

**Meeting of the Board of Trustees of  
STEP Academy Trust  
Held on Monday 21<sup>st</sup> March 2016 at 6:30 pm  
At Gonville Academy**

Name	Position	Attendance
Kate Chhatwal	Non-Executive Trustee	Present
Isabelle Dennigan	Non-Executive Trustee	Present
Mark Ducker	Executive Trustee - CEO	Present
Paul Glover	Executive Trustee – Deputy CEO	Present
Sally Lawson-Ritchie	Non-Executive Trustee – Vice-Chair	Apologies
Patrick McAleenan	Non-Executive Trustee	Present
Claire Slade	Executive Trustee	Present
Danny Sullivan	Non-Executive Trustee - Chair	Present
Ross Gardner	Non-Executive Trustee	Present (via conference call)
Jeremy Meek	STEP Head Teacher	Present
Rama Venchard	Associate	Present
Cheryl Gilbert	Company Secretary	Present
Ben March	Chief Finance & Operations Officer	Present
Carol Fagan	Clerk	Present

<b>1</b>	<p><b><u>Welcome and Apologies</u></b></p> <ul style="list-style-type: none"> <li><i>To welcome trustees to the meeting</i> Danny Sullivan welcomed trustees to the meeting and thanked them for attending.</li> <li><i>To agree whether any apologies received are to be accepted</i> Apologies for absence were received from Sally Lawson-Ritchie, due to a family commitment. The Board of Trustees <b>accepted</b> these apologies. Ross Gardner was overseas on business and was participating in the meeting via a conference call. <i>Post Meeting Note: Connection to the conference call was lost part way through the meeting and Ross was not therefore able to take part in discussions. The clerk would contact Ross with apologies for this technical issue.</i> <b>Action: Clerk</b></li> </ul>
<b>2</b>	<p><b><u>Quorum</u></b></p> <ul style="list-style-type: none"> <li><i>To confirm that the meeting is quorate</i> The meeting was declared quorate with eight trustees in attendance.</li> </ul>
<b>3</b>	<p><b><u>Declaration of Pecuniary Interests and/or Conflict of Interests</u></b></p> <ul style="list-style-type: none"> <li><i>Trustees to declare any pecuniary or personal interests in any agenda item for this meeting</i></li> </ul>

*(Any person present at the meeting with a pecuniary or personal interest regarding any item on this agenda should declare it at the outset of the meeting and may be asked to leave whilst the matter is discussed)*

Trustees were asked if they had any known pecuniary or other potential conflicts of interest in the current agenda and **none** were declared.

#### STEP First – *We are all one team*

#### 4 Key STEP Updates

- *To receive key STEP updates*

**Heathfield Academy’s Permanent Site:** Rama Venchard, Project Manager, referred to previous discussions around the delays to Heathfield’s permanent Aberdeen Road site which would necessitate the academy spending its second year in temporary accommodation. He informed Trustees that Croydon had agreed to accommodate Heathfield at Chestnut Park Primary School’s new building from September. The contractors had agreed to accelerate Chestnut Park’s building project to ensure that two teaching classrooms were ready for Heathfield by 5 September. The remainder of the first floor would be made available by the second week in September. A further meeting with Croydon was planned for next Wednesday, at which the likelihood of Heathfield being based at Chestnut Park for two years would be discussed.

Trustees raised the following **questions:-**

**Question:** Would there be sufficient space for Heathfield at the Chestnut Park site?

**Answer:** This was confirmed.

**Question:** Had parents been informed about the new temporary site?

**Answer:** Existing parents were being briefed about the plans tomorrow. Following this, the plans would be shared with prospective parents.

**Question:** How far was Chestnut Park from Heathfield’s permanent site in Aberdeen Road and would the distance pose any problems for parents?

**Answer:** The Chestnut Park site was two miles from Aberdeen Road, which was in fact closer than the current temporary accommodation at Robert Fitzroy Academy. Some parents had been struggling to accompany their children on the coach from Aberdeen Road to Robert Fitzroy. As a result of this the school had facilitated some funding from Croydon to enable staff to accompany the children. The same offer would be made from September. Whilst there was always a risk of parents choosing alternative schools, it was hoped that the quality of teaching and learning being provided would encourage them to remain at Heathfield.

