

**Minutes of a Meeting of the STEP Board of Trustees
Held on Monday, 19 July 2021 at 5.00pm (Virtual)**

Name	Position	Attendance
Trustees		
Ben Bartlett (BB)	Non-Executive Trustee	Apologies (accepted)
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	Apologies (accepted)
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)	Executive Director of Primary	Present
James Hooper (JHo)	Director of Operations	Present
Philippa Jackson (PJ)	Senior Governance Clerk	Present
Ben March (BM)	Chief Finance and Operations Officer	Present
Ursula Norbert (UN)	Prospective Trustee (Observer)	Present
Tim Mills (TM)	Executive Director of Primary	Present

1	<p><u>Welcome, Apologies and Housekeeping</u></p> <p>RV welcomed everyone to the meeting. He apologised for moving the meeting to a virtual one at such short notice. It had been unavoidable given that the number of trustees that had needed to join the Board meeting on-line and the uncomfortable travel given the heat. The next Board Development Session would be held on 27 September at 2.00pm at Turnham Academy. This session would be held as an in-person meeting, when hopefully more trustees would be able to attend.</p> <p>UN (prospective trustee) was introduced and would attend the meeting as an observer. Trustees would be asked to formally approve her appointment at the next Board meeting.</p> <p>The presentation on the STEP Way Statements had been deferred to the Autumn term when the Headteacher of Gonville Academy would deliver their presentation in person.</p> <p>Action: STEP Way Statement presentation to be presented in the Autumn term. (Headteacher, Gonville Academy)</p>
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2	<p><u>Quorum</u></p> <p>The Clerk declared the meeting quorate.</p>
3	<p><u>Review of Pecuniary and Conflicts Interests</u></p> <p>RN declared an interest in Sypher. His current employer ECI invested in Sypher but he was not associated with this investment. He also declared an interest in CPOMS and Starsafe, the safeguarding software provider. He was involved with ECI’s investment in these but would not participate in any procurement discussions related to this at STEP.</p> <p>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.</p>
4	<p><u>Minutes</u></p> <p>The minutes of the Board of Trustees meetings held on 1 April 2021 were approved. The Chair confirmed he would send an electronically signed copy of the minutes to the Clerk at the end of the meeting.</p>
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>CEO Succession</u></p> <p>Following a robust selection process, the Trust were delighted to announce that PG had been appointed to the role of STEP CEO. This had been a unanimous decision by the interview panel. PG was delighted to be appointed and thanked Trustees for their support and challenge during the process. He looked forward to the next stage in STEP’s journey. MD planned to retire from 31 August 2022 and PG would step up to the CEO role from 1 September 2022. Over the next year, PG would be supported and mentored by a CEO from another Trust to help with the transition process along with a hand over process with the current CEO.</p> <p>The appointment had been communicated to key stakeholders and further communications would go out in the STEP Newsletter. The Executive Team would work with SS to formalise a communications plan for Trust wide events and strategic planning for the CEO succession.</p> <p><i>Action: Present communications plan to the Board of Trustees in the Autumn term. (CEO)</i></p> <p>The CEO and Trustees congratulated PG again on his appointment.</p>
7	<p><u>Chief Executive’s Report</u></p> <p><u>STEP First Staff Survey Results</u></p> <p>MD explained that the on-line survey tested the culture of the organisation and included all staff. The staff survey had been run alongside his annual STEP First visits where he had talked through emerging priorities. The process of developing academies’ STEP Way Statements had been a useful engagement process to check on the well-being of staff and to align the strong group of</p>

Headteachers and leaders coming through. He had found the visits to Beddington Park and Benedict Academies particularly worthwhile and had been reassured by the speed of improvements, strong leadership and staff capacity within the academies.

Overall, the survey results had been very positive, although there were some key areas for the Trust to explore in more detail including the stage of the academy's journey and the impact of their context. MD asked the Executive Team to provide some examples to illustrate where continued discussions and improvements had taken place.

TM provided an overview of Angel Oak Academy. Some different issues and priorities had emerged from the staff survey this year. The equitable funding model, which would contribute to a much fairer funding model for the Trust, had impacted on the survey results for the academy. Angel Oak had been very successful and the KS2 results continued to look strong despite the pandemic. Being so successful allowed the academy to contribute more to the Trust in terms of the curriculum and shared resources. It had been the most complex year and a lot of leaders had taken on new leadership roles this year to support the wider Trust and we believed that this would make the 'One Team' approach much stronger. TM acknowledged that there was still further work to be done and conversations to be had at Angel Oak on the benefits of equitable funding.

