

**Minutes of a Meeting of LSEAT Board held on
Wednesday, 20 October 2021 at 5.30-7.30pm online via zoom**

Attendees

Board Members

Mark Burnett (MB)	Chair	Status Apologies Received
Dr Sam Parrett, CBE (SP)	CEO/Trustee	
Max Bero (MBx)	Trustee (Vice Chair)	Meeting Chair
Denise James Mason (DJM)	Trustee (Vice Chair)	
David Bailey (DB)	Trustee	
Charles Yates (CY)	Trustee	Present till 7pm
Christopher Philpott (CP)	Trustee	
Janet Saunders (JS)	Co-opted Trustee	
Emma Brand (EB)	Trustee	Apologies
Sebastien Chapleau (SC)	Trustee	Present from 6.30pm
Prof Lynne Revell(LR)	Trustee	
Nick Linford (NL)	Trustee	
Errol Ince (EI)	Co-opted Trustee (LSEC)	

Governance Professional & Clerk

Jennifer Pharo Group Executive Director Governance

Executive Officers in attendance

John Hunt (JH) Group CFO
Neil Miller (NM) Deputy CEO Academies

Officers in attendance for specific items

Beth Moore (BM) Group Head Safeguarding (Item B2 and B3.2)
Janet Cutis Broni (JCB) Group Chief People Officer (Item E2)

PRE-MEET

Trustees Only

Welcome to Trustees, apologies received from Chair-MB, Vice Chair-MBX agreed to Chair the Meeting.

Pre-Meeting Trustees Only	
1.1	Observations from Papers
	Trustees commented on the volume of papers in the reading room and requested reduced volumes where possible for future meetings.
	Trustee-CY raised concerns around the Covid outbreak at Aspire Academy Bexley, are controls in place?

	<p>Group Principal & CEO-SP reported specific scenario. Aspire was a small school with a high percentage of BAME staff who have not had vaccination. Following discussion with PHE, school had closed and shifted to online learning for ten days.</p> <p>Trustees agreed it was a difficult scenario across all schools, significant strain and pressure on senior leaders to keep situations normal whilst still enforcing strict safety measures.</p> <p>Vice Chair-MBX reported that it was pleasing to see One Trust themes and working practices coming through the papers.</p> <p>In response to questions around capacity, Group Principal & CEO-SP reported on a new DfE seconded senior postholder would be joining the trust for two years from 7 November. New postholder Kate Shiner would be take up the role of Strategic Development Director with a key focus on supporting strategic growth, developing partnerships and stakeholder engagement.</p> <p>Trustees were pleased to learn about the increase in management capacity with this new post and the revised management structures.</p> <p>Group Principal & CEO-SP reported that the leadership team in the Trust is in a better position with clear lines of accountability and strong operational leadership, we are in a better position than 5 or 6 months ago.</p> <p>DCEO-NM is an inspirational leader, with high expectation and performance standards, he is highly respected by the Head Teachers and Head of School. His capacity to be able to fully support growth is limited due to focus on operational leadership and school improvement.</p> <p>Group Principal & CEO-SP advised that she had commenced systems leadership support for the DfE, supporting MAT CEOs and their teams.</p>
1.2	Committee Summaries Verbal Update (Summaries in the Reading Room)
	<p>Chairs' Summaries of Trust Committees were received and reviewed.</p> <p>Alternative Provision Board</p> <p>It was reported that there has been significant progress at Horizons Academy in a relatively short period of time. Governors' visits had taken place where it was clear that there is a level of optimism and a shift in culture amongst staff.</p> <p>Issues in Maths and IT to be resolved at Horizons. BTA remained stable and good with reduced volumes a cause for concern, and increased outreach work.</p> <p>In response to questions from Trustees it was accepted that Ofsted preparations were in progress at Horizons. Covid was still having an impact on attendance, and it was anticipated that Ofsted would be accommodating and observe that standards had been improved and sustained.</p>

	<p>Primary Provision Board</p> <p>It was reported that Belmont was in a good place, fast moving with good things happening with the curriculum. Issues on pupil stamina and speed had been identified for national testing.</p> <p>Leadership teams were working with targeted groups of pupils to remedy this</p> <p>High confidence in leadership within the school</p> <p>Specialist Provision Board</p> <p>It was reported that the Specialist Board had reviewed the SDPs across the schools. Outcomes in the circumstances were good.</p> <p>Issues with Maths and IT to be resolved, a common theme across a couple of schools.</p> <p>Consistent approach to performance management applied by DCEO-NM and DirSI-MC.</p> <p>EPS Committee</p> <p>It was reported that the EPS Committee had scrutinised the reporting structures and KPI dashboards to be used to support school improvement and quality of education.</p> <p>Update on Bexley Music confirmed good engagement with external stakeholders and increased demand.</p>
1.3	Academy Visits
	<p>Trustees reported that they had visited, Horizons and Bromley Trust. Evidence of CPOMs Safeguarding system being embedded and high standards of teaching and learning taking place.</p> <p>Trustee-NL reported on the inadequate accommodation for BTA Blenheim.</p>
1.4	Risks and Concerns
	None reported.