**La Fontaine Academy’s Permanent Site:** Recorded in Part B of the minutes

#### 5 STEP Events

**STEP Graduation – Tuesday 12 July 2016:** Potential venues and speakers were being explored for the STEP Graduation event on 12 July. Enquiries were being made about using Crystal Palace football stadium. Action Jackson (a motivational speaker) and Bonita Norris (the youngest British

woman to climb Mount Everest) had been approached as potential speakers. The Chair commented on the success of last year's event and highly recommended Trustees to attend in July.

### STEP Way – We agree to do things like this

#### 6 Communications

- *To develop a communications strategy*

Mark Ducker, CEO, explained that a key part of embedding 'STEP First' was making sure that there was effective communication across the Trust. As part of STEP's communications strategy the STEP Compass was now appearing on all desktop computers. 'STEP First' was being reinforced through EP visits and network meetings, including the STEP Deputy/Assistant Head Teachers group which would be meeting for the first time tomorrow.

The Draft STEP Communications Policy had been circulated in advance of the meeting. This set out clear protocols for the use of email and for communications with the press. Communication across the governance structure had greatly improved this year.

The STEP Operations & Audit Committee had looked at a quote received from Champolian, a consultancy organisation, to represent STEP Academy Trust in media engagement. However, the committee had not considered this to be a particular requirement currently, or a good use of funds. As an alternative Patrick McAleenan, Committee Chair, was working with a contact to organise some media training for senior leaders. Thanks were recorded to Patrick for his work on this.

The following **questions** were raised:-

**Question:** What was the aim of the communications strategy and was it felt necessary to be more proactive in terms of outward communications?

**Answer:** As STEP's outward profile was strong it was not thought necessary at this point in time to publicise it. Although pupil numbers were a challenge at some of the academies this was due to the mobility of families out of London.

**Question:** The Communications Policy referred to an appendix setting out the process for agendas and minutes. This was not included in the document received by Trustees.

**Answer:** Cheryl Gilbert, Company Secretary, apologised for this omission and would arrange for the appendix to be added before the policy was published.

**Action:** *Cheryl Gilbert*

#### 7 STEP Governance Structure

**Board of Trustees:** The Board of Trustees of STEP Academy Trust was made up of Executive Trustees who were employees of the Trust and Non-Executive Trustees, three of whom were elected from the Chairs of the Strategic Governing Bodies. One such place was taken by Isabelle Dennigan, Chair of the Heathfield/La Fontaine Academy SGB, leaving two vacancies. At the beginning of the year the Board had agreed to wait until the three new SGB chairs had settled into their roles before inviting them to consider joining the Board. The STEP Governance Team was proposing to put an election process in place during the summer in readiness for the start of the autumn term. The Board of Trustees **approved** this proposal.

**STEP Committees:** The Board of Trustees **noted** that there was currently one Trustee vacancy on both the STEP Operations & Audit and STEP Standards Committees. These were being held open until the new SGB Chair Trustees joined the Board.

**Strategic Governing Bodies:** The Board of Trustees **noted** the resignation of Luke Chapman from the strategic governing body of David Livingstone and Gonville Academies due to work commitments.

The Board of Trustees was in receipt of governor applications from Barbara Roberts, Racquel Tomlinson-Lawrence and Sarah Mackay. The strategic governing body of David Livingstone & Gonville Academies had agreed the appointment of Barbara Roberts and Racquel Tomlinson-Lawrence at its meeting on 1 March 2016, subject to ratification by the Board of Trustees. The strategic governing body of Heathfield & La Fontaine Academies had agreed Sarah Mackay's appointment as a Staff Governor at its meeting on 2 March. The Board of Trustees **ratified** these appointments.