Trustees raised the following questions:

Q: How had the equitable funding approach impacted the staff survey as not many of the questions were related to funding? Were there any specific actions to be taken on funding before next year's staff survey?

A: The actions related to further communications and discussions on what equitable funding meant for the academies that were part of the Trust. The Academy Committees were aware of the local communities that they represented. It was important to continue to communicate the benefits of being part of the wider Trust and what it means to be part of the STEP community. Angel Oak has a strong leadership and teaching team next year and would not necessarily be disadvantaged from the changes to the funding. It was important to move away from pupil led funding to class led funding and to consider the model that worked well for STEP as a whole and to continue the discussions on this.

Q: Perhaps the narrative on equitable funding had not been as well as received as we thought it had been. The concerns surrounding the impact of equitable funding, particularly for Angel Oak and the Inner London academies, may not be aligned to staff values.

A: The Head of School and leadership team at Angel Oak were inexperienced but the Executive Team had full confidence in them. The experience of the leadership team would be developed over time to ensure that outcomes of Angel Oak were maintained. The academy was very effective and well run and offered high quality education to the children. Discussions would continue with the leadership team on how the academy could be even more aligned to the STEP First principle and this would take time to develop.

Q: We had talked about more communication with academies on the benefits of equitable funding. Was there a process to talk to teachers as part of the process? Could we focus on these academies and get more qualitative feedback?

A: To give some context, the red results indicated that around 1 in 4 staff members were not happy. Only 37% of staff had completed the staff survey at Angel Oak Academy. The Executive

Team and Leaders communicate on a daily basis to reinforce the STEP Compass. There was a clear follow up process to the STEP First visits and on-going discussions about the Trust culture.

JH provided an overview of Turnham Academy which had joined the Trust 3 years ago. There were two key factors that had impacted the staff survey results at the academy. Firstly, a staff restructure had recently been undertaken as they moved to a 1-form entry academy. The results of the survey were not significantly poor considering the context of the restructure. A new leadership structure had been put in place to develop the leadership team and staff. Secondly, although there were no general concerns from the survey, staff had felt that more diversity in teaching staff was required in the context of the local community. The Executive Team were aware of this and the need to move this forward as part of the academy's improvement plan. Equitable funding was not an issue at Turnham Academy as the staff were aware that other STEP academies had helped to fund Turnham for some time and understood that they needed to give something back as the academy improved.

MD summarised by explaining that the comments from the survey had been very positive and encouraging to read. He acknowledged that some of the questions had been framed as very positive statements, and trustees had queried whether this had impacted the results. The appropriateness of the questions and whether these could be presented in a more challenging way would be explored for future surveys.

The Academy Committees had reviewed the survey analysis and feedback had been shared with staff which had opened up some good discussions about actions to be taken. These would feed into the Academy Improvement Plans.

Q: Do we create Academy specific and Trust wide actions?

A: Most discussions and feedback sessions were held at team meetings. There were some Trust wide trends but these were not particularly relevant due to the different context of each academy.

Roadmap to Becoming an Anti-Racist Organisation

Trustees noted a briefing paper on anti-racism training and support for 2021/22. JH provided a progress update on the Roadmap to becoming an anti-racist organisation. The main focus was now on training and development across the Trust, including bespoke and holistic training packages, to help support each Academy, Academy Committee and trustees.

Q: In relation to internal conversations with staff about the Roadmap and the misconception that this was a political stance, perhaps the material had not been properly digested and understood. Perhaps we could look at a different way to communicate the Roadmap?

A: It was important to maintain on-going discussions to develop the understanding of the purpose of the Roadmap. Continued conversations would be held with Academy Committees, children, staff and communities into next year to provide on-going support to drive the Roadmap forward.

