

**Minutes of a Meeting of the STEP Board of Trustees
Held on Monday, 11 October 2021 at 5.15pm (Virtual)**

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 (from item 4)
Ross Gardner (RG)	Non-Executive Trustee (Vice Chair)	Absent (Apologies accepted)
Peter Lilford (PL)	Non-Executive Trustee	Present
Rory Nath (RN)	Non-Executive Trustee	Present
Ursula Norbert (UN)	Non-Executive Trustee	Present (except item 3)
Navdeep Sanghara (NS)	Non-Executive Trustee	Present
Shelley Stuart (SS)	Non-Executive Trustee	Present
Rama Venchard (RV)	Non-Executive Trustee (Chair of Trustees)	Present
Executive Team		
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 (JH)	Director of Operations	Present
Ben March (BM)	Chief Finance and Operations Officer	Present (for items 1-10)
Tim Mills (TM)	Executive Director of Primary	Absent (Apologies accepted)
Other Attendees		
Philippa Jackson (PJ)	Senior Governance Clerk (Minutes)	Present
Natalie Perera (NP)	CEO Education Policy Institute (Observer)	Present

1	<u>Welcome, Apologies and Housekeeping</u> The Chair welcomed everyone to the meeting. He extended a particular welcome to NP, CEO Education Policy Institute, who had joined the meeting as an observer. Apologies had been received from RG (unwell) and TM (attending La Fontaine Academy Committee meeting).
2	<u>Quorum</u> The Clerk declared the meeting quorate.
3	<u>Election of Chair and Vice-Chair 2021/22 and Appointment of Trustees</u> The Clerk invited nominations for the role of Chair and Vice Chair of the Board of Trustees for 2021/22.

	<p>RV was nominated and elected as the Chair of the Board of Trustees for 2021/22. RG was nominated and elected as the Vice Chair of the Board of Trustees for 2021/22.</p> <p><i>UN left the meeting.</i></p> <p>Trustees noted the biography of UN. The Clerk confirmed that the references and DBS for UN were in place. UN had been interim Headteacher at a girl's secondary school and was currently applying for a new role which would remain confidential for the time being. Her skill set would support the Board's expertise in relation to secondary education. The appointment of UN as a STEP Trustee was approved for a 4-year term, subject to no conflicts of interest in relation to her new role.</p> <p><i>UN joined the meeting.</i></p>
<p>4</p>	<p><u>Review of Pecuniary Interests, Attendance, Skills Audit and Diversity Information</u></p> <p>The Code of Conduct was noted and Trustees confirmed their compliance.</p> <p>The Chair asked Trustees to declare any potential conflicts of interest relating to the agenda items for this meeting. There were no pecuniary or other potential conflicts of interest declared. The Clerk confirmed that the Register of Interests would be published on the STEP website.</p> <p>Trustees confirmed they have updated their Trust Governor profiles, including personal and pecuniary interests and ticked the boxes to confirm they comply with the key governance and statutory documents.</p> <p>The annual attendance record for 2020/2021 was noted.</p> <p>The Trustee skills audit analysis for 2021/22 was noted. The Chair commented that the skills audit was a useful tool for mapping out the skills and expertise of the Board of Trustees and to identify any gaps. Trustees felt that the Board currently had the right mix of skills and expertise.</p> <p>The Chair referred to the STEP Diversity information which would be reviewed on an annual basis. He reminded Trustees that the data should be used to challenge the Board to support the Trust's values and was one of the key drivers of the Roadmap to becoming an Anti-Racist Organisation.</p> <p>Trustees raised the following questions:</p> <p>Q: The disability figure (100% able bodied) stood out. Some staff may not feel comfortable divulging their disability status. Was there anything we could do to try and encourage staff to disclose disabilities so we would offer support where required?</p> <p>Q: Within the data, what counted as a disability? Was it physical disability and neuro diversity?</p> <p>A: Personally, I would think that data counted physical disabilities but it would be useful to clarify how this was recorded.</p> <p><i>Action: Review the data and confirm how the disability figure had been calculated. (Director of Effectiveness and Performance)</i></p> <p>Q: All of the STEP Members were white. Would it be appropriate to address this and to think about how we increased diversity at this layer of governance?</p>