The Board of Trustees **noted** minutes of the Spring 1 and Spring 2 SGB meetings circulated with the agenda. The Chair highlighted the process being used by the Heathfield & La Fontaine SGB in requesting governors' questions in advance of meetings. This was clearly contributing to effective discussion at meetings and ensuring that head teachers were able to provide full responses. Kate Chhatwal, Chair of the STEP Standards Committee, reported that this had been discussed by the committee at its meeting last week. Committee members had considered this to be a practice they would like to recommend to all SGBs. One note of caution was that this should not constrain discussion at meetings or prevent governors from asking follow up questions. The Board of Trustees **agreed** to recommend this practice to all SGBs. The STEP Governance Team would communicate this to SGB Chairs.

**Action: STEP Governance Team**

## 8 **STEP Policies and Procedures**

- *To approve/ratify STEP Policies and Procedures*

A considerable number of reviewed STEP Policies had been circulated for the Board's approval at this meeting. Ben March, Chief Finance & Operations Officer, suggested that going forward all policies were reviewed and approved at committee level. These would not be routinely distributed with the Board's agenda, but would be made available for any Trustees wishing to see them. The Board of Trustees **approved** this proposal.

Ben also suggested that, in order to limit the number of papers sent out with Board agendas, minutes of SGB minutes were circulated to Trustees at the same time that they were sent to governors. Questions would then be invited at the Board meetings. The Board of Trustees **approved** this proposal.

Cheryl's attention was drawn to a software package which could populate standard wording into all policies, thus saving work for those tasked with writing them. Cheryl would follow this up.

**Action: Cheryl Gilbert**

Trustees were invited to comment on the draft policies circulated and the following **questions** were raised:-

**Question:** The introduction to the **Flexible Working Policy** listed the Trust's legal responsibilities

around flexible working. Had consideration been given to including a statement about STEP being an exemplary equal opportunities employer and that posts would be offered on a job share or flexible working basis where possible?

**Answer:** The value of this, as a recruitment and retention tool, was acknowledged. However, the policy had been written with HR support and any adaptation would need to be mindful of advice received. Cheryl would liaise with HR regarding the wording of this policy.

**Action: Cheryl Gilbert**

The Board of Trustees **approved** the following policies:-

- Staff Code of Conduct
- DBS Policy
- RRS Policy
- Behaviour Policy
- Anti-Bullying Policy
- Intimate Care Policy
- Positive Handling Policy
- Policy for the use of Images of Children
- Assessment Policy
- Off-Site Policy (subject to minor amendments recommended by the STEP Standards Committee)
- Communications Policy
- Governor Expenses Policy
- Attendance Policy
- Food/Nutritional Standards Policy (Subject to minor amendments recommended by the STEP Standard Committee)
- Packed Lunch Policy (subject to minor amendments recommended by the STEP Standards committee)

The Board of Trustees **noted** the academy Health and Safety Policies, which would be presented to individual SGBs for approval.

**Action: Clerk – SGB Agenda Items**

The following policies, listed on the agenda, were **deferred** to the next meeting:-

- Staff Expenses Policy
- Business Continuity and Emergency Plan
- Freedom of Information Policy
- Home/School Agreement

Thanks were recorded to everyone who had worked on the policy reviews.

## 9 **Safeguarding**

- *To note the Board of Trustees' Responsibility to ensure that all appropriate safeguarding policies and procedures are in place across the STEP academies*

A document outlining governors' and Trustees' responsibilities in terms of safeguarding had been circulated in advance of the meeting. Claire Slade took Trustees through the key points,

emphasising that:-

- All staff were required to sign that they had read the 'Keeping Children Safe in Education' document
- All staff were required to undergo PREVENT training (preventing extremism and radicalisation amongst staff as well as pupils).

With regard to how Trustees and governors could know that the required procedures were being implemented, Claire explained that

- Yearly safeguarding audits were carried out and submitted to the local authority.
- Bi-annual checks should be carried out by the Safeguarding Governor

At the STEP Governor Training session on 13 April, safeguarding governors would be provided with the types of questions they should be asking during their visits. This would give them a clear understanding of requirements and enable them to feed back to the Board and SGBs that they were being complied with.

The following **question** was raised:-

**Question:** Was it still Ofsted policy that schools where safeguarding was not right would fail an inspection?

**Answer:** It was confirmed that this was the case and the reason that the Safeguarding Governor role was key.

**10 Signing of Legal Documentation**

- *To receive any documentation requiring the Chair of Trustees signature*

Following the Board's decision at a previous meeting, the Chair had signed notice of a special resolution to change the Trust's name from The STEP Academy Trust to '**STEP Academy Trust**'. This would be submitted to Companies House.