Part 2

Trustees & Executive

Welcome, apologies and declarations of interest

Chair-Mark Burnett

	Trustee & Vice Chair Appointment
2.1	The Board welcomed Nick Linford to the Trust Board.
	The Board APPROVED the nomination of Trustee-DJM to be Vice Chair.
	The Board NOTED the appointment of Trustee-DB to the LSEC Corporation
2.2	Minutes & Action Log (for Approval)
	The Minutes of the last meeting held on 14 th July were APPROVED .
	In response to items on the Action Log it was reported that Climate and Sustainability Committee for the Trust would possibly commence in 2022.

Part A. Trust Executive Reports	
Ref	
A	LSEAT Group Principal & CEO Update
	<p>Group Principal. & CEO-SP presented the CEO update providing a summary of activities across both strategic and operational work of the Trust and the Group.</p> <p>It was reported that it was surprising how much there is in common with the College, with similar priorities and issues presenting around mental health and education recovery</p> <p>The Board were advised that there had been a lot of challenge, in particular around leadership, although DCEO-NM had made significant progress in the reorganisation of Head Teachers and Heads of School.</p> <p>It was reported that attendance continues to be an issue, disrupted by Covid and a low take up of vaccines in young people.</p> <p>Group Principal. & CEO-SP reported on five key areas to bring to the Board's attention.</p> <ul style="list-style-type: none"> • The Trust had financially performed well in 2020/21. • Strategy development was underway with a review of the Group Board purpose and aligning Trust Strategies with the new Schools White Paper, which will push the academisation agenda further. • A Corporate Recovery Plan focussed on SNAP back and SNAP out, as a rapid initiative post pandemic to get back to and consider new effective and smart ways of working. • Assessing the impact of mental health and wellbeing on staff as well as students. The national debate on young people and mental wellbeing linked to loss learning and continued poor attendance. 80% of recovery is around mental health and wellbeing support and 20% academic support. • EDI grants programme is continuing and having impact. Save by the Ball a Trust project has been very well received and support and engaging with young black students. <p>The Board were advised that the growth agenda remains a key focus. Engagement work with our local authorities has been positive with relationships in Bexley improving under DCEO-NM leadership and lots of opportunities presenting in Surrey. MoU negotiations with both Bromley and Bexley LA are continuing.</p> <p>It was reported that Director Strategic Development-KS would be working directly on the growth opportunities, using her knowledge and skills as a DfE Director in the approach and engagement with prospective schools.</p>
Questions and Challenge	
	In response to questions from Trustee-MBx, it was reported that the Trust does not have to accept potential schools referred through the RSC. There would be a professional discussion on the

organisation fit to our values and ethos and capacity to support. We can invest in more capacity using our reserves.

Trustee-DB advised that it is important to get the balance right. Due diligence process has to be robust and considered, even for good schools.

In response to questions from Trustee-LR regarding EDI project work and research opportunities, it was reported that it would be really useful if Trustee-LR could be involved in an expert capacity. This would be linked to a wider piece of work on research generally and strategic development and research capability within the Trust and College.

The Board **NOTED** the report.

A2	DCEO Operational Update
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DCEO-NM presented his report to the Board which provide an overview of operational matters.

It was reported that the Government guidance for September 2021 was very clear, schools were to return to 'normal' as much as feasibly possible with removal of bubbles, masks, close contact isolations and track and trace. Initial student testing had been reintroduced for all our secondary provisions in the first two weeks. Other controls such as good ventilation, regular testing at home, hand washing, and CO2 monitors were perceived as appropriate measures for all schools to function as 'normal' even though rates of infection have been increasing. It was reported that Aspire Academy had closed, with pupils working remotely due to the high number of staff (60%) tested positive. The School had reopened on Monday 4th October. The Board were advised that other sites have also reached threshold COVID numbers and Heads worked closely with PHE to ensure correct processes and procedures were followed where necessary. All schools have remained compliant with Remote Learning and Covid Contingency Plans.

It was reported that all provisions that have 12- to 15-year-old students had allocated vaccination slots at their schools. Take up of the vaccine had been low across the sites.