STEP Ahead Teaching School Hub

TM provided a brief update on the Teaching School Hub. The setup and recruitment for the STEP Ahead Teaching School Hub continued this term and the delivery plan had been submitted to the DfE. The Teaching School Hubs were operating in a complex landscape and a number of the DfE

	<p>training offers had been withdrawn. Meetings had been held with the Teaching Schools Council and it was felt that the STEP Hub would be an exemplar across the UK. Different plans would be put in place to deliver the external training subscriptions and provision through STEP Up Services.</p> <p><u>Peacehaven Heights and Telscombe Cliffs</u></p> <p>TM provided an update on the continued support for Peacehaven Heights and Telscombe Cliffs. As part of the communication process, it had been recognised that these two schools were sponsored schools who had opted to convert to academy status and it would take 2-3 years to reconfigure the schools before an Ofsted inspection. Conversations with the RSC continued as to whether the schools would be eligible for sponsorship as they had not met the criteria of 'Inadequate' Ofsted inspections. The complex and vulnerable situation of the schools was acknowledged and it was hoped that a final decision on the academisation date would be made by the end of the Autumn term.</p> <p><u>STEP Standards Heat Map</u></p> <p>Trustees considered the STEP Standards Heat Map, which showed the Academies' performance against the Trust's performance standards. The following questions were raised:</p> <p>Q: Why had some of the curriculum design scores dropped this term? A: The curriculum scores across the Trust had been impacted by the pandemic and remote learning. There were no major concerns for this next year. We would focus on the sequencing of the curriculum, the gaps in the children's learning and helping the children catch up over the longer term. This term had been a period of reflection. The academies would now focus on how the curriculum could be maximised over the longer term and ensure that it was right for the children. We would expect these scores to revert to the previous grading by the Autumn term.</p> <p>Trustees thanked the CEO and the Executive Team for their reports.</p>
<p>8</p>	<p><u>STEP Way Statements</u></p> <p>The presentation sharing how a STEP Way Statement had been developed at Gonville Academy had been deferred to the next meeting.</p>
<p>STEP Ahead – We invest in our future</p>	
<p>9</p>	<p><u>HR</u></p> <p>A paper outlining the Trust's current HR processes and systems and a proposal for a centralised Human Resources management system was noted. BM explained that there was currently no HR management system in place and the new Head of HR would review our existing HR processes and the future requirements to meet the Trust's changing needs. Research into an integrated Human Resources management systems available would be carried out and proposals presented to the Executive Committee.</p> <p>Q: With the analysis of the HR systems, would a benchmark mechanism be in place to ensure best value for money? A: Yes, the procurement decision would be presented to the Finance and Operations Committee for approval.</p>

Action: Plan to centralise HR, Facilities Management and Administration to be presented at the Board Development Session. (CFOO/Head of HR)

10 Appraisal Review

A briefing paper on the teaching staff appraisal process and pay progression was noted. PG reported that the appraisals had been closed down and some strong discussions had been held. Discussions had been remarkably different to last year's review. The Headteacher pay recommendations would be considered and approved by the Pay Committee in the Autumn term. He advised that two appraisal documents would be launched next year to run alongside the process. The appendices would outline career pathways and expected leadership behaviours.

Trustees commended the Executive Team and Senior Leadership Team for acknowledging the challenges going forward and to agreeing to the reduced discretionary percentage increment in the consultation process. It showed the strong commitment to improving the life chances of the STEP children.

STEP Up – We all succeed together

11 Financial Management and Monitoring

STEP Management Accounts

Trustees reviewed the STEP Management Accounts for Period 9 (May 2021). BM provided a high level summary of STEP's end of year financial position and raised the following key points:

- At the end of year point for 2020/21, the Trust was in a strong financial position which showed the impact of the work by the academy leaders in delivering the savings targets and budget challenges;
- STEP would see an overall Reserves position of around £700k - £1m at the end of 2020/21, including the carry forward from Beddington Park Academy;
- The Period 10 Accounts (June 2021) would be circulated to Trustees tomorrow.

Equitable Funding

BM provided an update on equitable funding for academies in 2021/22. As covered in meetings over the past 18 months, the current ESFA model was not fit for purpose for STEP. For example, the current ESFA model did not take into account the challenges within a school, pupil cohort or context or future needs. This was most extreme in Inner London, where pupils were funded 30% or more above the rest of England.

