



**PATHFINDER MULTI-ACADEMY TRUST**  
**Minutes of the Meeting of the Board**  
**held on Thursday 20<sup>th</sup> July 2017 at 6.30pm**  
**at Hempland Primary School**

**Present:**

Revd Richard Battersby  
Dr Andrew Clarke  
Mr Andrew Daly  
Mr Ian Dolben (Vice-Chair)  
Mr Paul Durham

Revd Tim Robinson  
Mr John Sharpe  
Ms Alison Smith  
Mrs Claire Theyers

**In attendance:**

Mr Glen Duxbury - Finance Director  
Mr Stuart Outram - Headteacher, Hempland Primary School  
Mrs Barbara Kybett - Governor Support Officer – Clerk

**ACTION**

**1. Welcome, Apologies and Consents**

Ian Dolben welcomed everyone to the meeting and explained that as Vice-Chair of the Board, he would be chairing the meeting in John Hattam's absence. Apologies were received, with consent, from John Hattam.

**2. Declarations of interest**

There were no further declarations of interest.

**3. Minutes of the Meeting held 25<sup>th</sup> May 2017, Action Points and Matters**  
*(previously distributed)*

The main minutes were agreed to be a true and accurate record of the meeting and were signed by the Chair.

Action Points - Main set

<b>Action</b>	<b>Agenda Item</b>	<b>Person(s) Responsible</b>	<b>Timescale</b>
<b>1.</b> Draft further bullet point covering risk for HTOB to add to the Statement of Principles	3	Richard Battersby	Closed
<b>2.</b> Continue procurement process for additional governor at St Lawrence's	3	Glen Duxbury	On agenda – item 12
<b>3.</b> Send any comments or amendments on MAT Restructure and Redundancy Policy to Jo Sheen	13a	All	Complete
<b>4.</b> Distribute the due diligence report from New Earswick Primary	14	Andrew Daly	On agenda – item 14

The confidential minutes were agreed to be a true and accurate record of the meeting and were signed by the Chair.

### Matters Arising

Andrew Daly was asked to report on the progress of the staff satisfaction survey which had been discussed at the last meeting. Andrew advised that the HTOB had discussed implementing the survey and had agreed that the autumn term would be a more appropriate time. The HTOB had reservations about using the Gallup Q<sup>12</sup> Employee Engagement Survey as suggested, on the basis that the questions were not specific enough. Stuart agreed that it was too early for schools that had joined the MAT in the spring and summer terms to complete a staff satisfaction survey. A director expressed the opinion that the development and implementation of a staff satisfaction survey was an operational, rather than a strategic matter and therefore should be delegated to the HTOB. He suggested that staff should be asked to complete it once their school had been part of the MAT for one year, and that the questions should be relevant and focused. Directors agreed that the HTOB should be tasked with devising questions for the survey which would be implemented in the four founder schools of the MAT in September, with the results brought to the Board in October.

**Agenda**

Andrew also reported that several members of the Standards Committee had met informally to draft the terms of reference; these had been previously distributed to directors in the Executive Head's report.

#### **4. Correspondence Received**

Andrew Daly reported that he had received a communication from Lisa Beadle, the PMAT contact at the DfE, who had requested a meeting with him and John Hattam regarding the MAT's plans for growth.

#### **5. Vice-Chair's Report**

With the aid of a Powerpoint slide from the last meeting, the Chair reminded the Board of its role. It was noted that governance support for the MAT had now been secured and that the Clerk was in the process of compiling an overview of all LGC meetings and dates.

#### **6. Executive Head's Report (previously distributed)**

Andrew presented his report and highlighted the following first:

- Zoe Lightfoot had been appointed as headteacher of Hempland Primary with effect from 1<sup>st</sup> September; Zoe had already joined an HTOB meeting and Andrew was very optimistic about the contribution that Zoe would make
- a Communications Officer had been appointed
- every school had contributed to the report, each bringing its individual ethos and values to the whole.

Andrew drew attention to the data from the primary schools' key stage 1 and 2 tests which had been included in the report, noting that further analysis would be delegated to the Standards Committee. He advised that the HTOB had already scrutinised the data and he emphasised that the successes and challenges were shared. He summarised that although the results were overall an improvement on last year's, there was still much work to be done to raise standards.

Andrew highlighted the following MAT wide improvements, noting that greater detail was contained in the report:

- no primary school's results for progress were below last year's floor standards
- no primary school would have hit the coasting criteria for last year
- overall progress for writing was 0.06
- in terms of Reading, Writing and Maths combined, attainment was better than last year with a 10% increase across the MAT of children reaching the expected standard.

Despite an improving trend across all three indicators of Reading, Writing and Maths, Andrew expressed the view that for children to reach age related

expectations was the minimum requirement and that the MAT should aspire to more challenging targets. In addition, he noted that the overall MAT percentages had been positively affected by the better results of the largest primaries, Hempland and Clifton with Rawcliffe. Andrew agreed with a director's challenge that for the MAT's results to be around the national average was not good enough; he explained however that there were strengths within all the MAT schools which could be shared. He reported also that the data from New Earswick Primary was very good.