The Board were advised that as part of the DfE Education Recovery Plan, LSEAT has compiled a Trust Education Recovery Plan which focuses on the key strategies that are being utilised across the different schools. The funding for these strategies included the Recovery Premium, National Tutoring Programme funding and also Pupil Premium.

It was reported that mental health is a key area of focus within the Trust Recovery Plan, with the requirement for Psycho-education therapy extended across several more schools in the Trust as well as key staff in all schools enrolled on Senior Leader Mental Health training.

In relation to 2020/21 outcomes the Board were reminded that external examinations had been cancelled and replaced by Centre Assessed and Teacher Assessed Grades. Due to these types of assessment, the outcomes had increased significantly in comparison to external exams last administered in 2019. It was reported that Ofsted have stated they will not look at outcomes for the

past two years when inspecting schools and performance league tables have been cancelled for the same period.

All of our schools have adapted to these assessment requirements and performed well. The Board were advised that the two APs and two SEMH academies followed the same moderation process for the TAGs, moderating each other's grades to ensure consistency and accuracy before submission. It was reported that no academy was subjected to a quality assurance process and the TAGs submitted were all upheld.

Outcome strengths included.

- Number of qualifications obtained by students increased across the schools
- 5 x 4-9 passes across the majority of the schools increased
- Majority of students achieved a qualification in both English and Maths
- The gap between Pupil Premium and Non-Pupil Premium students across majority of schools was non-significant
- % of NEET across the schools was extremely low with continued support for any without a positive destination.

Outcome areas for development included.

- ICT functional skills was an area of development across all schools and external support was being sought to support this area
- Maths outcomes are not as good as English and external support was being sought to support particular academies with Maths.
- Attendance was directly linked to outcomes in all schools with those attending at least 90% of the time achieving well whilst others who are perceived as Persistent Absences (85% and below) underperformed.
- Attendance remains a key focus at all academies.

As previously reported the Leadership across the Trust has been secured. Strong Headteacher appointments have been made at Woodside, Belmont, Bromley Beacon Academy and Bromley Trust Academy. It was reported that the process to transform leadership structures and reorganise lines of accountability were working well and continued to be developed.

The Board were advised that that long term plan was for all schools to be led by a Headteacher, rather than by Heads of School. It was reported that Headteachers (and Co-Heads) had been through a rigorous appointment process and one Head of School had not been successful in their application for a Headteacher role. As a consequence further support is being provided to this postholder this year to develop both their leadership and strategic understanding further.

The Board were advised that Bramley Oak and Endeavour continue to be led by Heads of School under the guidance of the DCEO.

As regards Horizons and Aspire leadership changes had been implemented, with a new Head of School is now in place at Horizons (formerly the Head of 14-16 College) and Deputy Head and Assistant Head acting up as Coheads of School at Aspire.

The Board were advised that all post holders are being supported by the Director of School Improvement (DirSI), Trust System Leaders and are led and managed by the DCEO.

With regard to School Improvement and Ofsted readiness, it was reported that DCEO-NM and DirSI-MC had been working closely to put in place decisive and robust action plans and support for high-risk schools. Progress is ongoing and any optimum point for an inspection was reported as being from January 2022.

School improvement activities include intervention and support and external scrutiny using a team of external advisers comprising, NLE/LLE/Ofsted Inspectors and all of whom have been successful Headteachers. Schools within the Ofsted window have also been scheduled a Challenge Partner Review.

A clear and robust reporting process had been designed and implemented through the Academy Councils and Provision Boards supported by scrutiny and review meetings with DirSI, DCEO and School SLT. Accountability measures were reported as being strong and rigorous. It was reported that Performance Management is high priority and all Headteachers and Heads of School had attended PM meetings with their new Chair of Provision Board, DCEO and Director of School Improvement setting robust targets.

The Board were advised the Group Safeguarding Lead (GSL) had provided robust support to all settings and where issues have arisen, they have been acted on immediately. It was reported that CPOMS has been set up across all schools except Woodside which would be implemented in January. Feedback from all schools who adopted CPOMS had been very positive. The GSL had also created half termly strategy meetings with different provision types where good and best practice is shared, with positive feedback.

As previously reported to the Board there are four schools in the Ofsted window. With Aspire and Horizons high risk. Interventions and support for these settings had been rapid and effective including support from across the Trust, training and development and investment in IT. External Advisers also support Ofsted readiness at both these schools.

The Board were advised that Bramley Oak Academy, although not in the Ofsted window but a significant risk, was progressing well at this time, with school improvement still on an upward trajectory and teaching and learning the key focus.

The Board were advised that all staff across the Trust are completing mandatory Ihasco Health and Safety, GDPR and Cyber Security training this half term. There is an expectation that this will happen every three years.

