

**Minutes of a Meeting of the STEP Board of Trustees
Held on Monday, 20 July 2020 at 5.00pm by Zoom Video Conference**

| Name | Position | Attendance |
|------------------------|------------------------------------------------|----------------------|
| Trustees | | |
| Ben Bartlett (BB) | Non-Executive Trustee | Present |
| Kate Chhatwal OBE (KC) | Non-Executive Trustee | Present |
| Mark Ducker OBE (MD) | Executive Trustee - CEO | Present |
| Angela Farrell (AF) | Non-Executive Trustee | Present |
| Ross Gardner (RG) | Non-Executive Trustee (Vice Chair of Trustees) | Apologies (accepted) |
| Peter Lilford (PL) | Non-Executive Trustee | Present |
| Rory Nath (RN) | Non-Executive Trustee | Present |
| Navdeep Sanghara (NS) | Non-Executive Trustee | Present |
| Shelley Stuart (SS) | Non-Executive Trustee | Present |
| Rama Venchard (RV) | Non-Executive Trustee (Chair of Trustees) | Present |
| Attendees | | |
| Jennese Alozie (JA) | Director of Effectiveness and Performance | Present |
| Paul Glover (PG) | Deputy CEO | Present |
| John Halliwell (JH) | Director of Leadership Development | Present |
| James Hooper (JH) | Director of Operations | Present |
| Philippa Jackson (PJ) | Governance Clerk | Present |
| Ben March (BM) | Chief Finance and Operations Officer | Present |
| Tim Mills (TM) | Director of Teaching and Learning | Present |

| | |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | <u>Welcome, Apologies and Housekeeping</u> RV welcomed everyone to the meeting. Apologies had been received from RG (holiday). |
| 2 | <u>Quorum</u> The Clerk declared the meeting quorate. |
| 3 | <u>Review of Pecuniary and Conflicts Interests</u> There were no pecuniary or other potential conflicts of interest declared. Trustees confirmed they had updated their personal and pecuniary interests on the Trust Governor system. |
| 4 | <u>Minutes</u> The minutes of the Board of Trustees meetings held on 2 April 2020 and 3 June 2020 were approved. The Chair confirmed he would send a scanned copy of the signed minutes to the Clerk at the end of the meeting. |

| | |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5 | <p><u>Matters Arising from the Previous Meetings</u></p> <p>Trustees noted the actions from the previous meetings as set out in the agenda.</p> |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------|

STEP First – We are all one team

| | |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6 | <p><u>Chief Executive’s Report</u></p> <p>The CEO updated Trustees on recent developments within the Trust. Usually, the CEO report would cover the end of year results but it focused on a much different context this year including the wider re-opening of STEP Academies, following lockdown, and expected arrangements for September and STEP’s approach to further promoting equality and combatting discrimination and unconscious bias across the Trust.</p> <p><u>History of STEP Academies</u></p> <p>Trustees noted the overview of the STEP Academies which had been updated to include the recent new joiners: Westbridge, Park and Benedict Academies. Trustees recognised that although the schools had joined the Trust as they fit with the strong vision and mission, they presented some financial challenges. MD added that the Trust currently had 9 1-form entry schools which had placed significant financial pressure on the business model. This had been raised with the RSC, and it was hoped that, in future, support would be given to larger schools joining the Trust.</p> <p><u>STEP Standard</u></p> <p>Trustees considered the STEP Standards Heat Map, which showed the Academies’ performance against the Trust’s performance standards. MD advised that the STEP Standards and Heat Map had been adapted to reflect the current context.</p> <p>Q: In relation to Governance and the Academy Committees, there had been no change since the last report. Could you explain the trajectory and long term expectation? A: This related to the period of change and adjustment to the new Scheme of Delegation introduced at the beginning of the academic year. A self-evaluation had been carried out with the Academy Committee Chairs and it was difficult to make a judgement at this stage on the operational effectiveness. The criteria for the STEP Standard in relation to governance had remained the same over the summer term. Heads and Chairs of Governors had developed strong working relationships during the pandemic but not necessarily across the all the members of the Academy Committees. Governance was strong across the Trust and was expected to go back up next year once the Academy Committees had adjusted.</p> <p><u>STEP First</u></p> <p><u>Covid-19</u></p> <p>During the Covid crisis, the Executive Team had remained in regular contact with Trustees and they were aware of the expected planning arrangements for the STEP Academies in September. At the Committee meetings, Trustees had discussed in detail the lessons learnt in response to the Covid crisis and these early reflections were detailed in this report, including an update on the strategic response, STEP Compass Priorities and the design principles for the next stage of the Trust’s development. The Trust has focused on providing operational support to the STEP Academies so the Academy leaders could focus providing the best provision possible.</p> |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

In terms of the governance structure, this had operated well at Trust level and the Academy Committees had been locally focused, which had been largely driven by the Heads and Chairs of Governors. The Heads felt that they had been well supported by the Academy Committees at local level.

