

**PATHFINDER MULTI-ACADEMY TRUST
Minutes of the Meeting of the Board of Directors
held on Thursday 21st February 2019 at 6.30pm
at Clifton with Rawcliffe Primary School**

Present:

Dr Andy Clarke (*from 7.20pm*)
Mr Jake Drummond
Mr John Hattam (Chair)
Mrs Sandara Holmes
Mr Terry McDermott

Dr Samantha Pugh
Mr Derek Scott
Mr John Sharpe
Ms Alison Smith
Mrs Claire Theyers

In attendance:

Mr Andrew Daly – Executive Head
Mr Stuart Outram – Head of Primary Education
Mr Glen Duxbury – Finance Director
(*absent from 7.15pm to 8.00pm*)
Mrs Michelle Bowling – Operations Manager
(*absent from 7.15pm to 8.00pm*)
Mrs Barbara Kybett – Governance Advisor –
Clerk

Mr Andy Herbert – Headteacher, CwR Primary
School (*absent from 7.15pm to 8.00pm*)
Ms Allie Campbell – Chair of Governors, CwR
Primary School (*absent from 7.15pm to
8.00pm*)

ACTION

1. Welcome, Apologies and Consents

The Chair welcomed everyone to the meeting, with a particular welcome to Terry McDermott attending his first meeting as a director and Allie Campbell, who would be joining the Board at the end of the summer term. Round the table introductions were made.

The Chair reported that he and the Executive Head had been invited, along with leaders from other successful MATs, to meet with Lord Agnew on 12th February. Lord Agnew had summarised the characteristics of successful MAT Boards as curiosity, challenge, commitment and pace. The Chair expressed the view that this Board could demonstrate all of these qualities in its work.

There were no apologies for absence. Andy Clarke had previously indicated his delayed arrival.

2. Declarations of interest

John Hattam reported that he had been contracted by Bishop Konstant MAT in Wakefield to lead developmental work with the senior leadership team.

3. Minutes of the Meeting held 13th December 2018, Action Points and Matters Arising (previously distributed)

The main minutes from the meeting held on 13th December were agreed to be a true and accurate record of the meeting and were signed by the Chair.

Proposed: Alison Smith Seconded: Claire Theyers Approved: unanimously

Action Points - Main set

Action	Agenda Item	Person(s) Responsible	Timescale
1. Contact Anita at YDBE re: weekly email being sent to directors	3	Alison Smith	Complete
2. Consider initial proposals on Employee Focus Groups, suggest others if appropriate and offer if interested in running a focus group for the headteachers	5	All directors	Complete
3. Change the Scheme of Delegation as agreed and notify LGCs	12.2	Clerk	Complete
4. Investigate whether change to HR policies should involved union approval	12.2	Clerk	Complete
5. Ascertain whether there are any other academy advocated in the city	13	EHT	On agenda
6. Investigate what specific training might be available for directors	15	Clerk	Complete

With reference to Action Point 2, the Chair thanked Derek Scott for his work in initiating the first Employee Focus Group: the headteachers, without the Executive Head would meet on 14th March with Derek facilitating their feedback session.

With reference to Action Point 4, it was noted that the HR policies approved by the Board would be passed to union representatives for comment.

With reference to Action Point 6, it was noted that the Governance Service had identified a suitable trainer to provide a bespoke session to directors; a date would be circulated once confirmed.

There were no matters arising from the main set of minutes.

The confidential minutes from the meeting held on 13th December were agreed to be a true and accurate record of the meeting and were signed by the Chair.
Proposed: Alison Smith Seconded: Samantha Pugh Approved: unanimously

There were no action points or matters arising from the confidential minutes.

4. **Minutes of the AGM held 25th January 2019** (previously distributed)

Directors received the draft minutes of the AGM.

The Chair reported that there had been two Members present at the AGM as the Acting Dean of the Minster had given his apologies.

Jake Drummond reported that the minutes of the AGM, which had been held at Bishopthorpe Palace, were indeed a fair reflection of the meeting. He added that the Archbishop and the Bishop of Whitby had been very complimentary about the work of the MAT and had asked for their thanks to be relayed to all concerned. The Executive Head reported that there had been challenge from the Members over the balance of CofE, compared to community, schools in the Trust and a discussion had taken place on how this balance might be redressed. Alison Smith agreed to work with the Executive Head, in her Diocesan role, to facilitate contact with CofE schools in the city.

A director commented that the Archbishop seemed, from the minutes, to be disproportionately concerned with AHS. The Chair noted that, with only four

CofE secondary schools in the Diocese, one of which had faced particular challenges in recent years, the Archbishop was expressing understandable concern that standards at AHS were maintained.

5. Correspondence Received

There was no correspondence to report.

6. Chair's Report

6.1 Report from AGM

Covered under Item 4.