It was reported that all academies were safeguarding compliant in terms of annual training. All schools were scheduled to be running half termly safeguarding training compiled by the Group Safeguarding Lead providing a consistent approach across the academies with Peer on Peer Abuse the key focus for half term.

The Board were advised that across our schools, there were a number of Early Careers Teachers beginning their two-year training. All schools were working with Thames South Teaching School Hub, including Bramley Oak with key staff trained as mentors.

It was reported that Olevi Teaching and Teaching Assistant training was continuing, across the majority of schools but the delivery team had been refined and a smaller number of facilitators were now involved.

The Board were advised that over the summer period a huge amount of work has been completed to realign key documents to be Trust rather than Hub focussed. This included a Trust Staff Handbook and Code of Conduct positively received by all staff.

Key safeguarding policies have been updated and approved by the Board alongside other central policies. This is a big shift in our culture to a One Trust way of working. A Trust All Staff Meeting has been scheduled for 7th December.

The Board were advised that websites across the academies have been scrutinised over the summer and all sites are working to ensure they are fully compliant with updated DfE requirements.

It was reported that the Trust had submitted two applications for 'Behaviour Hub' MAT and Lead School status to the DfE on 8th October. It is hoped that these will provide the Trust with the national status and ability to work with schools and MATs on improving behaviour. Next stage if successful would be a visit and interview with final notification in February 2022.

Engagement and negotiation with Bromley, Bexley and Surrey in relation to MoUs continues. For Bromley the contract length would be five years which would be positive and provide clarity and security on the funding available. Bexley LA are in a similar position with a focus also on medical needs provision.

As previously reported to the Board, Surrey, the high needs budget is undergoing a full review. Funding rates per pupil are still being negotiated. Bramley Oak has been approached by SCC to expand to 104 over the next five-year period.

BOA has been approached by SCC to expand to 104 in the next five years alongside the £3.2m school capital development works.

The Board were advised of the following additional capital works that had taken place over the summer.

- Endeavour and BBAO having brand new teaching kitchens fitted.
- A barista training café created at BBAB for Post 16 employment training.
- Gas pipe works at Woodside which took the whole duration of the holidays.
- Asbestos works at Aspire in the whole of the original building which took the whole duration of the holidays.
- Fire alarm and call points upgraded to key operation at Aspire, Endeavour and Horizons.

Questions and Challenge

In response to questions raised by Trustee-NL with regard to BTA Blenheim poor standard accommodation, it was reported that a meeting with the LA had taken place and proposals around relocating the provision to either Orpington Campus or BTA Hayes site.

<p>Discussions were continuing and LA have now committed to accelerate and prioritise the search for suitable accommodation. Decision on site location would be taken by December with September 2022 relocation.</p> <p>Group Principal & CEO-SP along with the DCEO-NM will continue to put pressure on the LA to ensure these revised deadlines do not slip.</p> <p>In response to questions from the Board around Covid and Ofsted, it was reported that Ofsted HMI's would need to take account of the covid conditions and limitations at the time of the inspection.</p> <p>Staff wellbeing was flagged by a number of Trustees as a cause for concern.</p>	
<p>B. Performance, Standards</p>	
<p>B1</p>	<p>Performance Reporting & KPI</p>
<p>DCEO-NM presented the new performance reporting and KPI Scorecard developed for 2021/22. It was reported that due to changes in the Trust leadership structure and Governance changes for September 2021, it was deemed essential that accountability is focused on differently to ensure there is absolute transparency, accuracy and rigour in all reports that are submitted at the various levels of governance meetings.</p> <p>The Board were advised that documentation had been reviewed and revised significantly to ensure this is no duplication. The documentation presented had been reviewed and recommended by the EPS Committee.</p>	
<p>Questions and Challenge</p>	
<p>The Board NOTED the report</p> <p>The Board APPROVED the reporting template presented</p>	
<p>B2</p>	<p>Safeguarding Update & Review</p>
<p>Group Head Safeguarding-BM reported provided the Board with an update. It was reported that trust schools have responded extremely well to a difficult year.</p> <p>The Board were advised that most schools have an embedded safeguarding culture and deliver an exemplary safeguarding and pastoral service to keep children and young people safe and protect them from, or receiving further, harm.</p> <p>A detailed update on each school was provided to the Board. It was reported that there were areas for development across a few of the schools in relation to record keeping and monitoring their single central record. In particular it was reported that the three New Horizons Schools, Aspire, Endeavour and Horizons required considerable development to bring the standard of safeguarding, risk management and health and safety procedures, approach, and culture to the same level as the other Trust schools.</p>	

The Board received an update on the key safeguarding themes. It was reported that schools have shared that they are receiving varying levels of feedback from referrals they make into MASH; poor communication or referrals not meeting threshold was a consistent theme.