**Action: Cheryl Gilbert**

- *To note any documents signed by the Company Secretary since the previous meeting*

The Board of Trustees **noted** that the **secondary free school** bid had been signed and submitted on 2 March 2016

Trustees were informed that a new STEP bank account had been opened and asked to authorise the issue of new **procurement cards**. The Board of Trustees **approved** the issue of procurement cards, with a limit of £500, to Mark Ducker, Paul Glover, Ben March and Cheryl Gilbert.

As part of the **secondary free school bid**, the Trust was being asked to provide finite details about its Trustees and Members. Trustees had expressed concerns over the request to provide personal and banking information, which could potentially enable their identities to be stolen. Rama Venchard explained that the DfE was very clear about this expectation as part of its due diligence process. However, he agreed to pass on Trustees' concerns to the department and inform them of the response. In the meantime Cheryl would ensure that any details provided to date were kept locked away.

**Action: Rama Venchard**

**11 STEP Board and SGB Meeting Dates 2016/17**

- *To approve the STEP Board and SGB meeting dates for 2016/17*

The Board of Trustees **approved** the STEP Board and SGB meeting dates for 2016/17.

Kate Chhatwal, STEP Standards Committee Chair, pointed out that she was unavailable for the first committee meeting of the year. Cheryl would liaise with her to rearrange.

**Action: Cheryl Gilbert**

## STEP Up – *We all succeed together*

### 12 Finance & Operations

- *To note the STEP Operations & Audit Committee Minutes of 7 March 2016*

The **draft** minutes of the STEP Operations & Audit Committee meeting held on 7 March 2016 had been circulated for information.

- *To receive a verbal summary report from the STEP Operations & Audit Committee Chair*

Patrick McAleenan, STEP Operations & Audit Committee Chair, outlined the key areas discussed:-

- The internal audit process was working well and the external auditors had not identified any major issues with the system
- The budget position was looking considerably worse than anticipated for this point in the year (£180K over original budget). Ben March, Chief Finance & Operations Officer, outlined the reasons for this – Recorded in Part B of the minutes.
- The Trust was looking at a new finance package and a proposal would be put to the Board in due course
- Due to the income it was generating from selling catering services to Wolsley Infant School, STEP was approaching the charities' limit for non-core purposes and the VAT element. It had therefore put together and circulated a proposal for a traded service, '**STEP Up Services**', which had been cross referenced with the appropriate guidance. Initial focus of the service would be on catering with a view to including ICT, HR and Business Manager Support services. STEP would be the shareholder and need to appoint directors, one of whom should not be a Trustee. The proposed directors were therefore the CEO, Deputy CEO, Chair of Operations & Audit, and the Chief Finance & Operations Officer. Any profit made by the service would be gifted back to the Trust.

A **question** was raised as to whether having the Chief Finance & Operations Officer as a director provided sufficient separation. The committee acknowledged this as a fair point to raise but explained that having an independent director would be counter-productive in terms of management. This was something which could be addressed as the Trust grew.

A Trustee asked for it to be noted that boards with gender balances tended to lead to more successful companies and suggested that this was borne in mind as the Trust grew.

Having considered the proposal, the Board of Trustees **approved**:-

- The formation of a STEP traded service
  - The name of the service – '**STEP Up Services**'
  - The appointment of the CEO, Deputy CEO, Chair of Operations & Audit Committee and Chief Finance & Operations Officer as directors of the service
  - Authorisation of the Executive Management Team to make reasonable decisions as deemed necessary to establish STEP Up Services
- *To consider the question of funding for schools requiring more support*

A Trustee had raised a **question** around how STEP would allocate funding to schools requiring more support. Ben March emphasised that a STEP First fund was in place to support schools where needed. The Executive Principals were the guardians of this fund and would direct it according to need.

Thanks were recorded to Patrick, the Operations & Audit Committee and Ben March for their work.

