the fee was non-negotiable, however, it was in line with the rate the DfE used to pay Academy Ambassadors for providing the same service.</p> <p>It was agreed that the board would proceed to recruit 2 additional Directors using the NGA Trustee recruitment scheme and all directors would complete the skills audit to identify skills gaps.</p> <p>ACTION 2: RH to initiate recruitment process through Governors for Schools’ Trustee recruitment scheme.</p> <p>JRo explained the impact of the Government initiative to extend the provision of universal free school meals to KS2. JRo reported that most schools within the Trust had seen a 20% increase in uptake since the initiative had been introduced. This increase has however put additional pressure upon catering staff. In response, JRo requested £28,000 to upscale kitchen equipment to keep up with demand. This amount was authorised by Chairs Action by both Chair of the Finance Committee and Chair of the Board.</p> <p>Question 2: Has RAAC been identified at any of our schools? Answer 2: JRo stated that a survey had been conducted and the results confirmed no RAAC was identified.</p>		
4.	<p>The Governance of The Pegasus Academy Trust</p> <p>RH presented the documents he had prepared relating to the Governance at PAT. Directors considered the recommendations, particularly around communication between the Trust Board and MACs. EP’s currently attend all</p>	20	Chair

	<p>MAC meetings as well as Trust Board meetings and feedback.</p> <p>It was noted that PAT currently have a clear financial scheme of delegation, but this did not extend to other roles and responsibilities within the structure. Directors discussed the possibility of link roles at Trust level and the need for a Governance professional. It was agreed that it was not necessary for Board members to have specific link roles as MAC members take responsibility for key areas at each site. The outcomes of their school visits are documented in MAC minutes which Directors are presented with at each meeting. Key information is also presented within the EP's report.</p> <p>ACTION 3: RH, LS & JRo to discuss the Role of the Governance Professional at PAT</p> <p>ACTION 4: Meetings to be arranged with MAC Chair's and Chair of BoD.</p>		
5.	<p>PAT Strategic Planning</p> <p>Directors considered the use of a governance-specific Strategic plan. It was noted that the Trust currently has a detailed 3-year plan however, this is focused on the operational running of the schools within the Trust and the curriculum it offers. It was agreed that a 1-page strategic overview would be beneficial to highlight the Trust's wider plans including expansion and reducing its carbon footprint.</p> <p>ACTION 5: JRo, RH & XV to draft a 1-page strategic overview.</p>	20	Chair
6.	<p>Executive Principals' Report including:</p> <ul style="list-style-type: none"> - Performance - School improvement - Governance - People and Leadership - Financial Stability - Capacity for Growth - 3-Year Strategic Plan <p>LS summarised the EP Report.</p> <p>Directors discussed the Key stage outcomes and statutory assessments. JRo highlighted that Heads of School had put initiatives in place to further improve outcomes and they were linked to HTPM. The cohorts must also be taken into consideration.</p> <p>Question 3: As KS1 tests become obsolete, how will the Trust measure outcome/progress?</p> <p>Answer 3: LS explained that it would be much easier to measure as the</p>	25	EP's

	<p>Trust uses internal methods of assessment across each year group giving a more accurate reflection.</p> <p>Question 4: The update in KCSiE around the filtering and monitoring requires each school to have a designated governor to review the effectiveness. Do we have this in place?</p> <p>Answer 4: JRo explained the Trust use a system called 'Securly' which he emphasised is excellent. He and Matt Chitty (IT Lead) were responsible within the Trust to ensure the system's effectiveness. MAC members with the responsibility for safeguarding would include this as part of their role and the updates in KCSiE was an agenda item at all MAC meetings for this term.</p> <p>LS clarified that the movement in staff at Leadership level was a domino effect from one Head of School retiring resulting in numerous promotions within the Trust. One position for an acting Deputy Head of School to cover maternity leave was filled externally yesterday.</p> <p>Directors discussed the implications of support staff salary rises. It was noted that according to a study by the NGA, it was harder to recruit and retain support staff than teachers in a climate where other industries were able to offer a higher salary.</p> <p>JRo explained that until the outcome of anticipated future strikes in the autumn term, it would be difficult to determine the impact. JRo remains confident that a healthy reserve will be maintained. JRo confirmed that the Trust has now received £128,000 from the DfE for 'Teachers Pay Additional Grant'.</p> <p>Question 5: What is the Trust's current attendance figures and are they in line with National?</p> <p>Answer 5: JRo highlighted that with the Trust's new Attendance programme 'Studybugs', monitoring attendance was very effective. At the beginning of this academic year, the Trust was slightly below National due to several families who returned late from holidays. Attendance has improved in the last 3 weeks across the board. Illness has mainly affected younger children in infant settings as the weather changes.</p> <p>Directors were informed of a surprise Ofsted inspection at Thornton Heath Nursery School. SLT were confident of a positive outcome.</p> <p>Directors discussed the threat of closure of maintained nursery schools and how this would impact PAT given the government initiative to offer 30 hours of funding for children aged between nine months and two years old from 2025. JRo clarified that he had encouraged all stakeholders to respond to the consultation and that Thornton Heath Nursery School was in a good position. If it was forced to close there may be capacity at Beulah Infants School and Whitehorse Manor Infants to School to expand.</p>		
7.	Approval of Policies;	20	JRo