MD advised that the two key areas for future development included remote learning and the STEP Blogs. SS explained that she had recently carried out some work with the Trust to ensure that the STEP First Blogs were published more widely outside of the organisation. A proposal had been produced to move the Blogs on-line to try and increase stakeholder engagement. A micro site had been proposed to house the Blogs and other relevant information to parents and other stakeholders to engage with the Trust.

Q: What would be the ultimate aim of the micro site or wider sharing of the Blogs?

A: The aim was to show a different human face for the Trust and to make different stakeholders aware of the personal and academic perspective and provide context to issues. To also provide an insight into the STEP Compass and to demonstrate personalisation of the Compass to better represent STEP to the outside audience. We were looking to provide opportunities for the external stakeholders to add comments on the Blogs and leave messages.

Trustees had really enjoyed reading the Blogs and were supportive of the wider publication of the Blogs. They also felt that it would be important to manage the risks of any external comments and messages carefully.

Anti-Racism and Equality

Since the last Board meeting, the Executive Team identified key areas of focus on anti-racism and equality and engaged with the community before any specific actions were defined. A meeting was held with leaders on the topic as we were keen that the Trust tackled systemic racism and inequality with urgency. We were keen to ensure that any changes made were brought about after significant thought and discussions with all members of staff, rather than as a result of a knee-jerk reaction to the recent events. The Trust would take a bottom up rather than top down approach.

The Executive team identified four key areas to give thought to and the leaders were asked to go away and talk through these areas with their teams and provide feedback. A further meeting would be held in September to talk through the ideas gathered from staff across the Trust before defining any actions.

Trustees recognised the work that had been done by the Executive Team to implement a co-ordinated response across the Trust following the recent 'Black Lives Matter' events in America. It was also important to consider how progress in this area could be measured in terms of recruitment and leadership results.

STEP Compass Point Logos

A project had been carried out to create a new set of logos which represented each Compass point to support a shared understanding of the principles – unity, consistency, support and development. The children across the Trust had worked with the STEP First Lead and Head of Pupil Engagement, to create the logos.

Trustees were supportive of the new logos and felt that it would be useful to get some feedback on the logos once the children returned to school in September to track the progress of STEP First.

STEP Way

September Opening

PG provided an update on the pupil transition, the opening of STEP Academies and expected arrangements for September. The STEP Academies would continue to follow the Government Guidance with the aim to return all children to school in September. The Guidance would continue to be operated through our three overarching principles (safety, community and respect the parents' choice). It was recognised that choice would need to be sensitively handled, given the current position that all children would return in September. The Guidance stated that fines should be issued to families who do not send their children back to school in September. The STEP Academies would continue to engage with families and recognised that confidence would need to be built in order for a full return. The use of fines would be as a last resort and considered on a case by case basis.

Baseline assessments would be carried out in September, including assessments of the children's wellbeing. Individual academy plans would be constructed following these assessments. The curriculum would be as broad as it could be for each individual Academy.

PG advised that the Academies had been working hard to plan for the safety of all children and staff and this was at the forefront of all decisions. The Risk Assessments had been received for each school and considered the health and safety guidance issued by Government. RV advised that he had reviewed a sample of the Risk Assessments and they were very comprehensive in terms of scope and were fit for purpose.

Following the announcement of extra funding being released to schools to support the recovery for pupils from school closures, the Trust may be entitled to receive a grant. Once more details had been received on this, the Heads would identify the needs of the children and develop an appropriate action plan.

Trustees asked the Executive Team whether they had any fears and concerns about the children returning to school in September. These were mostly around attendance and the well-being of the children and staff. TM advised Trustees of his concerns in relation to the end of year statutory assessments in terms of the prediction of outcomes. Targets would need to be set but this would potentially be very complex and regular reviews of the targets would be necessary through assessment and performance reviews. JH advised Trustees of his concerns over the potential limited amount of collaboration in learning and the limitations on ways we may work. This would be a social and academic challenge to find ways around these barriers to learning.