The Finance and Operations Committee's discussions reflected some challenges for Angel Oak Academy as they became funded more reasonably, but it was noted that minimal transitional funding was required for 2021/22 and the Executive Team appreciated the leadership model for Angel Oak needed to be reviewed. Going forward, additional criteria that would be used to measure the impact of the new funding model to show that it had provided better outcomes for the children across the whole Trust.

2021/22 Budgets

The Finance and Operations Committee had looked in detail at the proposed 2021/22 budgets and recommended them for Board approval.

BM referred Trustees to the proposed 2021/22 budget allocations report circulated ahead of the meeting, highlighting a slight in-year deficit budget of £0.013m.

	<p>Transitional funding was allocated to Angel Oak Academy (£0.200m), Turnham Academy (£0.220m), Benedict Academy (£0.080m) and David Livingstone Academy (£0.025m). It was noted that Turnham and Benedict Academies would transition to a 1-form entry academy as soon as possible, following consultation. In some academies, additional resources were needed to prepare for Ofsted and additional curriculum support for example; and it was important to have a fighting fund to ensure flexibility in some cases.</p> <p>The Board of Trustees thanked the CFOO and Finance and Operations Committee members for their work and approved the 2020/21 budgets.</p> <p><u>Significant Items of Expenditure</u></p> <p>JHo presented a paper on the Trust wide managed print options and set out the financial and non-financial considerations of the different options considered. It was recommended that the Trust pursued option 2 (outsourced support – base offer), as set out in the paper. Trustees agreed this option as it was the best fit in terms of the success criteria for the future and its cost effectiveness.</p> <p><u>Annual STEP Up Services Meeting</u></p> <p>A brief update on the annual STEP Up Services meeting held on 7 July 2021 was provided. Directors approved the SUS Accounts to Year End 31 August 2021, which would be externally audited along with those of STEP Academy Trust Accounts. They also acknowledged the Trust’s approval of the recharges from STEP Academy Trust to SUS and the recharges were presented to the Finance and Operations Committee on 6 July 2021. Discussions were also held on the different options to move a proportion of cash into a higher income account and the 2021/22 SUS priorities.</p> <p><u>Company Secretary Role</u></p> <p>It was noted that the Head of Compliance and Finance would return to the role of Company Secretary following maternity leave.</p> <p><u>Finance and Operations Committee Update</u></p> <p>A brief update on the discussions held at the Finance and Operations Committee on 6 July 2021 was provided. The Committee had focused their discussions on the educational outcomes of the equitable funding model and the impact on the children’s education.</p> <p><u>Risk Trustee Role</u></p> <p>An update on the Risk Trustee role was deferred to next meeting.</p> <p><u>Gender Pay Gap Report</u></p> <p>A briefing paper on the findings of the Gender Pay Gap Benchmarking review was noted.</p> <p><u>ESFA Letter</u></p> <p>A letter from Baroness Berridge to academy trusts about the issue of the ESFA Academy Trust Handbook 2021 was noted.</p>
<p>12</p>	<p><u>Educational Standards and Performance</u></p> <p>NS, Chair of the Education Committee, had provided an email summary of the key areas to note from the meeting held on 12 July 2021.</p>

The STEP Standards had been discussed. Persistent Absence and Cultural Capital were looked at as well as the scoring of some newer academies. The Education Priorities for 2021/22 were shared with an explanation of the links to the STEP Compass Priorities. The work on the Curriculum (anti-racist and focus on writing), Inclusion and SEND (investment in SEND and looking at agencies and their offer) were also considered. A short discussion was also had on female leaders in the Trust and the Committee was reassured to hear about the progress on this. An update on the talent of leaders coming through and the gender/ BAME breakdown would be provided to the Committee once a year. An update was provided on governance and leadership across the Trust. Strong leadership structures were in place and the Academy Committee pairings would be reviewed in the new academic year.

The Education Committee had considered the advice from the Executive Team and felt that it was not necessary to have a STEP Standard for Data Analytics. Trustees took the advice and agreed that there was not a rationale for this at this point in time.

13 Academy Engagement

The trustee visit report from BB for Park Academy was noted.

The protocol for trustee visits was noted. JA explained that the protocol provided an overview of the remit of trustees in relation to Academy visits and links, in line with STEP Compass Priorities. It would be helpful if the trustee and Executive Head could have a conversation prior to the visit to ensure that the trustee’s understanding was in line with the academy’s purpose. A rota would be produced from the Autumn term to focus trustees on academy visits and to make the necessary introductions with the academies.