***6.2 Update on Hempland Primary**

This item was deferred until later in the meeting.

6.3 The Essential Trustee (previously distributed)

The Chair referred directors to the previously distributed paper, drafted by Sandara Holmes in her role as compliance lead for the Board, which provided reassurance that directors were fulfilling their duties.

Sandara commented that as the education sector was extremely well regulated, it was not difficult to ensure compliance. The one area which might need further consideration was around ensuring that new directors were made aware of the appropriate documentation, which was on the MAT's website.

Directors thanked Sandara for using her expertise to provide this evidence of the Board's compliance.

The Chair gave a brief report of the meeting with Lord Agnew, noting that leaders from ten high performing MATs had been invited from the region, and were split into two groups of five. Each MAT had at least 3000 pupils and was therefore eligible for SCA funding. Lord Agnew had spent time outlining his priorities.

The Chair reported that the DfE had issued advice for schools in the event of a no-deal Brexit. He would ask the Clerk to circulate the paper.

Chair

7. Executive Head's Report (previously distributed)

The Executive Head presented his report and began by emphasising the core aim of the Trust, that all pupils should attend a school which was good or better. The Executive Head assured directors that this was now the case, with improvement founded on a team effort which continued to respect the identity of individual schools.

The Executive Head also referred to the meeting with Lord Agnew, highlighting Lord Agnew's preoccupation with governance at the centre of the Trust and noting that he seemed less concerned with the role of LGCs. Lord Agnew had also focussed on the use of Integrated Curriculum Financial Planning (ICFP), and the need to recruit, retain and develop leaders of the future, both of which were already being addressed within the Trust.

The Executive Head also highlighted the following:

- the number of leadership vacancies currently within the Trust
- the usual updates from schools, in particular the ITT student currently on placement at AHS who had gone missing; the thoughts and prayers of AHS colleagues and students were with his family at this very difficult time
- display boards were being created for entrance areas in all the schools, to promote the Trust's vision and values
- the headteachers would meet without him as a focus group, with Derek Scott as facilitator; if this method of staff feedback proved successful, it

- would be rolled out across the Trust
- the Careers Pathways programme was beginning to bear fruit as colleagues took up opportunities at other schools within the Trust
- the Head of Primary Education's school improvement update
- the targets and predictions for Year 6 pupils across the Trust; all schools were still tracking against FFT5 targets
- the Standards Committee continued to provide challenge to senior leaders
- Trust priorities for 2018/19
- feedback from school improvement projects which had been funded by the LA: the training for middle leaders, delivered in turn by all the headteachers, had been particularly successful; in addition, funds had been used by AHS to successfully target the persistent absence of disadvantaged students with one to one support.

The Executive Head concluded his report with a staffing update:

- Jo Sheen, HR Manager, had resigned from the Trust to take up a new role at Leeds University. Interviews would be held on 14th March for an HR Advisor. The Executive Head thanked Derek Scott for his support with this process.
- Kate Valentine had resigned from the Teaching School for health reasons. A new post would be advertised combining two responsibilities: the leadership and management of the Primary ITT Schools Direct programme, and the coordination and facilitation of the Professional Development Offer.
- Stuart Outram would be leaving his role as Head of Primary Education at the end of the summer term. The Headteachers' Group had discussed at length how to replace Stuart. The Executive Head proposed that Lee Haynes, Headteacher at Acomb Primary, would fulfil the role for two days a week, with his deputy head backfilling these days at Acomb. The other 0.6FTE would be advertised externally.
Directors unanimously supported this proposal.
A director asked if this latter post might be suitable for a deputy headteacher. The Executive Head responded that it would need to be a headteacher due to the reporting line.

Directors thanked the Executive Head for his report.

8. **MAT Staffing Update**

Covered above.

*6. **6.2 Update on Hempland Primary**

Andy Herbert, Allie Campbell, Glen Duxbury and Michelle Bowling left the meeting at 7.15pm

This item is recorded as a confidential minute.

Andy Clarke joined the meeting at 7.20pm.

Andy Herbert, Allie Campbell, Glen Duxbury and Michelle Bowling rejoined the meeting at 8.00pm.

9. **Standards Committee**

9.1 Minutes of the meeting held 15th January 2019 (previously distributed)

Directors received the minutes of the Standards Committee meeting held on 15th January 2019.