### 13 Standards and Performance

- *To note the Standards Committee minutes of 29 January 2016*

The Board of Trustees **noted** the minutes of the STEP Standards Committee meeting held on 29 January 2016.

- *To receive a report from the STEP Standards Committee, including feedback from the learning walk at Applegarth Academy and discussions at STEP Standards Meeting 18 March 2016*

The minutes of the STEP Standards Committee meeting held on 18 March would be circulated as soon as they were available. In the meantime Kate Chhatwal, STEP Standards Committee Chair outlined the areas discussed:-

Claire Slade had fed back on her **visits to academies and meetings with chairs of governors**. In addition to identifying the good practice at Heathfield/La Fontaine in asking for questions in advance of meetings, Claire had picked up some concerns from chairs of governors around SGB membership and governors adapting to overseeing two schools. These concerns were being addressed. Overall the level of SGB challenge was improving.

The committee had been trying to clarify its **remit and the thread of accountability for standards**. Ben and Mark had put together a very useful flow diagram to provide a clear set of responsibilities. As part of these discussions the committee had noted that, going forward, part of the Executive Principal role would be picked up by the Head of Standards. Consideration was therefore being given to whether the EP role could be discontinued.

Having received answers to questions raised at the previous meeting, the committee had signed off the **creation of the Head of Standards role**. However, following news of Claire's resignation, recruitment to the new role had been put on hold until after Easter once arrangements for filling Claire's post were agreed. Kate took this opportunity to thank Claire for the incredible impact she had made in her three months as Head of Teaching and Learning and the huge support she had given the committee.

At its January meeting the committee had looked in detail at the very comprehensive KPI document prepared by Claire, in conjunction with the STEP head teachers. As a result, some questions had been posed to the SGBs, the answers to which had been fed back to the March meeting. Communication between the committee and the SGBs seemed to be working effectively. The committee had noted that standards across the Trust were looking positive for the children, also noting that children had different starting points.

Comparing data across the Trust was currently a challenge as the academies were using different assessment systems. Claire had been working with a STEP head teacher steering group to agree a STEP Way for assessment. During Claire's discussions it had become clear that formative assessments needed to be linked to the contexts of each academy. For this reason it had been agreed that pairs of academies would share a bespoke formative assessment system. A STEP Way

for assessment would be used across the Trust for subsequent tracking. Standardised formats would also be introduced for reporting the impact of pupil premium and sports grant funding. This sharing of good practice demonstrated the value added of being part of the Trust.

As requested by Sally Lawson-Ritchie, Kate shared the feedback from the committee’s learning walk at Applegarth Academy in January. The committee had observed that:-

- Like all of the STEP academies, Applegarth Academy was immaculately kept. The premises staff were to be commended on the quality of the learning environment. Noticeable improvements could be seen to the school since a visit two years ago
- The committee liked the opportunity for children to have controlled group and class cheers, and the energy that these created. This contributed to a sense that learning was active and behaviour was exceptional, without being passive
- The committee were impressed to see that collaborative learning was having an impact on the support that each child gave their small group
- The committee were very impressed with the work of the enhanced learning provision and the confidence that their ambassador demonstrated in explaining their learning journey through the displays
- All children were engaged , enjoying their learning and able to articulate what they were learning
- The standard of children’s writing in their books showed clear progress
- Children understood rights respecting values and talked about everyone’s right to dignity
- Teaching styles were consistent throughout all of the classrooms, with very well honed routines
- Children clearly liked and respected their teachers
- Presentation of children’s work was impressive. The progress seen in their books was quite exceptional and expectations were clearly consistent across the school
- No wasted time was seen during lessons (children were seen reciting their times tables as they were clearing up).
- The children’s attitude to learning was exceptional (as a result of collaborative learning and RRS)
- Adults working in the school were clearly passionate about what they were doing
- Children were polite and confident in the way they were able to converse with visitors
- Children displayed excellent manners throughout the school and at lunchtime.

Unfortunately it had not possible for the committee’s planned learning walk to take place at Wolsey Junior Academy, due to the closure of the school.

Kate was thanked for her comprehensive report.

Trustees were informed that the Guardian newspaper would be visiting Applegarth Academy to look at the work of its pupil parliament.