Q: What was the Trust doing to ensure equity across the children in the STEP Academies? There were concerns that the staggered times would mean less teaching hours. Had a STEP Standard been set up to ensure expectation and consistency so the children received an equitable deal across the Trust?

A: The Guidance stated that the children should have the same length of learning time with the new arrangements in place. There was a collective expectation across the Executive Team on learning time and we would consider whether we had a STEP Standard on this.

Q: Were there any plans over the Summer to continue home learning?
A: Remote learning packs had been planned for the Summer, but the priority was to get all staff and children back in September. The best way to deliver on-line learning and provide access to reading would be considered in the Autumn term once we know how many children had returned to school. The phased re-opening of the schools in June had helped to build trust and confidence in the community. The regular Covid testing of STEP staff had also helped.

Q: Would there be a degree of tolerance for the schools who had recently joined STEP?
A: The RSC was aware of the challenges of the new schools joining the Trust and that they would take time to improve, but there was confidence in STEP's track record. At the next Board meeting, we would share more about the context of the schools with Trustees.

Q: Could any best practice be shared by colleagues from other Trusts to be considered for September?
A: The pre planning for September was difficult. It would be important to assess the children in September before a strategic approach could be considered. In terms of support, STEP had enough staff in place to provide support across the Trust. The longer term IT strategy and blended approach would need to be considered. It was important to spend some time with the children and to assess the impact of home learning before making fixed plans in terms of developing the remote learning across the Trust.

Trustees commented that in terms of digital solutions, it may be worth considering the administration of this to free up teacher capacity.

STEP Up and STEP Ahead

Item on the Trust's growth opportunities recorded in confidential minutes.

Trustees thanked the CEO and the Executive Team for their reports.

STEP Ahead – We invest in our future

7 Remote Learning

PG provided an overview of the current use of remote learning across the Trust since the Covid pandemic and the longer term use of remote learning.

All STEP Academies had provided access to remote learning to all children since the school closures at the end of March. There had been no standardised approach to remote learning across the Trust but more of a mixed model with a mixture of on-line learning and paper packs. PG advised Trustees that approximately 70% of the children had accessed and engaged in home learning while the schools were closed. It was not currently known how effective the home learning had been or the result of the impact. The main barriers to home learning had been access to electronic devices and the lack of adult knowledge and skills to support the home learning.

Trustees raised the following questions:

Q: In terms of the 70% of children who had accessed the home learning, what did you mean by the 30% of children who did not have access?

| | |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>A: The families had not engaged with home learning either on-line learning or the paper packs. All children had been provided with home learning but not all families had accessed it.</p> <p>Q: How could home learning be integrated?</p> <p>A: In terms of local lockdowns for particular classes and year groups, they would go back to remote learning packs linked to the curriculum as had been provided in the summer term. In cases where children had to isolate, the schools would remain in close communication with the families.</p> <p>Q: Would the analysis of home learning be linked to the additional Government funding to target the 30% of children not accessing the home learning?</p> <p>A: It would be tempting to use the funding to develop on-line learning but it was important to assess the children once they returned in September. We need to understand where the children are in terms of their learning before we discussed the use of the funding. Research and evidence would need to be applied.</p> <p>Trustees thanked PG for his report.</p> |
| 8 | <p><u>Equitable Distribution of Resources</u></p> <p><i>Item on the Trust's proposed approach to the equitable distribution of resources recorded in confidential minutes.</i></p> |
| STEP Up – We all succeed together | |
| 9 | <p><u>Educational Standards and Performance</u></p> <p>NS, Chair of the Education Committee, provided a summary of the key areas to note from the meeting held on 16 July 2020.</p> <p>The plans for re-opening the schools in September and the recovery strategy were discussed. The education, safeguarding and well-being of the children remained a priority for the Trust.</p> <p>The Committee received key updates on the work that had been done on anti-racism and equality, the STEP Ahead Teaching School Alliance and virtual and on-line learning. They also considered the STEP Standards Heat Map and looked in detail at some of the challenges faced with new the schools. There were no major safeguarding updates to report.</p> <p>Q: The Guidance suggested that the phonics tests would need to be completed at the end of the Autumn term. Did you have any thoughts on this?</p> <p>A: We were aware of the expectation for Year 2 to complete the phonics test. The tests would be held at the end of the Autumn term so it still allowed considerable time to carry out the assessments and fill any gaps in learning. An update would be provided at the next Education Committee.</p> <p>The Chair thanked NS for her report.</p> |
| 10 | <p><u>Financial Management and Monitoring</u></p> <p><u>STEP Management Accounts</u></p> |

Trustees noted the STEP Management Accounts for May 2020. BM provided a high level summary on STEP's in-year financial position as at 31 May 2020. He advised that the end of year surplus was anticipated to be £0.5 million.