Dates of future Standards Committee meetings:

- Monday 13th May 2019 at 5pm
- Thursday 11th July 2019 at 5pm

10. Finance and Resources Committee

Dates of future Finance and Resources Committee meetings:

- Tuesday 26th March 2019 at 6.30pm
- Wednesday 26th June 2019 at 6.30pm

10.1 Summary of consolidated accounts and variances *(previously distributed)*

Glen Duxbury reported that the year to date budget for the MAT was on track with an in-year deficit of £220k predicted. There were no significant variances to report. Glen highlighted the increasing deficits in the three year budget for almost all the Trust's schools, although these were cautious budgets based on no changes to staffing. He noted that the surpluses of a few schools were supporting deficits in others. A director asked how this situation would be addressed, as in the long term it was not sustainable. Glen responded that there would be changes to budgets which were unknown at this stage, but all schools' budgets were monitored by the Centre to ensure sustainability in the longer term.

The Chair noted that there were only three ways to improve the financial outlook: reduce costs, recruit more schools or increase the top slice. The Executive Head advised that some schools were deliberately spending their reserves in a planned way to effect rapid improvement, and senior leaders were very well aware that this level of spending could not continue. He highlighted the two highest risk schools: Heworth, where income could not grow as the school was full but staffing costs were already unsustainable, and St Lawrence's, where the effect of the Grade 4 Ofsted judgment was still impacting on the budget through lower pupil numbers.

10.2 ESFA Update *(previously distributed)*

Glen drew directors' attention to the latest ESFA update where action had either been taken or was not required. He confirmed that members of the Central Team were fully aware of where they had actions to follow up.

10.3 Estates and Facilities Update *(previously distributed)*

Directors received the Estates and Facilities Update.

Michelle Bowling reported that there were some issues around compliance at the primary schools which were being addressed, potentially with the use of new software which Matt Chapman was investigating.

10.4 Update on Badger Hill new build *(previously distributed)*

Directors received the Badger Hill new build update.

Michelle Bowling reported that meetings with the contractors had begun and that the project was on track for completion in September. She noted that funds were limited as the ESFA would only provide the bare minimum and advised that she would bring a paper on the nursery provision at Badger Hill to the next meeting.

Agenda

10.5 Approval of request from Acomb Scout Group *(previously distributed)*

Directors approved the request from Acomb Scout Group to build a new scout hall on spare land at Acomb Primary School.

Proposed: Claire Theyers Seconded: John Sharpe

Approved: unanimously

11. Church Schools' Performance Committee

It was noted that the first meeting of this Committee was scheduled for Monday 25th March 2019.

The Clerk agreed to draft an agenda in consultation with Alison Smith.

Clerk

12. Headteachers' Pay and consideration of a Remuneration Committee
(previously distributed)

The Chair encouraged directors to consider the ideas set out in this paper, which would be brought to the next meeting. He thanked Derek for drafting the paper.

Agenda

13. LGC Chairs' meeting held 28th January

John Sharpe provided a brief verbal report of this meeting, noting that it had covered Ofsted readiness and the sharing of best practice. He observed that in general, LGCs seemed to be working well due in no small part to dedicated and expert local governors, with support from the Centre. Allie Campbell added that it was important for local governors to feel valued and to be invested in their schools.

The meeting had also looked at the role of link governors and John suggested that it would be helpful if link governors were made aware directly of policies approved by the Board which were specific to their role. The Clerk and Michelle Bowling agreed to pursue this suggestion.

Clerk/MB

It was noted that the training for link governors due to take place on Tuesday 18th June would be a forum for networking for governors with specific responsibilities.

14. GDPR Report *(previously distributed)*

Directors received the GDPR report.

15. Policy Review *(all previously distributed)*

Directors had been requested to focus on a small number of policies, relevant to their roles on the Board.

15.1 Health and Safety Policy

Jake advised that the version distributed was not the most recent one which he had revised.

As the changes to the version distributed were not to its substance, directors unanimously approved the Health and Safety Policy subject to the amendments agreed by Jake Drummond.

Proposed: Alison Smith Seconded: Samantha Pugh

15.2 Premises Management Policy

Directors unanimously approved the Premises Management Policy.

Proposed: John Sharpe Seconded: Jake Drummond

15.3 Supporting Pupils with Medical Conditions

Samantha voiced a number of queries about the policy, particularly around making distinctions between secondary and primary practice. She agreed to send her comments to the Clerk.

The policy was deferred to the next meeting.

Agenda

15.4 Child Protection and Safeguarding Statement

Terry McDermott noted that a number of contact details were missing from the Statement. The Executive Head confirmed that these had been added subsequent to the Statement being sent to directors. Terry also emphasised the importance of the Board receiving assurances that safeguarding procedures within the Trust were being monitored. He agreed to send Samantha guidance on the role of the safeguarding link trustee.