**14 STEP Trading Subsidiary**

- *To consider a proposal to establish a trading subsidiary for STEP Academy Trust*
- This had been discussed and approved under agenda item 12.

**STEP Ahead *We invest in our future***

**15 Potential Partnerships**

- *FS Application Update* – Recorded in Part B of the minutes

	<ul style="list-style-type: none"> <li>• <i>Approval of RSC sponsorship proposal</i> – Recorded in Part B of the minutes</li> <li>• <i>Government White Paper</i></li> </ul> <p>The Board of Trustees noted that, under the Government White Paper, all schools were now required to become academies. STEP was therefore likely to be approached by good or outstanding schools wishing to join the Trust. The executive team considered that the establishment of the STEP Compass now enabled the Trust to engage in such conversations, and that bringing good or outstanding schools into the Trust would add to STEP’s capacity to support underperforming schools.</p> <p>There was also a push from the White Paper to move teaching schools into areas of high need. There was therefore an opportunity to explore a STEP teaching school, possibly focused in East Sussex.</p> <p>The Board of Trustees was open to both suggestions, provided that the good or outstanding schools in question met STEP’s criteria.</p>
16	<p><b><u>Paired Strategy</u></b></p> <ul style="list-style-type: none"> <li>• <i>To consider appointment of a permanent EHT in New Addington</i> – Recorded in Part B of the minutes</li> </ul>
17	<p><b><u>Strategic Planning</u></b></p> <ul style="list-style-type: none"> <li>• <i>To review the Risk Register</i></li> </ul> <p>The STEP Operations &amp; Audit Committee had reviewed the Risk Register at its meeting on 7 March 2016. New risks had been added around the potential partnerships.</p> <p>Ben March explained that it was time to consider insurance cover for the coming year. At this point last year the Board had discussed whether to take up the opportunity to go into the Government’s Risk Protection Arrangement Scheme and chose to continue with traditional insurance. The Trust had negotiated a favourable rate to remain with Zurich for a further year and Ben was therefore recommending this option to allow time for the RPA scheme to fully embed. The Board of Trustees <b>approved</b> this proposal.</p> <ul style="list-style-type: none"> <li>• <i>Disaster Recovery</i></li> </ul> <p>Dinesh Seegobin, STEP ICT Manager, had been working on the disaster recovery process in terms of ICT. He proposed a move towards cloud storage rather than a server, although this would be approximately £5K more expensive. The Board of Trustees <b>approved</b> this proposal, subject to due diligence into the provider to ensure that it was robust.</p> <ul style="list-style-type: none"> <li>• <i>Strategic Business Plan</i></li> </ul> <p>The Strategic Business Plan had been reviewed and shared with the Operations &amp; Audit Committee. The Board of Trustees <b>approved</b> the template and process.</p> <p>The STEP Standards Committee Chair referred to previous discussions around the need to include educational risks within the risk register and plan. It was explained that Claire had a very good understanding of what the educational risks were. She was therefore asked to bring these back to the Standards Committee for discussion and enable them to be documented.</p> <p><b>Action: Claire Slade &amp; Clerk – STEP Standards Committee agenda item</b></p>
18	<p><b><u>Correspondence to the Chair</u></b></p> <ul style="list-style-type: none"> <li>• <i>To note any correspondence received by the Chair</i></li> </ul> <p>The only correspondence received by the Chair had been a sales pitch regarding positive handling</p>