It was reported that some DSLs feel confident in escalating if they disagree with decisions that have been made whereas some DSLs are not sure how to approach escalating concerns. The Board were advised that this is a theme that will be explored through the DSL networks.

It was also reported that the wait for CAMHS support is often in excess of over a year for children and young people who have been assessed as eligible pupils who have been assessed as high risk are still waiting for a couple of months. The support offer outside of statutory services has significantly declined in the past academic year due to COVID (across all areas of safeguarding/wellbeing).

The Board were advised that schools have reported an increase in concerns around the use of sexualised language and demonstrating sexualised behaviours. It was reported that this was reflected in society with the increased awareness of peer-on-peer sexual abuse being identified through the website “Everyone’s Invited” and subsequently Ofsted’s review of sexual abuse procedures in schools.

The Board were advised that SLT and safeguarding teams across the Trust had been asked to reflect on the following points in readiness for September 2021:

- Review appropriate opportunities to capture pupil experience in relation to peer-on peer sexual abuse and harassment.
- Review procedures for parents to raise concerns.
- Review RSHE curriculum particularly in relation to healthy and respectful relationships, online safety and sharing images and consent.

It was also reported that some safeguarding teams need to improve the level of detail recorded in safeguarding files.

The Board were advised that CPOMS implementation is being supported across some of the schools DSL networks are set up with reporting back to Head Teachers/Heads of School

Safeguarding Policies and Staff Conduct of Conduct were presented for approval and discussed.

Questions and Challenge

In response to questions from the Trustee-MBX regarding benchmarks, Group Head Safeguarding-BM advised that here were no national benchmarks.

It was reported that Ofsted judgement considers effective procedures are in place.

The Board **APPROVED** the Safeguarding Policy and the Staff Code of Conduct

C. Finance & Audit	
C1	Financial & Property Update
	<p>The Board of Trustees were asked to consider the financial update, approve the 1% non-consolidated payment to staff and approve the IT Strategy.</p> <p>The Board received the Management Accounts for the year ended 31 August 2021 reporting an in-year surplus for the year prior to FRS102 pension charges, at £437k better than forecast for the year. This was primarily due to in-year incoming resources of £1,282k, unfilled vacant post and the release of unused contingencies.</p> <p>It was reported that the year-end cash balance was circa £0.7m higher than forecast at £7.7m. This was due to the better-than-expected operating performance, together with delays to some capital projects as a consequence of Covid.</p> <p>The Board were advised that the Trust will now carry over circa £0.47m of capital expenditure to be added to capital budgets for 2021/22. It was reported each school (including the Bexley Music Hub) made a surplus from incoming resources with only Horizons failing to achieve the latest forecast outturn due to year end restructuring costs.</p> <p>The Board were advised that the final Standard Teachers Pay and Conditions Document (STPCD) for 2021 has now been released reporting no annual increment recommended for most staff, with the exception of unqualified teachers earning less than £24,000 (or the recommended equivalent value for unqualified teachers in the London) a pay award of £250. It was reported that this affects a total of 8FTE staff at a cost of £2k plus oncosts.</p> <p>It was reported that granting a pay award to some staff when others have a pay freeze may be divisive and not conducive to the One Trust strategy.</p> <p>The Board were asked to consider and approve a non-consolidated payment of 1% to all teaching staff, and those support staff on LSEAT contracts in December 2021. It was proposed that this be based upon the full year salary at the time of payment and will effectively be paid as a bonus.</p> <p>The Board were reminded that as a condition of the £3.2m grant to substantially improve the condition of the Bramley Oak estate, the Trust had been subjected to a School Resource Management Advisor (SRMA) visit in June 2021. It was reported that the virtual visit had gone very well, and the Board were provided with the full report. It was reported that in particular, the SRMA had been very impressed with the new Governance strategy, School improvement,</p>

financial controls, financial planning, management accounts, and the planned provision based operating model.

It was reported that related to the SMRA visit the capital works were due to commence in summer 2022, with an added complexity with a request from Surrey County Council (SCC) to expand the School from 61 to 104 places.

The Board were advised that SCC had not yet confirmed a project budget and further details on how this project will progress were contained in the report provided to the Board.

The Board were received a draft IT Strategy for consideration which formalised the plans to standardise and improve Trust IT systems and services. It was reported that the strategy sets out the vision for IT services and technologies and seeks to align the IT platforms used across all schools

The Board were advised that the implementation of the IT strategy will eventually provide a standard service and system configuration across the Trust. It was reported that there is a requirement to centralise and standardise our services, infrastructure and IT equipment including IT Support, IT Security, Asset Management, Contracts, Printing, and telephony.