	<p>A: We could raise this at the annual meeting with the STEP Members on 15 November. Action: Raise issue of diversity of STEP Members at annual meeting on 15 November. (Chair of Trustees)</p> <p><i>AF joined the meeting.</i></p> <p>Q: Was there any national diversity data available to benchmark against? How does the STEP data compare to the national diversity data? A: The benchmark data was reported to Trustees in July as part of the Gender Pay Gap Benchmarking review. In response to the NGA’s 2020 annual governance survey, just 4% of trustees on MAT Boards reported being Black, Asian or a minority ethnicity, whereas the figure was 35% at STEP.</p> <p>Q: Was it appropriate to benchmark against national diversity data, in line with STEP communities or the UK population as a whole? What benchmark should we strive towards? A: The Gender Pay Gap Benchmarking report should be revisited to review how STEP compared nationally. As an Executive Team and Board of Trustees we would ideally want to represent the STEP communities. Quite a lot of work had already been done to increase diversity at leadership level. A further update would be presented to the Education Committee once the talent mapping work had been done. A clear leadership pathway was in place to improve this and supported by the Heads and the Central Team. Continuous updates on the representation of staff at different levels would be provided to the Education Committee.</p> <p>Q: The Pay Committee membership was 100% white. Do we need to do something explicitly about the diversity of the membership? A: The membership of this Committee could be reviewed to ensure a more diverse membership. Action: Review Pay Committee membership to ensure more diversity. (Chair of Trustees) Post meeting note: Diversity data presented for Pay Committee incorrect. The correct membership data reported 1 member as BAME and the other two members as White.</p>
5	<p><u>Minutes</u></p> <p>The minutes of the Board of Trustees meeting held on 19 July 2021 and Board Development Session on 27 September 2021 were approved. The Chair confirmed he would sign a copy of the minutes for the Trust files.</p>
6	<p><u>Matters Arising from the Minutes</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	
7	<p><u>Chief Executive’s Report</u></p> <p>The CEO provided a verbal update on developments within the Trust since the last meeting.</p> <p><u>Return to Schools</u> PG advised that the biggest risk to the children returning to school in September was Covid 19 and the ability to open the schools with staff sickness. This had been monitored weekly and schools had remained open by managing staff sickness internally.</p>

JH explained that the children's knowledge retention across all subjects continued to be assessed and gaps identified. The children had retained their knowledge and settled back into school. There were some wellbeing issues coming through and safeguarding referrals had been made. This continued to be carefully monitored. Trust wide attendance was 94.12% which was slightly above the national average. This was expected to fluctuate over the coming months.

Q: Was there a need for a central role to provide on-going support in wellbeing?

A: Based on what was coming up, the standard of support in schools was good enough at the moment. We hoped that these issues were not a long term challenge. The impact of Covid and rising energy costs would be particularly difficult for some staff and the more vulnerable families. Staff continued to monitor these issues and provided the support to the children most in need.

Q: How would this be monitored?

A: In terms of child wellbeing, any incidents or mental health concerns were recorded through CPOMS and referrals were made when necessary. Informally, a number of families needed support in relation to their wellbeing and anxiety. In terms of staff wellbeing, this was picked up through conversations with leaders and was crucial to successful leadership.

Q: The latest guidelines suggested the appointment of a senior leader in mental health? Had you considered this role?

A: We do not need a specific role at the moment. There were 2-3 DSL's in each academy and termly SEND meetings were held across the Trust. Any themes or issues were picked up termly and fed into the reports provided to the Education Committee.

Q: Was there any sense of STEP staff reconsidering employment options or considering early retirement post pandemic?

A: We were not aware of any amongst staff at senior level. The Trust had a relatively young leadership work force but were not aware of any senior staff reevaluating their careers. We were aware of some staff movements amongst the teaching staff but not in large numbers.

Q: The attendance rate was reported at 94.12% and 6% non-attendance. What proportion of the 6% non-attendance was Persistent Absence (PA) and legitimate absence? What percentage do Trustees need to be concerned about and what was being done?

A: 2.1% related to pupils with historical PA. Schools had identified the families through robust tracking systems and continued to work closely with these families. 2% of the absence was related to Covid and the remainder related to general absence.

Applegarth Academy Ofsted

MD reported that Ofsted had conducted a Section 5 inspection at Applegarth Academy. The Executive Team and Trustees were not entirely happy with the way in which the procedure had been conducted, particularly around limited appreciation of the impact of Covid 19 on the educational provision, and how the Ofsted criteria had been applied. A further explanation would be provided in the confidential section of the meeting. MD thanked the STEP staff at Applegarth, particularly JH, who had provided excellent leadership within the school. Trustees thanked JH and the Applegarth staff for all their hard work in providing an excellent provision to the children.