Finance and Operations Committee

AF, Vice-Chair of the Finance and Operations Committee, provided an update on the key areas to note from the meeting held on 15 July 2020.

At the meeting, a high level financial summary had been provided against the budget. In terms of the impact of Covid, the Committee had been reassured to hear that the impact of the closure of the schools had allowed the Trust to move closer to the budget. The agency staff who joined STEP on the 1 June had continued to be paid as planned and the fees had been removed to create cost savings for the Trust. The costs savings (£100k) associated with this had been absorbed within the existing budgets. The in-year deficit was anticipated to be £400k and there were still some costs to be confirmed including the Headteacher costs and the £25k contingency. The reserve target was anticipated to be £500k due to the ESFA funding and savings had been made in the central team.

The Committee also considered the high value transactions (over £20k), policies and procedures, the accommodation of Ropemakers Academy at Phoenix Academy and the MAT financial benchmarking review.

Budget 2020/21

Discussions on the 2020/21 Budget were recorded in the confidential minutes.

Significant Items of Expenditure

Trustees considered the high value transactions (over £20k) as recommended by the Finance and Operations Committee. Trustees approved the following transactions:

- The procurement of commercial insurance through Zurich for a further three-year term, at a cost of £121,192.
- The appointment of Premier Roofing to undertake roofing works at Turnham and Gonville Academies, at a cost of £90,295.
- To enter into vehicle lease with Bentley Walker for a five-year term, at a cost of £36,824 per annum for the next 5 years.

STEP Up Services Meeting

It was noted that the annual STEP Up Services meeting would be held following the Board meeting. Trustees approved the appointment of AF, KM and JH as Directors of STEP Up Services.

Company Secretary

It was noted that the Executive Secretary would cover the role of Company Secretary while the Head of Compliance and Finance was on maternity leave. The Chair expressed his thanks to KM for the reports that she had provided to the Board of Trustees and wished her well on her maternity leave.

| | |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | |
| 11 | <p><u>Academy Engagement</u></p> <p>The Chair encouraged Trustees to contact the Clerk in the new academic year to arrange academy visits.</p> |
| STEP Way – We agree to do things like this | |
| 12 | <p><u>STEP Governance</u></p> <p><u>Board of Trustees</u></p> <p>Trustees noted the updates to the Governance Action Plan, following the Board Development session in September 2019. All actions had been closed or were on-going actions.</p> <p>Trustees approved the 2020/21 Committee Membership.</p> <p>It was noted that the Trustees’ and Chairs’ Forums would be held virtually on 22 October 2020 and 22 April 2021 at 6.00pm.</p> <p><u>Academy Committees</u></p> <p>Trustees ratified the decision to amalgamate the Hailsham Academy Committees from 1 September 2020.</p> <p>Trustees approved the STEP Governor appointments as set out in the report.</p> <p>The minutes of the Summer term Academy Committee meetings, published on the Trust Governor, were noted.</p> <p><u>Training</u></p> <p>The latest Octavo training schedule would be circulated by the Clerk when it was available. Trustees were encouraged to identify any training required and to advise the Clerk.</p> <p>Panels training had been held for Governors and Trustees on 24 June 2020 and had been well received.</p> <p>The Autumn Term governor training dates were noted on the following dates. The topics would be confirmed in the new academic year:</p> <ul style="list-style-type: none"> - 16 September 2020 at 6.00pm in South London - 23 September 2020 at 6.00pm in East Sussex |
| 13 | <p><u>Policies and Procedures</u></p> <p>Trustees reviewed and approved the following policies and procedures:</p> <ul style="list-style-type: none"> • Child Protection and Safeguarding Policy • DBS |