It was reported that an asset management tool was being implemented at some schools in order to understand the hardware and software assets held at each site, essential to understanding the IT environment across the Trust and help senior management to make sound investment decisions.

The Board were advised that the Group IT Director had completed due diligence across all schools with a view to implementing a single email address for the Trust and member schools as one of the first priorities. This is a challenging project with working with a number of service providers. It was reported that the single domain name would be LSEAT.ORG. UK

The Board were advised that aligning IT platforms and technologies would not only generate economies of scale but will also enable the Trust to move forward with a Digital Strategy for teaching and learning.

The Board were advised of issues with the fencing Endeavour Academy, related to site boundary and internal fencing issues. It was reported that the internal fencing issues related to pupils having access to parts of the site where they can either climb onto the modular buildings, or into gardens bordering the School. It was reported that earlier in 2021, a pupil had been badly injured in a fall from a fence that had been exposed following the cutting back of bushes by the LA. This matter had been reviewed by the Health & Safety Committee and was currently being handled by our lawyers.

	<p>The Board were advised that with the strong financial performance for 2020/21 and reserves available for use, the Executive had approved the use of £100k of reserves to resolve all of the fencing issues.</p> <p>It was reported that the external boundary fence will require planning permission and this project is being supported by the central estates team.</p> <p>The Board were advised that the London Borough Bexley had served notice on the Welling Centre a site previously used by Horizons Academy. The Board were reminded that this facility is shared with the Youth Service and there had been regular issues over the years with the suitability of the site. It was reported that Horizons Academy had not used the Welling Centre since March 2020, and that with the current and expected number of pupils at the School, it was anticipated that we can continue to work within the existing School buildings.</p> <p>The Board were advised that an Estates Strategy for the Trust is currently being developed and will be submitted for approval during 2021/22. This will be underpinned by the full capital condition survey completed on the estate during 2020/21 which included a costed capital reinvestment plan over the next 60 years.</p>
	<p>Board Questions and Challenge</p>
	<p>The Board extended thanks to the GCFO for the financial update and the good financial position achieved in 2020/21.</p> <p>In relation to the Pay Award the Board RESOLVED to APPROVE and implement from 1st September 2021 the recommendations from the final Standard Teachers Pay and Conditions Document (STPCD) for 2021, this being a pay award of £250 for all unqualified teachers earning less than £24,000 (FTE) (or the recommended equivalent value for unqualified teachers in the London pay areas of £27,419 in Outer London, and £28,681 in Inner London.</p> <p>As government policy had determined that all other public sector pay be frozen, and in consideration that granting a pay award to some staff when others have a pay freeze may be divisive and not conducive to our One Trust Strategy, the Board RESOLVED to APPROVE to award all teaching staff, and those support staff on LSEAT contracts a non-consolidated payment of 1% of their full year salary in December 2021.</p> <p>The Board APPROVED the IT Strategy presented.</p> <p>The Board NOTED the contents of the report including £100k reserves being used for new fences at Endeavour and look forward to receiving the Trust Estates Strategy in 2022.</p>
<p>C2</p>	<p>Revised Risk Register 2021/22</p>
	<p>The Board received the new revised Risk Register organised by provision type in line with the new Governance and Organisational Structures for 2021/22.</p>

	<p>It was reported that to facilitate this change, the content of each risk register has been completely refreshed and updated to ensure that it fits with the provision type approach. Risk Registers had been presented to the Provision boards in September and received positive feedback.</p> <p>The Board were provided with the ranked risk register report for each provision type.</p> <p>It was reported that the content of the new provision-based risk registers had been used to update the overall Trust risk register.</p> <p>It was reported that risk T2 covering the capacity to expand has increased with the recognition that there will need to be some more capacity to capitalised on current government policy. It was reported that risk T8 covering H&S had also increased with the number of violent incidents in some Schools together with School senior leadership changes.</p>
<p>Questions and Challenge</p>	
	<p>The Board NOTED the report.</p> <p>In response to a question from Trustee-SC around becoming a Leading Wage Employer, it was agreed to bring forward to next meeting.</p>
<p>C3 Supplemental Funding Agreements</p>	
	<p>The Funding Agreement and Deeds of Variation were provided to the Board for information and noting.</p> <p>The Board were reminded that through requests by the respective Local authorities, for 2021/22 Bramley Oak Academy will be expanding its Pupil Admitted Number (PAN) by 6 to 61 places, and the Bromley Beacon Academy PAN will be increasing by 20 to 168 places.</p> <p>It was note that significant change documents had been submitted to the Department for Education (DfE) and had been approved. The approvals are conditional upon both Schools adopting the latest version of the Supplementary Funding Agreement (SFA). The legal process to enact these changes is through a Deed of Variation which seeks to replace the existing SFA with the new version.</p> <p>The Board were provided with and advised of the differences between the current SFA and the new one. The Board were advised that the most notable change relates to land whereby under the new SFA, the Secretary of State may acquire surplus land from Trusts and transfer this to the state, or a nominee which could be another Trust. .</p> <p>The Board NOTED the Report.</p>