	training. This was not considered to be of any interest to the Trust.
19	<p><b><u>Minutes</u></b></p> <ul style="list-style-type: none"> <li>To approve the minutes of the meeting held on 14 December 2015 and 24 February 2016 (previously circulated)</li> </ul> <p>The minutes of the Board meeting held on 14 December 2015, and the confidential minutes of the Extra-Ordinary meeting held on 24 February 2016, were <b>agreed</b> as true records. The February minutes were signed by the Chair and forwarded to the Company Secretary for the company files. As the Chair had not been present at the December meeting, the clerk would arrange for these minutes to be signed by Sally Lawson-Ritchie, Vice-Chair.</p> <p><b>Action: Clerk</b></p>
20	<p><b><u>Matters Arising from the Minutes</u></b></p> <ul style="list-style-type: none"> <li>To note actions taken since the previous meeting</li> </ul> <p>It was confirmed that all matters arising from the previous minutes, as listed on the agenda for this meeting, had been completed.</p>
21	<p><b><u>Any Other Urgent Business</u></b></p> <ul style="list-style-type: none"> <li>To be notified to the Chair in advance of the meeting where possible</li> </ul> <p><b>Charity Fund Raising:</b> The Chair had picked up a news story about a head teacher, and future leader, who had set up a school for refugee children in Calais. Details had been passed to Mark who had shared the inspirational story at this term's SLT meeting. The SLT had been very keen for the STEP academies to engage in some form of fund raising for the refugee crisis and for some of this to be directed to this project, subject to it becoming a registered charity. The Board of Trustees <b>supported</b> this proposal.</p>
22	<p><b><u>Meeting Impact</u></b></p> <ul style="list-style-type: none"> <li>To consider what discussions have taken place at this meeting, and what decisions the Board of Trustees has made, that will have a positive impact on the STEP academies and the children's outcomes</li> </ul> <p>Trustees considered that this had been a very positive meeting. The following discussions were highlighted as having potential for particular impact on children's outcomes:-</p> <ul style="list-style-type: none"> <li>Feedback from the learning walk at Applegarth Academy</li> <li>Discussions around sharing models of good practice</li> <li>The potential sponsorship and transformation of underperforming schools</li> <li>Recruitment to senior STEP posts</li> <li>The evolution of the STEP governance structure and the improved level of challenge</li> <li>The work of Rama Venchard in ensuring the best possible learning environments for children in temporary situations</li> </ul>
23	<p><b><u>Meeting Dates</u></b></p> <ul style="list-style-type: none"> <li>To note meeting dates for the academic year</li> </ul> <p>Next meeting – Monday 11 July 2016, 6.30pm at Gonville Academy</p>
24	<p><b><u>Publication of Minutes</u></b></p> <ul style="list-style-type: none"> <li>To identify any matters to be recorded in Part B of the minutes</li> </ul> <p>The Board of Trustees agreed that, following approval by the Chair, the Part A minutes would be made available for publication. The Part B minutes would remain confidential to the Board.</p>
25	<b><u>Confidential Staffing Matters</u></b> (Recorded in Part B of the minutes)

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There being no further business for discussion, the Chair thanked everyone for their contributions and closed the meeting at 8.30pm

<b>Action Points</b>				
<b>Date</b>	<b>No</b>	<b>Description</b>	<b>Owner</b>	<b>Status</b>
21/3/2016	1	Forward apologies to Ross Gardner for the lost telephone connection which had prevented him from taking part in the meeting	Clerk	
21/3/2016	6	Add the agenda & minutes protocol appendix to the Communications Policy before publication	Company Secretary	
21/3/2016	7	Inform SGB chairs of the Board's recommendation for governors to submit questions in advance of meetings	Governance Team	
21/3/2016	8	Explore the suggested software package with the facility to populate standard wording into STEP policies	Company Secretary	
21/3/2016	8	Seek HR advice regarding the suggested amendments to the Flexible Working Policy	Company Secretary	
21/3/2016	10	Submit notice of special resolution regarding the Trust's change of name to Companies House	Company Secretary	
21/3/2016	10	Feedback to the DfE Trustees' concerns over the provision of their personal details as part of the FS application process	Rama Venchard	
21/3/2016	11	Liaise to with the Committee Chair to agree a new date for the October STEP Standards Committee meeting	Company Secretary	
21/3/2015	17	Bring details of educational risks to the STEP Standards Committee for discussion and documentation in the Risk Register	Head of Teaching & Learning	
21/3/2016	19	Arrange for December Board minutes to be signed by Sally Lawson-Ritchie	Clerk	
21/3/2016	25	Arrange for the career development opportunities and retention incentives offered to STEP staff to be publicised on the Trust's website.	Executive Team	

<b>Signed as a true and accurate record of the meeting.</b>	
<b>Chair's signature</b>	
<b>Chair's name</b>	
<b>Date</b>	