Q: Could you provide more explanation around why it was more difficult for schools in more vulnerable areas to meet the top criteria?

A: Essentially, they were looking for key elements of perfection in order to meet the top assessment criteria, which was more difficult for the schools in vulnerable areas. The curriculum

within the STEP schools was designed to fit the families and children that we work with and the framework did not recognise this. The framework does not adequately contextualize, recognising what the individual school does for the community and their families.

KC confirmed that other schools and educational leadership organisations had found this to be an issue with the new framework. The Trust had the STEP Standards in place and had worked hard to develop these standards are reporting to the Committees over time. It clearly set out the expected standards of the Academies and what they did for the children and families. As a member of the Education Committee, she confirmed that the educational standards of the Trust and individual Academies were of the highest standard. She felt that the Applegarth Academy community and staff deserved an 'Outstanding' Ofsted as they had achieved such incredible work at the school and within the community over a sustained period.

Peacehaven Heights and Telscombe Cliffs

PG provided an update on the public consultations that had recently taken place and the feedback received from some parents. Trustees acknowledged the complex and vulnerable situation of the schools. If the conversion went ahead, it was hoped that the academisation date would be agreed for 1 February 2022.

Q: There had been a lot of work with these communities. There had been mixed messages communicated over the last year surrounding any academy involvement within the community. Would it be helpful to consider how we captured the parent feedback from some of the other areas that we have worked in where the communities felt the same prior to academisation and how we could include this in the consultation process? Could we also consider how we feed pupil voice into the process to show the difference that STEP had made for the children?

A: Yes, we could certainly consider the work that had been achieved in Newhaven.

Q: Could we consider holding the consultation event at another STEP school outside of the local community, to show parents around a school that was already part of the Trust? It may be useful for parents to see how the school had changed and to speak to staff.

A: I agree this would be useful and would consider for future consultation events.

Trust and School Improvement

MD advised that he, BM and JA had been working with four trusts in the Plymouth area following a request made by the RSC. A meeting had been held to meet with the CEOs of the Trusts to establish a relationship and work collaboratively together. It was a way of informing the other trusts about how STEP worked and to provide some strategic support. It was also a good opportunity to extend STEP's reach and influence within a different area.

Q: Could we explore taking on a smaller MAT?

A: We had taken on this work in the Plymouth area to help develop our relationship with the RSC in the South West. We could possibly develop relations in the future but the current motivation was to increase the profile of the Trust on a national level and to build relations outside of the South East, because we currently had the capacity to do so.

Trustees acknowledged their previous conversations on the Trust's growth strategy from the Board Development Session. It had been agreed that the option to partner with a 'good' or 'outstanding' secondary school that was close to full pupil capacity was an ideal strategy; but other growth options could not be disregarded. It was important to consider all options and opportunities as they arose and for the Executive Team to carry out the necessary due diligence.

STEP Compass Priorities Document 2021/22

Trustees approved the STEP Compass Priorities Document for 2021/22. The CEO advised that the document would be used as a communication tool with stakeholders and would be shared with the STEP communities and Academy Committees.

Update on the Roadmap to Becoming an Anti-Racist Organisation

JH reported that each Academy was at a different stage of development in the school improvement journey and on the Roadmap. All Academies had registered with the RACE Charter Mark and training would be delivered in this area. All Academies were now engaging with the communities on the Roadmap and it would be rolled out in a child friendly manner in line with the PUPAC values and the PHSE curriculum. Further training on the Roadmap had been delivered to the Central Team as part of the annual conference. All Academies had carried out a review to de-colonise the curriculum and to review through a historical lens how stereotypes and individuals were portrayed.

Actions: Update the Roadmap to Becoming an Anti-Racist Organisation with the work that had taken place in 2020/21. (Director of Primary)

Education Committee to discuss a STEP Standard for the Anti-Racist Organisation work. (Director of Primary/ Director of Effectiveness and Performance/ Education Committee)

Safeguarding

Termly Safeguarding Report

Safeguarding had been moved higher up the Board agenda to STEP First to help prioritise discussions. JA confirmed that a verbal safeguarding report would be delivered in the first Board meeting of the new academic year. Trustees had already received safeguarding updates earlier in the meeting including Covid absence, PA and staff and pupil wellbeing. Safeguarding training had been delivered across the Trust on KCSIE 2021. Trustees had also received training on Sexualised Behaviour and the Role of Governance at the Board Development Session. Updates on the RSE curriculum had been delivered in the Summer term and parent consultations were underway.