D.	Governance items
D1	Governance Matters (for Approval)
	<p>Scheme of Delegation Local Community Governor Appointments</p>
	<p>The Board were asked to APPROVE the 2021/22 Scheme of Delegation which has been updated to reflect the new management and governance structures implemented for 2021/22, as presented by the GEX Director Governance.</p> <p>It was reported that the scheme comprises a matrix which outlines the delegated authority across a number of delegation items, grouped by</p> <ul style="list-style-type: none"> • Governance • Education Performance and Standards • Financial management and internal controls, • Estates, IT and health & safety • Human Resources (Pay and Performance) • Policies <p>It was reported that delegated authority was assigned across the following individuals or groups of individuals that form a Trust Committee.</p> <ul style="list-style-type: none"> • CEO and CFO • Group Committees • EPS Committee • Provision Boards • DCEO • Head Teachers <p>The Board were advised that where decision making has been delegated to a Trust Committee the Scheme of Delegation is representative of the Terms of Reference for the Committee.</p> <p>The Board were also advised that the Scheme of the Delegation also includes the Trust Policy Matrix which outlines the policies and procedures, existing across the Trust alongside the accountable owners, policy category and approval body and extracts of the 2021/22 Financial Regulations that outline the budgetary controls and limits of the above-named individuals and bodies.</p> <p>The Board were provided with detail and status of Local Governor Recruitment to Provision Board and Academy Councils</p> <p>The Board were reminded that following the decision by the Trust Board in May 2021 to implement a new the local governance structure, work and activity has been underway to create three Provision Boards, Specialist, Alternative and Primary, and to set up Academy Councils for each of the Academies.</p>

	<p>It was reported that to implement this new structure and provide the governance scrutiny and support, a significant local governor recruitment campaign was initiated by the Group Executive Director Governance in July 2021.</p> <p>The Board were advised that new role descriptions for Community, Staff and Parent Governors had been prepared, together with Terms of Reference (approved at the July Trust Board) and a new induction programme, all developed to support the recruitment and onboarding process.</p> <p>It was reported that the recruitment activity focused on both consolidating existing serving Local Governors and appointing new Local Community Governors, Staff Governors and Parent Governors. In total c42 Local Governors as a minimum are required across the three types of Provision Boards and seven Academy Councils, which will comprise Community, Staff and Parent Governors. Thirteen new Community Governors have been recommended for appointment spanning a range of professions, presenting with and without governance experience.</p> <p>The Board were advised that some have been recruited through Inspiring Governance, a DfE sponsored service and some are College managers and staff who applied following a recruitment campaign within LSEC. The remaining vacancies were being pursued with a pipeline of interested applicants currently being reviewed and interviewed.</p>
	<p>Questions and Challenge</p>
	<p>The Board extended appreciation to the GEX Director Governance on development of the new Scheme of Delegation and Trust Policy Matrix.</p> <p>The Board APPROVED the Scheme of Delegation as presented.</p> <p>The Board were pleased to see the level of Local Community Governor engagement and recruitment activity and APPROVED the appointments.</p>
<p>D2</p>	<p>Policy Updates</p>
	<p>Data Protection Policy</p> <p>The Board received the Data Protection Policy It was reported that the policy had been updated to reflect changes to the management structure and apply minor changes to terminology based on European references.</p> <p>The Board were advised that Privacy Statements have also been renewed and republished to include reference to the Data Sharing Agreement between the College and the Trust.</p>