	<p>a) Behaviour Policy b) Pay Policy 2023-24</p> <p>JRo presented the draft Behaviour Policy and highlighted that the new approach was informed by the book 'When the Adults Change Everything Changes' By Paul Dix which is centred around improving positive relationships between staff and pupils. JRo also reported a low number of racial/sexual incidents and fixed-term exclusions which he believes is largely due to the Trust's engagement with various voluntary organisations who tackle local issues.</p> <p>LS pointed out that a suggestion had been received from the MAC Chair at Cypress Primary School (who is also an Educational Psychologist) to amend the wording in point 6.4 to read as follows:</p> <p>"Responding to pupils with specific needs: Some children may need further support to regulate their behaviour. This may take the form of a behaviour report card which is available from the Inclusion Manager. These cards break the day down into smaller parts, depending on the need of the child. These are used to support children who have particular social, emotional and/or mental health needs. In discussion with the Inclusion Manager an appropriate card is drawn up.</p> <p>JRo summarised the key changes in the Pay Policy 2023-24.</p> <p>Directors discussed the upcoming Remuneration Committee and HTPM meeting on 01/12/2023. It was agreed that 3 board members should form the committee. RH, XV and GG agreed to sit on this committee.</p> <p>Having considered and discussed the key changes in the policies, the Board formally agreed and approved the Behaviour and Pay 2023-24 Policies.</p>		
8.	<p>Academy Councils</p> <p>MAC minutes were not circulated as many meetings had not yet taken place. These will be circulated at the next BoD meeting.</p>	2	Chair
9.	<p>Correspondence to the Chair</p> <p>None</p>	2	Chair
10.	<p>Confidential items</p> <p>None</p>	2	Chair
11.	<p>Any other business – Letter to Atwood Parents</p>	15	JRo

	<p>Question 6: Do you think all schools would benefit from a similar letter to parents?</p> <p>Answer 6: JRo explained that the Trust communicates very well with parents across the Trust through the website and newsletters. This letter was specific to Atwood parents addressing questions they had raised in the parental survey.</p> <p>Question 7: Will there be a follow-up letter for Atwood parents?</p> <p>Answer 7: JRo confirmed that there would be an annual update.</p> <p>JRo requested authorisation for CAPEX of £35,014 inc. vat for the replacement of 2 single fire doors at Atwood Primary School. These doors will need to be replaced with double fire doors as well as other glazing works.</p> <p>Directors agreed to authorise this amount. JRo confirmed that this work would be complete by the end of Autumn Term.</p>		
12.	<p>Meeting Dates 2023/24</p> <ul style="list-style-type: none"> - Friday 8th December 2023 – AGM & BoD - Friday 24th May 2024 - Friday 5th July 2024 <p>Meeting closed 3:55pm</p>	2	Chair

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

Summary of Actions – PAT Board Meeting 20/10/2023

No	Previous Actions	Who?	When?	Update?
1	XV to undertake a skills audit for current Board members and identify skillsets for new candidates.	XV	Summer 2023	Skills audit circulated. All directors to complete.
5	Catering update to be provided by JRo at Autumn Finance meeting.	JRo	November 2023	
6	RH to work with LS on a job description for COO	LS and RH	By spring 2024	

No	New Actions	Who?	When?	Update?
1	Outstanding pecuniary interest forms/signed code of conduct to be completed and sent to Clerk	IP, NP, SHC	December 2023	
2	RH to initiate recruitment process through Governors for Schools' Trustee recruitment scheme.	RH	Summer 2023	
3	RH, LS & JRo to discuss the Role of the Governance Professional at PAT	JRo, LS & RH	Spring 2024	
4	Meetings to be arranged with MAC Chair's and Chair of BoD.	RH	By spring 2024	
5	JRo, RH & XV to draft a 1-page strategic overview.	JRo RH & XV	By Spring 2024	