Keeping Children Safe in Education 2021

Trustees noted 'KCSIE 2021' and confirmed they had read the document and understood the key changes.

Safeguarding Proposal

JA presented a proposal on how to prioritise safeguarding and focus Trustees on the strategic aspects. A standing agenda item on all Board, Committee and Forums would be included and would read 'Decisions or suggestions made based on Safeguarding concerns raised and/or to sustain a strong culture of Safeguarding across the Trust'. For the Finance and Operations and Education Committees, a standing agenda item would be included and would read 'Proposed follow up strategic action for Trustees based on Safeguarding points raised by the Executive team'.

JA explained that the new mechanism would allow for safeguarding discussions at each governance layer to be collated and reported to the Board for strategic decision making. The bottom up safeguarding information would be consolidated and documented for the Board of Trustees to inform strategy.

Q: Why were we changing practice as everything I see in meetings placed safeguarding at the centre of decision making? Was there a need for greater evidence or are we confident that safeguarding practices were in place?

A: We felt confident that safeguarding practices were in place and the views provided at Committee level confirmed this. This new mechanism would benefit the wider group.

Trustees were supportive of the proposal and felt that the new mechanism would continue to build on the Trust's safeguarding strengths. The new proposal would help to further support the robust safeguarding practices and help Trustees focus on their safeguarding role and responsibilities.

STEP Ahead – We invest in our future

8 Communications Plan

Trustees noted a briefing paper on the short term communications priorities. MD summarised the paper and set out the three options to consider. STEP had developed positive relations with a PR firm called PLMR, and from initial discussions, a bespoke communications plan could be designed for around £30,000. It was proposed that SS would support the Executive Team in discussions with appropriate agencies.

Trustees discussed the proposal and agreed that they should carefully consider any expenditure that was not directly related to pupils. It would be helpful for them to understand the opportunity costs of the proposed expenditure.

The following questions were raised:

Q: Would this enable communications to be carried out more centrally so the schools could focus on the children?

A: Yes.

Q: What does the Scheme of Delegation state about level of spend? Do we need to run a tender process and look at other offers for the consultancy work?

A: Yes. We would need to consider procurement rules before any appointment.

NS commented that she had previously worked with PLMR in a previous Trust and had some reflections on how the money was spent. She felt that by engaging a communications consultant would enable the Executive Team to focus on the development of the Trust and allow someone else to expertly manage the communications process. Given the size of the Trust, the number of academies and the geographical area, having a clear communications plan in place was important for the growth strategy. In her opinion, the cost of employing the consultancy would be greatly justified given the size of the Trust and the known events over the coming year.

Trustees felt that the briefing paper had not specifically stated the reasons for making this expenditure and they would like to see a clearer case for working with the agency. MD reminded Trustees that internal communications had been well developed through the STEP Compass but investment in external communications was now vital particularly in relation to the growth strategy and moving into the secondary sector. SS reassured Trustees that a communications agency would not be hired without a clear communications strategy in place. MD agreed to discuss the communications strategy further with SS and bring the proposal back to the Board of Trustees in December.

	Action: Communications strategy to be presented at December Board meeting. (CEO)
9	<p><u>Proposal to Centralise Administration</u></p> <p>Trustees considered the proposal to centralise administration across the Trust. BM provided a high level summary of the current structure and cost of the administration teams, the review process, advantages and disadvantages of centralising administration and the rollout plan. The proposed staff structure was also noted.</p> <p>Q: It would be useful if the changes to IT and infrastructure could be included in the proposal. A: The same MIS, CPOMS, finance systems and One Drive would be used. There would be no difference in the systems. As part of the on boarding process of any new schools, the school would automatically migrate over to the STEP systems.</p> <p>Q: Would there be any redundancies? A: No.</p> <p>Trustees confirmed that they were supportive of the proposal.</p>
STEP Up – We all succeed together	
10	<p><u>Financial Management and Monitoring</u></p> <p><u>Outturn Report for 2020/21 and High Level Review of P1 2021/22</u></p> <p>BM highlighted the current likely position of Reserves as at 31 August 2021. Beddington Park Academy’s balance brought forward had been included for context, as they transferred after 31 August 2021. All academies showed a significant improved level of Reserves, with Turnham maintaining its modest level. The only academy with a deficit was David Livingstone (expected to be £117k deficit) and this was due to the ‘Requires Improvement’ Ofsted some years ago and the immediate and long term impact this had on pupil numbers.</p> <p>Trustees noted the table which set out how the Trust had achieved these results and how this compared to previous years’ spend. BM highlighted the following points:</p> <ul style="list-style-type: none"> • GAG income had increased by a factor of 3.0, but Teaching & Learning (T&L) payroll spend had increase by 3.5; • The strengthened financial position of the Trust had not been reached by reducing spend on T&L but had come from efficiencies within the operating model; • In 2014/15, for every £1 of income, 64p had been spent on T&L, and this rose by almost 10% to 70p in 2020/21; • This was a very positive figure for the Trust and allowed benefits to free up expenditure for expenses such as communications; • It was hoped that another £1 million of reserves could be generated over future years and the options for Reserves would be considered by the Finance and Operations Committee, although it was noted that Trustees have approved a deficit budget in 2021/22; • GAG targets would need to be carefully considered with equitable funding in place. <p>Trustees recognised the hard work that had been done to achieve the target Reserves in 2020/21, which had been a stretching target. They thanked the Finance Team and Headteachers for supporting the programme of efficiency savings.</p>