STEP Way – We agree to do things like this

14 STEP Governance

Scheme of Delegation
The SOD had been updated in line with ESFA guidance and auditor recommendations. Trustees approved the proposed changes to the SOD.

Academy Committees
Trustees approved the STEP Governor appointments as set out in the report.

The minutes of the Spring term Academy Committee meetings, published on the Trust Governor, were noted.

TM provided some end of year feedback on the amalgamation of the Hailsham Academy Committees. The AC had worked well and Members wished to continue as a joint Committee. The AC were aware of the future challenges in Hailsham including Admissions and would focus on an effective way to move the academies forward.

Training
The feedback received from trustees on training and development opportunities was noted including an update on the proposed governance review. The mentoring opportunities for new trustees would be formalised in the new academic year.

	<p>The next STEP training session would be held on 15 September 2021. This would cover safeguarding, stakeholder engagement and sharing best practice. The next bi-annual AC Chairs and Trustees forum would be held on 21 October 2021.</p>
<p>15</p>	<p><u>Policies and Procedures</u></p> <p>Q: The Intimate Care Policy stated that two staff members should be present to attend to a child’s intimate care needs. Could we clarify that if there was a change from this in exceptional circumstances where the child may be compromised by inaction resulting from delay that the care could go ahead immediately without two staff members present? A: This specific aspect would be reviewed and the policy updated.</p> <p><i>Action: Intimate Care Policy to be updated to incorporate Trustee comments and recirculate to Trustees by email. (Director of Effectiveness and Performance)</i></p> <p>Trustees reviewed and approved the following policies and procedures:</p> <ul style="list-style-type: none"> • Professional Development • Intimate Care (subject to the proposed changes set out above) • Support Staff Adoption & Paternity Leave • Teachers Adoption & Paternity Leave • Child Protection and Safeguarding • Equality • Positive Handling • Anti-Bullying • EYFS <p>Trustees ratified the following policies approved by the Finance and Operations Committee on 6 July 2021:</p> <ul style="list-style-type: none"> • CCTV • Credit Control and Debt Management • Contributions, Pooling and Reserves <p>Trustees ratified the following policies approved by the Education Committee on 12 July 2021:</p> <ul style="list-style-type: none"> • Governor Induction • GDPR
<p>16</p>	<p><u>Safeguarding</u></p> <p>Trustees noted the termly safeguarding report.</p> <p>Q: What new information were you trying to gain from the enhanced data analytics? A: From the Autumn term, there would be a set of tags on CPOMS that everyone would agree to use. This would allow us to run a half termly/ termly report to identify the types of Safeguarding issues prevalent across the Trust. In turn, follow up actions would be agreed.</p> <p>The Safeguarding Lead trustee annual report was noted. RN reminded everyone that safeguarding should continue to be prioritised by the Board of Trustees. He was confident that the Trust’s safeguarding strategy was exceptionally strong and that all safeguarding practices were in place to protect the safety and wellbeing of the STEP children. He also reminded trustees</p>

	<p>that our safeguarding culture should remain a priority to ensure that the Trust’s safeguarding practices were brought to life and did not just focus on a compliance culture. He reassured trustees that the development of this culture across all academies was very robust and had been a key focus of JA as the Trust had grown.</p> <p>As the Trust grew, the focus on the Safeguarding Lead trustee would be to ensure that the same levels could be maintained or improved as the Trust grew further. It would be important to consider what data and insight could be brought to the attention of trustees to open up new dialogue and strategic direction. Whilst it was not the role of the Board to get involved in operational matters, he felt that Trustees would benefit from some additional in-depth safeguarding data reporting. Trustees had found the annual report very helpful and thanked RN for this.</p> <p>The following comments were raised by trustees:</p> <ul style="list-style-type: none"> • In terms of safeguarding accountability, it was important to consider the oversight at trustee level to ensure that there was no duplication between the Education Committee and Board responsibilities; • Some of the statistical data, such as Child Protection Plan numbers, may be useful for Trustees to be aware of and open up new avenues for discussion outside of the usual Committee oversight; • The Safeguarding STEP Standard fed into the resourcing of safeguarding across the Trust and any issues in particular academies would show on the termly heat map reviewed by the Education Committee; • The process around the STEP Standard had been very well developed by the Executive Team and trustees should be careful not to get too operational in this area; • Whilst it is not the role of the Board to get involved in operational matters, Trustees may benefit from some additional information and data reporting as an indication of the quantitative measures to develop safeguarding as the Trust grew in the future; • It was felt that Safeguarding should continue to be a standing item on all Board agendas. <p>Action: Present proposal on how to prioritise safeguarding and focus trustees on the strategic aspects at the next Board meeting. (Director of Effectiveness and Performance)</p>
17	<p><u>Complaints</u></p> <p>There were no complaints dealt with across the Trust during the Summer term.</p>
18	<p><u>Admissions</u></p> <p>A briefing on the changes to the School Admissions in 2021 was noted along with the actions for the Trust. Trustees approved the change to the STEP Admissions Policies as set out in the paper.</p>
19	<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"> • Notice to Learning Tree Pre-School at Tudor (CEO) • Confirmation Statement filed at Companies House for STEP (Company Secretary)