TMcD

Subject to minor amendments, the Statement was unanimously approved.
Proposed: Alison Smith Seconded: Terry McDermott

MB

15.5 Admissions Policies

(i) PMAT Admissions Policy 2020/21

(ii) Archbishop Holgate's School Year 7 Admissions Policy 2020/21 and Sixth Form Admissions Policy 2020/21

(iii) Heworth CE Primary Admissions Policy 2020/21

(iv) St Lawrence's CE Primary Admissions Policy 2020/21

Alison sought assurances that the policies, in particular the criteria for admission, had been scrutinised by all relevant parties. The Clerk confirmed that the Church school policies originated from the LA with input from the Diocese, schools and LGCs. The PMAT Admissions policy for the community schools was drafted by the LA and had been checked by LGCs. All the Admissions policies had been through the required consultation period.

Directors unanimously approved the Admissions Policies.
Proposed: John Sharpe Seconded: Samantha Pugh

15.6 Communication, Information and Complaints Policies

(i) Complaints Procedure

The Clerk noted that the procedure reflected the DfE's model and that there were no implications from an Ofsted perspective.

Directors unanimously approved the Complaints Procedure.
Proposed: Claire Theyers Seconded: Andy Clarke

(ii) Acceptable Use Policy

(iii) Information Security Policy

A director questioned how the implementation of these policies would be monitored. Michelle responded that there would be regular audits.

A director asked if there was an instruction in the Acceptable Use Policy which explicitly banned staff from contacting pupils on social media. Michelle agreed to check.

MB

Subject to confirmation of the above, directors unanimously approved the Acceptable Use and Information Security Policies.
Proposed: Sandara Holmes Seconded: Jake Drummond

15. 7 HR Policies

(i) Staff Grievance Policy

(ii) Staff Disciplinary Policy

(iii) Attendance Management Policy

Derek and Andy agreed that there were no significant issues with the policies.

DS

Subject to minor amendments to be notified by Derek, directors unanimously approved the policies.

Proposed: Andy Clarke Seconded: Derek Scott

(iv) Whistleblowing Policy

Directors discussed at length the issues around anonymous whistleblowing, especially with regard to safeguarding. It was agreed that the wording within the policy did not encourage, but did permit, anonymous complaints and allegations, with the caveat that these would be much more difficult to investigate.

Subject to minor amendments, directors unanimously approved the

Whistleblowing Policy.

Proposed: Claire Theyers Seconded: Derek Scott

16. Training

There was no training to report although the PMAT Finance Information session held on 12th February has been noted earlier in the meeting.

Directors' attention was drawn to:

- Annual conference of the Trust network - 16th April 2019
- PMAT Link Governor training - 18th June 2019

17. Matters for delegation/communication to LGCs

The Clerk agreed to notify LGCs of the policies approved.

18. AOB

None.

19. Determination of Confidential Items

Item 6.2 is recorded as a confidential minute.

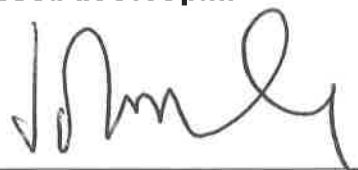
20. Dates of meetings 2018/19 - all on Thursdays at 6.30pm

- 11th April 2019 venue tbc
- 23rd May 2019 venue tbc
- 18th July 2019 venue tbc

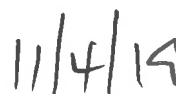
21. Dates of meetings 2019/20 (provisional) - all on Thursdays at 6.30pm

- 24th October 2019
- 12th December 2019
- 13th February 2019
- 2nd April 2019
- 21st May 2020
- 16th July 2020

The meeting closed at 9.05pm.



**John Hattam
Chair**



Date

**PATHFINDER MAT
ACTION PLAN FOLLOWING THE MEETING OF THE BOARD ON
THURSDAY 21ST FEBRUARY 2019 AT 6.30PM**

Action	Agenda Item	Person(s) Responsible	Timescale
1.	Send DfE advice for schools in the event of a no-deal Brexit to Clerk for onward circulation to directors	Chair	ASAP
2.	Draft agenda for Church Schools' Performance Committee in consultation with Alison Smith	Clerk	w/c 11.03.19
3.	Put mechanism in place to ensure LGC link governors are made aware of relevant Trust wide policies	Clerk/MB	ASAP
4.	Send minor amendments on policies to Clerk as discussed	All	ASAP
5.	Send Samantha Pugh guidance on the role of the safeguarding link trustee	Terry McDermott	ASAP
6.	Check if there is an instruction in the Acceptable Use Policy which explicitly bans staff from contacting pupils on social media	Michelle Bowling	ASAP

Standing Items:

- Executive Head's report
- Estates and Facilities report including H&S
- GDPR report
- Committee minutes
- MAT Development Plan – Action Areas 1 and 2
- Matters to be delegated/communicated to LGCs
- Training

Items for future agendas:

- Badger Hill nursery provision (MB)
- Remuneration Committee
- Supporting Pupils with Medical Conditions Policy

Items for Finance & Resources Committee agenda:

Items for Standards Committee agenda:

LGC Agendas:

- Approved MAT policies