The following questions were raised:

Q: When would the recovery plan be presented for David Livingston Academy?

A: It was not likely that David Livingstone would ever be in a position to address its deficit. This was because 1FE schools, even when full, do not generate significant surplus. Therefore, it was likely that the central fund will be used to offset the deficit in 2021/22

Q: What was the rationale behind setting Reserves at 7% of GAG income?

A: This was a historic decision by Trustees based on two reasons. Firstly, we did not want to be a Trust that stored funds for a "rainy day", therefore 7% was lower than the traditional 10% guide for schools. Secondly, 7% was broadly equal to one month's salary payment or two-three months non-staff spend.

Q: How had we ensured that David Livingstone Academy was still viable with falling pupil numbers? Would there be a cut off point?

A: The David Livingstone Academy deficit was due to the historical 'Requires Improvement' Ofsted but the school had since been judged 'Outstanding'. In order to obtain the Outstanding Ofsted, considerable additional funds and staff were allocated to the school. Now that conditions had stabilised, it was expected that pupil numbers would be retained. The equitable funding model would ensure annual viability, however, it would not address the deficit and so other options would need to be considered.

2021/22 Budgets

BM confirmed that there were no budget changes to be approved by Trustees that altered the net position of the 2021/22 budget. There would though be virements from pay award budget to staff budget following the Pay Committee.

Year End Financial Reports

The year end figures, supporting documentation and the draft financial statements would be provided to the Auditors. Any further audit queries and changes to the annual accounts would be finalised by the CFOO. Trustees would receive the Annual Report and Financial Statements for year ended 31 August 2021 for approval at the Board meeting in December.

Academy Trust Handbook

The key changes to the Academy Trust Handbook from September 2021 were noted and Trustees formally adopted the Handbook.

Audit Plan Report

The Audit Service Plan Report for Year ended 31 August 2021 was noted.

Apprenticeship Levy Report

The Apprenticeship Levy report was noted. This had been approved as a Chairs action in September 2021.

Finance and Operations Committee

The minutes of Finance and Operations Committee held on 6 July 2021 were noted.

The Chair thanked the CFOO for providing the financial updates to the Board of Trustees.

11	<u>Risk</u> JH provided a brief update on the proposed Trust Risk Profile report to be presented to the Board and Committees at future meetings. The Executive Team would coordinate the production of the report and then discuss with the Risk Trustee each term prior to publishing for the Committees. JH advised that RG was best placed to take on Risk Trustee role.
12	<u>Educational Standards and Performance</u> The minutes of the Education Committee held on 12 July 2021 were noted.
13	<u>Academy Engagement</u> <u>Trustee Academy Visits</u> JA would agree some dates with Headteachers and circulate the proposed rota and guidance for Trustee academy visits. Trustees would contact the Clerk to make necessary introductions and to arrange the academy visits. Trustees felt that it would be useful to have some interaction with teachers as part of the visits to get their view of STEP. <i>Action: Circulate proposed rota and guidance for Trustee academy visits. (Director of Effectiveness and Performance)</i>