Andrew highlighted the areas for development:

- progress in Reading overall was below the national average at -0.88 but even lower for Maths at -1.16
- attainment in Reading, Writing and Maths combined was below last year's floor standard
- inconsistencies were evident too in Year 2 results.

Directors noted that this year's outcomes had not been influenced by the MAT; only in the year to come would working within the MAT structure begin to make a positive difference to results. The Board would not be responsible for scrutinising the data in depth, but would expect action to be taken where needed.

Andrew summarised the next steps:

- over the summer, he and Stuart would produce a MAT level plan for key areas of development
- every school within the MAT would work with the same assessment criteria in each year group and twice termly meetings would be held between class teachers and senior leaders to ensure greater accountability and challenge; support would be given where needed
- at the second meeting of the HTOB in the autumn term, each headteacher would present their school's data and an action plan.

It was noted that Stuart's new role would add further capacity to the school improvement work. In addition, £35k had been secured from the city's school improvement fund to support work with Badger Hill and Tang Hall Primaries, which would be undertaken by Nick Long for three days a week. Once the financial situation had stabilised, Andrew hoped to channel more funding into school improvement activities, for example, the use of outstanding teachers on a peripatetic basis.

A director challenged that robust action should be taken where teaching or leadership was inadequate. Andrew agreed that capability procedures would be used to ensure that poor teaching or leadership was not permitted to continue.

A director thanked Andrew for the data summary but stressed the need to focus on progress and attainment from EYFS onwards, and that the progress of all children across the MAT should be reflected in feedback to the Board. Andrew agreed but highlighted the need to make a rapid improvement to results in Year 6.

A director challenged Andrew to provide a coherent framework for support for staff across the MAT if they were to be accountable for results. Andrew highlighted the frequent discussions which senior leaders would hold with class teachers which he hoped would engender a culture of support. Stuart stated that a MAT Improvement Plan had already been drafted which would help to address directors' concerns regarding support for staff. A director remarked that the outcomes for children should in any case be the first priority.

Andrew reminded directors that at the last meeting they had approved funding for the appointment of an admin apprentice. He advised that he had reconsidered this appointment and proposed instead that the MAT investigate the recruitment of a

data manager, having seen how many hours were spent by headteachers and assessment leaders in school extracting and manipulating data. Directors agreed to support this proposal and tasked Andrew with investigating whether a data expert should be appointed in-house or an external company used.

**AD**

Andrew returned to his report and drew directors' attention to the section on securing governance support for the MAT and on the constitution and terms of reference of the Standards Committee. The Clerk raised a query regarding the constitution of the Committee which it was agreed would be considered. He gave details of the timetable for Thursdays next year which would look slightly different. He quoted from Maxine Squire's external review of AHS in which she expressed confidence in the work of the MAT and its contribution to school improvement.

**AD/  
Clerk**

A director observed that it was important that schools and LGCs were engaged in the ethos and work of the MAT. Andrew noted that the headteacher and Chair of Governors would be crucial to this commitment. Directors agreed that this would be facilitated by staff working across different schools within the MAT but would take time to become embedded.

**7. Minutes/Report from Standards Committee**

It was agreed that this had been covered under Matters Arising and the Executive Head's report.

**8 & Minutes/Report from Finance Committee (previously distributed)**

**11. Budget Update and Approval of MAT Budget 2017/18 (previously distributed)**

Directors received the 2017/18 MAT budget and the draft minutes of the Finance Committee meeting held on 27<sup>th</sup> June 2017.

Glen Duxbury reported that all the primary school budgets submitted were showing a surplus so the Finance Committee had spent some time scrutinising the AHS deficit budget. Richard Battersby stressed that the reasons for the deficit had also been interrogated at the meetings of the AHS Finance Committee and LGC. However, he reported that the AHS budget for 2017/18 was showing an underspend of £97k so the debt should be eradicated by the end of the 2018/19 financial year.

Glen advised that the MAT budget as a whole would be submitted to the EFA who would not require the budgets of individual schools. He reported that for the MAT as a whole, the reserves of £450k were similar to those recorded last year and predicted for next year.

Glen highlighted the following risks:

- falling pupil numbers at St Lawrence's would impact significantly on the school's budget from 2018/19 onwards
- Badger Hill and Heworth were unable to increase income through an increase in pupil numbers due to physical constraints; as their income was fixed but costs were rising, their budgets would be negatively impacted.

Glen advised that if the National Funding Formula were implemented as planned, this would be a positive factor for individual schools' budgets. Richard also noted that whilst the MAT's infrastructure was being rapidly developed, the full impact of economies of scale had not yet been seen.