	<ul style="list-style-type: none"> • Confirmation Statement filed at Companies House for STEP Up Services – UHY (Company Secretary) • Contract hire agreements for new STEP minibuses (CEO)
20	<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>The actions taken by the Chair since the last meeting included the approval of a confidential staffing agreement in relation to Turnham Academy and hotel costs for the CEO STEP First Visits to East Sussex.</p>
21	<p><u>Other Business</u></p> <p><u>Talented Female Leaders</u></p> <p>Trustees noted a briefing paper on staff retention, ethnicity and gender across STEP. A question had been raised prior to the meeting about the proportion of men and women being promoted to executive roles within STEP and whether there was more the Trust could do to nurture and retain talented female leaders. Trustees felt that the briefing paper addressed their concerns and they were reassured to see that there had been significant changes in recruitment over the last year and we have had a large number of female staff stepping into senior roles recently. It was noted that the paper focused on Teaching Leadership, and future reports could benefit from including all teams across STEP.</p> <p>Trustees thanked the Executive Team for this helpful report. They felt that it would be useful for them to see this data presented over time at trustee level to ensure that the Executive Team were carrying out their succession planning responsibilities and that the correct appointments were being made.</p> <p><u>Legal Advisor</u></p> <p>Trustees agreed to continue to use Winckworth Sherwood as the Trust’s legal adviser. The ‘value for money’ aspect was confirmed as previously reported and there was no material change to the total cost of the service.</p> <p><u>Performance Management Process</u></p> <p>MD advised that the CEO appraisal process would take place in September. The appraisal would be facilitated by Sir David Carter and overseen by RV and RG. The DCEO appraisal process would be overseen by RV and NS.</p>
22	<p><u>Meeting Impact</u></p> <p>Trustees were reassured by the positive outcomes of the STEP First Staff Survey and some of the issues that had been brought to light for the Executive Team to follow up on. They felt that the open discussions and debate on gender and diversity had been useful. They were also reassured to hear that the safeguarding of children and staff continued to be a priority for the Trust. It was agreed that ‘safeguarding’ would be included for consideration in the meeting impact statement.</p>

	Trustees thanked the Executive Team and the STEP staff for all they had done to support the children and families during the pandemic and wished everyone well for the Summer holiday. Once again, they congratulated PG on his appointment as CEO.
23	<u>Date of Next Meeting</u> The Board Development Session will be held on 27 September 2021 at 2.00pm at Turnham Academy. The next Board of Trustees meeting will be held on 11 October 2021 at 5.15pm (virtual). The 2021/22 Board and Committee dates were noted.
24	<u>Confidential Matters</u> There were no confidential discussions to be recorded in the confidential minutes.

Action List	
Action	Owner
STEP Way Statement presentation to be presented in the Autumn term.	Headteacher, Gonville Academy
Present communications plan to the Board of Trustees in the Autumn term.	CEO
Plan to centralise HR, Facilities Management and Administration to be presented at the Board Development Session.	CFOO
Intimate Care Policy to be updated to incorporate Trustee comments and recirculate to Trustees by email.	Director of Effectiveness and Performance
Present proposal on how to prioritise safeguarding and focus Trustees on the strategic aspects at the next Board meeting.	Director of Effectiveness and Performance

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