	<p>All Staff are being asked to read and acknowledge the privacy statement posted on the HR information and management system.</p> <p>The Board APPROVED the Data Protection Policy and Privacy Statements.</p>
	<p>Complaints & Vexatious Complaints Policies</p> <p>The Board received the Trust Complaints Policy and the Vexatious Complaints Policy.</p> <p>It was reported that the policies had been updated to reflect the changes in the governance and management structure and in relation to Vexatious Complaints this was a policy gap in the policy portfolio and was a new policy document not previously seen by the Board and is a prudent measure to be applied in extenuating circumstances.</p> <p>It was reported that Standard letters and complaints logs have been created to ensure consistent reporting of complaints across the Academies and Trust.</p> <p>The Board were advised that an annual Complaints Report for 2021/22 prepared by the Group Executive Director Governance would be prepared for the Board.</p> <p>The Board APPROVED the Complaints Policy and Vexatious Complaints Policy.</p>
	<p>Reserves Policy</p> <p>The Board received the Reserves Policy and were reminded that it is a requirement of the Academy Trust Handbook to set a Reserves Policy and to provide a summary of this policy in its annual financial statements.</p> <p>It was reported that it is important for this policy to be formally considered by the Board on a regular basis to ensure it remains fit for purpose. The Board were advised that in order to ensure the financial viability of the Trust and its School operations, the policy is applied to member Academies and separately identified services such as the Bexley Music Hub.</p> <p>It was reported that the policy sought to accumulate reserves in order to mitigate risk, protect against unforeseen future events, and to build sufficient reserves to maintain the estate of each Academy and equipment for learners.</p> <p>The Board were advised that the main change to the 2021-23 policy is an overall reduction in the level of reserves required from 11% of income to 10% of income, and for the split of reserves between capital and revenue to be removed. It was reported that that the Executive considered that this level is still appropriate and balances the risk with the need to invest in and improve the Schools.</p>

	<p>It was reported that where the level of reserves exceeds the policy requirement, they can be utilised to fund capital expenditure or additional pupil interventions which are not attached to a long-term permanent staffing resource, such agreement will be agreed when setting annual budgets or in-year within the delegated limits set out in the Policy.</p> <p>The Board were advised that During 2021/22 the DCEO will plan how the Trust would utilise some of its surplus reserves. As previously reported in the meeting, the Board were advised that reserves would be used to support the fencing improvements required at Endeavour.</p> <p>The Board APPROVED the policy.</p>
E. Information Items	
E1	2020/21 Health & Safety Annual Report
	<p>The Board received the Annual H&S Report and were advised that his covers the operations across the Trust in 2020/21.</p> <p>It was reported that that the report sets out a summary of the work during the year, together with the further improvements planned and provided details of the accident statistics for the year.</p> <p>The Board was advised that the report has been considered by the Group Health and Safety Committee and shows that the trends are broadly consistent with last year after allowing for the reduced numbers of pupils in School during the previous year.</p> <p>It was reported that once again violent incidents dominate the statistics which is mainly due to the types of School provision, although violent incidents were lower than the previous year.</p> <p>The Board were advised that it had been identified that there was a significant under reporting of accidents in some schools with particular concerns over Horizons and Endeavour , which have been addressed for 2021/22.</p> <p>It was reported that Belmont Woodside Federation schools represented a low risk and have good systems in place – particularly for Covid. The Bromley Hub schools were generally of a lower concern although there have been some risk assessment and reporting issues at BBA Bromley and BTA Blenheim, during the year.</p> <p>It was reported that the New Horizons Federation Schools represented a higher risk with low engagement in core safety issues and processes against a backdrop of high violence in those Schools.</p> <p>The Board were advised that despite the impact of the pandemic, the report concludes that the Trust Level Health and Safety systems have been robust but challenged during the pandemic.</p> <p>The Board NOTED the report.</p>

E2	EDI Update
	<p>The Board were presented with an update on EDI activities.</p> <p>The Board were reminded that the Trust is committed to the promotion of EDI as professional, practical, and positive issues that enrich our work.</p> <p>The Board were advised that it was important to ensure that all staff understand their roles and how they can embed EDI in their day-to-day work and treat and support colleagues and students.</p> <p>It was reported that the Trust should ensure that EDI principles are embedded within policies, processes and project plans and communicate our actions.</p> <p>The Board were advised that there is a strong commitment to provide a safe, secure an inclusive learning and working environments for all, and use information and data to inform decisions on closing any gap and improve our practices.</p> <p>The Board received the EDI Objectives and Action Plan which had been developed in consultation with key internal stakeholders. It was reported that the Trust Single Equality Scheme was being finalised which will outline the Trust approach over the next three year.</p> <p>The Board received details of the EDI Grant Programme an initiative launched for staff and students in July 2020.</p> <p>In response to questions from the Board it was confirmed that a review of how information on EDI initiatives was being promote and published would be reviewed.</p> <p>In response to questions in relation to the staff profile data it was reported that staff disclosure rates were improving.</p> <p>The Board NOTED the report.</p>

2.3 AOB: None presented.

2.4 Next meeting date: 8 December 2021



Approved by Chair

8 December 2021