STEP Way – We agree to do things like this

14	<u>STEP Governance</u> <u>STEP Board of Trustees</u> The Board of Trustees’ Programme of Works 2021/22 was noted. <u>STEP Committees</u> The Committee Membership for 2021/22 was approved. RG was appointed Chair of the STEP Finance and Operations Committee for 2021/22. NS would remain Chair of the STEP Education Committee for 2021/22 until a new Chair had been appointed. It was noted that the Pay Committee would be held on 18 October 2021 to review the pay recommendations for 2020/21, chaired by RG. <u>STEP Academy Committees</u> The minutes of the Summer Term Academy Committee meetings available on the Trust Governor system were noted. The STEP Governor appointments were approved as set out in the report. The 2021/22 Chair of Governors for the STEP Academy Committees was noted and the appointments would be ratified at the December meeting following nominations. The STEP Academy Committees’ Programme of Works 2021/22 was noted. <u>STEP Members</u> The annual STEP Members meeting would be held on 15 November 2021 at Turnham Academy. <u>Training</u> The Trustee Safeguarding and Safer Recruitment training report was noted.
-----------	--

	<p>Feedback was provided on the Governance training session (safeguarding and Ofsted updates) held on 15 September 2021. Trustees had found the delivery and content of the training to be very engaging and in line with the latest guidance. They thanked JA for arranging this.</p> <p>There was no additional training identified for Trustees. The Chair encouraged Trustees to contact the Clerk in relation to any training.</p> <p>The bi annual Trustees' and Chairs' Forum would be held on 21 October at 6.00pm (Virtual).</p>
15	<p><u>Complaints</u></p> <p>Trustees noted the complaints dealt with across the Trust during the Autumn term. PG provided some context in relation to the recent Stage 3 complaint at Park Academy.</p>
16	<p><u>Signing of Legal Documentation</u></p> <p>Trustees noted that the following documentation signed by the Company Secretary/ CEO/ Chair of Trustees since the previous meeting:</p> <ul style="list-style-type: none"> • JCT contracts regarding the DfE funded capital works at Benedict, Park and Westbridge Academies (Signed by the CEO).
17	<p><u>Correspondence to the Chair/ Chairs Actions</u></p> <p>There had been no correspondence received by the Chair since the last meeting.</p> <p>The following actions taken by the Chair since the last meeting were noted:</p> <ul style="list-style-type: none"> • STEP Intimate Care Policy amended and approved (July 2021) • Apprenticeship Levy Report approved (September 2021)
18	<p><u>Any Other Business</u></p> <p>The PAN reductions agreed for 2022/23 for Tudor and Benedict Academies were noted.</p> <p>Q: The School Teachers' Pay and Conditions Document (STPCD) had recently been updated. Would there be any updates required for the pay related policies? A: This question would be referred to the HR Director.</p> <p><i>Action: Confirm whether any updates amendments were required to the pay related policies in line with the updated STPCD. (HR Director)</i></p>
19	<p><u>Meeting Impact</u></p> <p>Trustees thanked the Executive Team for their updates. They had found the discussions on the communications strategy particularly useful and how this work would benefit the children. They had also found the discussions on safeguarding useful and the new proposal would take this to a new level and support strategic decision making.</p>

	The Chair thanked NP for observing the meeting. She had found the meeting to be very effective with lots of collaboration and engagement. She had some general points on the diversity data and pupil wellbeing and mental health and would communicate these to the Chair following the meeting.
20	<u>Date of Next Meeting</u> The next Board of Trustees meeting would be held on 15 December 2021 at 5.15pm at Turnham Academy. PL sent his apologies for the meeting as he would be in Canada. The 2021/22 Board and Committee meeting schedule had been updated with the revised Finance and Operations Committee dates.
21	<u>Confidential Matters</u> Discussions on strategic matters and Ofsted inspections were recorded in the confidential minutes.

Action List	
Action	Owner
Review the data and confirm how the disability figure had been calculated.	Director of Effectiveness and Performance
Raise issue of diversity of STEP Members at annual meeting on 15 November.	Chair of Trustees
Review Pay Committee membership to ensure more diversity. Post meeting note: Diversity data presented for Pay Committee incorrect. Post meeting note: Diversity data presented for Pay Committee incorrect. The correct membership data reported one member as BAME and the other two members as White.	Chair of Trustees
Update the Roadmap to Becoming an Anti-Racist Organisation with the work that had taken place in 2020/21.	Director of Primary
Education Committee to discuss a STEP Standard for the Anti-Racist Organisation work.	Director of Primary/ Director of Effectiveness and Performance/ Education Committee
Communications strategy to be presented at December Board meeting.	CEO
Circulate proposed rota and guidance for Trustee academy visits.	Director of Effectiveness and Performance
Confirm whether any updates/amendments were required to the pay related policies in line with the updated STPCD.	Director of HR

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