A director observed that financial capacity would be increased if more schools joined the MAT and that the funding of a Central Team would be more secure. Richard noted that both New Earswick and Acomb Primaries would bring further financial benefits to the MAT. Andrew reported that the HTOB were strongly of the view that growth should be curbed for a period to allow those schools already

within the MAT to settle. There was uncertainty around the capacity to support any more schools not judged good or outstanding.

**Directors unanimously approved the 2017/18 MAT budget which had been recommended by the Finance Committee.**

**Proposed: John Sharpe**

**Seconded: Paul Durham**

Finally, Glen reported that a new three year catering contract had been agreed with ISS which he had brought to the attention of the Board in a previously distributed paper. As the financial outlay for the contract was over £1m, directors were asked to formally approve it.

**Directors unanimously approved the catering contract with ISS.**

**Proposed: Andy Clarke**

**Seconded: Claire Theyers**

**9. Primary results, insights and action required**

Covered under Item 6.

**10. Communications Officer**

Covered under Item 6.

**12. Approvals Required**

***12a New headteacher at Hempland Primary School from Sept 2017***

**Directors formally approved the appointment of Zoe Lightfoot as headteacher of Hempland Primary School from 1<sup>st</sup> September 2017.**

**Proposed: Paul Durham**

**Seconded: Alison Smith**

***12b Ratification of Tang Hall LGC***

**Directors formally approved the LGC of Tang Hall Primary subject to the terms recorded as a confidential minute.**

**Proposed: Andy Clarke**

**Seconded: Alison Smith**

***12c Badger Hill Primary new build project***

Andrew Daly advised governors that a feasibility study was required, in part to decide whether Badger Hill Primary should be re-built or refurbished. Directors were made aware of the risk of any new build or refurbishment project being overspent, as there would be no extra funding available from the EFA should this occur. Glen confirmed that, should the feasibility study be agreed, a tendering process would be initiated which would adhere to the EFA's strict guidelines.

**Directors gave formal approval for a feasibility study to be carried out for a new build project at Badger Hill Primary.**

**Proposed: John Sharpe**

**Seconded: Richard Battersby**

John Sharpe wished to record thanks on directors' behalf to Michelle Bowling and Glen for their work on the project so far.

***Re-appointment of John Hattam as additional governor and Chair of St Lawrence's LGC***

The Chair read out a note from John advising that he had been carrying out this role in accordance with DfE advice for a year.

Andrew reminded directors that John had originally been commissioned by the LA to take over as Chair of Governors at St Lawrence's in August 2016 but there had been concerns raised by John over the transparency of this arrangement, given that he was also Chair of the MAT Board. John had therefore requested that a procurement process be initiated for a Chair of St Lawrence's LGC, under which he would make an application.

**Directors formally approved a procurement process for a Chair of St Lawrence's Primary School LGC at the end of which a contract for services would be agreed.**

**Proposed: John Sharpe    Seconded: Andy Clarke**

It was noted that John was actively recruiting to St Lawrence's LGC to build capacity, with succession planning a priority.

**13. Applicants' Status Update**

**& Reports on Due Diligence Undertaken**

**14.** *These items are recorded as confidential minutes.*

**15. AOB**

There was no other business.

**16. Determination of Confidential Items**

Directors delegated the determination of confidential items to the Chair and the Clerk.

**17. Dates of Meetings 2017/18 – all on Thursdays at 6.30pm**

- 26<sup>th</sup> October 2017 at Clifton with Rawcliffe Primary
- 21<sup>st</sup> December 2017 at Tang Hall Primary
- 1<sup>st</sup> February 2018 at New Earswick Primary
- 22<sup>nd</sup> March 2018
- 24<sup>th</sup> May 2018
- 19<sup>th</sup> July 2018

**The meeting closed at 9.00pm.**

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**John Hattam**  
**Chair**

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**Date**

**PATHFINDER MAT  
 ACTION PLAN FOLLOWING THE MEETING OF THE BOARD ON  
 THURSDAY 20<sup>TH</sup> JULY 2017 AT 6.30PM**

<b>Action</b>	<b>Agenda Item</b>	<b>Person(s) Responsible</b>	<b>Timescale</b>
<b>1.</b> Investigate recruitment of data manager	6	Andrew Daly	ASAP
<b>2.</b> Ensure that composition of Standards Committee is compliant	6	Andrew Daly/Clerk	ASAP
<b>3.</b> Initiate procurement process for additional governor at St Lawrence's	12	Glen Duxbury	ASAP

**Items for next agenda:**

- Issues of responsibility and accountability raised by Director of Primary Education role
- MAT Development – Planning for Growth – report from working party

- Structure and Recruitment 2017-18
- Results of staff satisfaction survey

**Items for future agendas:**

Autumn term

- MAT financing (top slice)
- Discussion on further central support for leaders in the MAT

**Items for Finance Committee agendas:**

- Provision of financial information to support modelling of staffing structures