| | |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> • Early Years Foundation Stage (EYFS) Policy • Employee Complaints • Minibus Policy • Online Safety and Social Media • Procedure for Dealing with Allegations of Abuse Against Staff • Pupil Premium Policy • Shared Parental Leave • Staff Code of Conduct |
| 14 | <p><u>Safeguarding</u></p> <p>Trustees noted the termly safeguarding report. JA provided a brief update on KCSIE 2020 and the process for amending the Safeguarding Policy.</p> <p>Trustees thanked the Executive Team for the regular safeguarding updates since the school closures.</p> |
| 15 | <p><u>Complaints</u></p> <p>The report setting out the complaints dealt with across the Trust during the Summer term was noted.</p> |
| | |
| 16 | <p><u>Signing of Legal Documentation</u></p> <p>Trustees noted the following documentation signed by the CEO and Chair of Trustees since the previous meeting:</p> <ul style="list-style-type: none"> • Annex A Grant Approval – Rebrokerage Grant Funding Letter for Benedict, Park and Westbridge Academies - Novation is to continue sourcing the energy for Park and Westbridge through Business Power and Gas Limited up to 30 September 2020 • Letters of Novation for Judicium Health and Safety contracts in relation to Benedict, Park and Westbridge Academies • TUPE Transfer Letters for Benedict, Park and Westbridge Academies • Deed of Variation and Novation for Benedict, Park and Westbridge Academies • Final Supplemental Funding Agreement – Benedict Academy • Lease Agreement for STEP Minibuses • Capital funding agreement between East Sussex County Council and STEP Academy Trust agreeing to provide capital funding to STEP to provide accommodation at its Phoenix Academy site for Ropemakers Academy to occupy • License for Beckmead to occupy Phoenix Academy • Teaching School Declaration |
| 17 | <p><u>Correspondence to the Chair and Chair's Actions</u></p> <p>There had been no correspondence received by the Chair since the last meeting.</p> <p>Trustees noted the following actions taken by the Chair since the last meeting:</p> <ul style="list-style-type: none"> • Approval of interim measure of allowing ACs to extend across more than 2 academies. Minimum and maximum AC membership numbers have been extended. (April 2020) |

| | |
|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> • Approval of Benedict Academy to join the Gonville/ Heathfield AC; Park Academy to join the Applegarth/ Tudor AC; and Westbridge Academy to establish its own AC (April 2020) • Approval of appointment of Westbridge Co-opted Governors and noted elected staff and parent governors (April 2020) • Approved Executive Team Pay Policy (May 2020) |
| <p>18</p> | <p><u>Other Business</u></p> <p>There were no other matters of business to report.</p> |
| <p>19</p> | <p><u>Meeting Impact</u></p> <p>Once again, the Committee thanked the Executive Team and the STEP staff, for all they had done to support the children and families during the pandemic.</p> <p>They were pleased to hear that the Trust remained in a strong financial position but recognised the difficulties and risks in relation to the increased costs and budget management for the Trust.</p> <p>Trustees thanked the Executive Team for the very thorough due diligence work completed at Beddington Park. They were impressed that the Trust continued to look forward to other issues such as the anti-racism and equality work and the future of remote learning.</p> <p>They thanked the Executive Team for continuing to provide a great education to the STEP children. They were also reassured to hear that the safeguarding of children and staff continued to be a priority during this challenging time. The Executive Team thanked the Trustees for their continued support.</p> <p>The Chair thanked everyone for attending the meeting by video conference.</p> |
| <p>20</p> | <p><u>Date of Next Meeting</u></p> <p>The Board Development Day and Board of Trustees meeting would be held on 28 September 2020 at 1.00pm. The timings and venue would be agreed by the Clerk.</p> <p>RV asked Trustees to recommend any topics for the Board Development Day. Some potential topics included:</p> <ul style="list-style-type: none"> • Anti-racism and diversity • Shared experience from a mixed MAT • Criteria for our next phase of growth <p>Trustees noted the 2020/21 Board and Committee meeting dates. The meeting times and venues would be confirmed by the Clerk in due course.</p> <p>On the basis of the last two successful and effective virtual Board meetings, RV proposed that each future alternate Board meetings be held virtually. This would hopefully facilitate the ease of participation for those Trustees and Executive Team members who may find it difficult to attend the physical meetings.</p> <p><i>The Executive Team left the meeting.</i></p> |

| | |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 21 | <p><u>Confidential Matters</u></p> <p>Confidential discussions on growth opportunities, budget and financial matters, CEO appraisal and the Executive Team 2019/20 performance management reviews were recorded in the confidential minutes.</p> <p>The Chair provided a brief update on CEO Appraisal and Executive Team performance related pay process, following the 2019/20 performance management reviews.</p> |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| Action List | |
|--------------------|--------------|
| Action | Owner |
| | |
| | |
| | |

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