

**MINUTES of a Meeting of LSEAT Board  
held on Wednesday, 8 December 2021 from 3.15-5.30pm  
online via zoom**

**Attendees**

**Board Members**

Mark Burnett (MB)		Chair	
Dr Sam Parrett, CBE (SP)		CEO/Trustee	
Denise James Mason (DJM)		Trustee (Vice Chair)	
Max Bero (MBx)		Trustee (Vice Chair)	Apologies
David Bailey (DB)		Trustee	
Charles Yates (CY)		Trustee	
Christopher Philpott (CP)		Trustee	
Janet Saunders (JS)		Co-opted Trustee	
Emma Brand (EB)		Trustee	Apologies
Sebastien Chapleau (SC)		Trustee	
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
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**Executive Officers in attendance**

John Hunt (JH)	Group CFO
Neil Miller (NM)	Deputy CEO Academies
Kate Shiner (KS0)	Trust Strategic Development Director (DfE Secondment)

**Officers in attendance for specific items**

Beth Moore (BM)	Group Head Safeguarding (Item B2)
Louise Wolsey (LW)	Group Chief Transformation Officer (item B3)

**PRE-MEET: Confidential**

**Trustees Only**

**Part 1**

Pre-Meeting Trustees Only			
1.1	Observations from Papers		Verbal
	Update from Provision Board Chairs		
	In response to a question from Trustee-CY on the impact Covid and Omicron it was reported that contingency plans have been updated to include remote learning plans.		
	In response to a question from trustee-DB regarding the red items on the KPI Scorecard it was suggested that a narrative be included. Where these items may have been discussed and challenged in the EPS Committee. In relation to the EYFS issue, it was reported that a new		

	<p>specialist SIP had made observations which are now being addressed across all primary provision.</p> <p>Trustees discussed Ofsted readiness and the level of detail Trustees need to be familiar and prepared. Trustee-NL questioned Ofsted deferrals as a possibility. Not considered an no option.</p> <p>Chair-MB commented on the papers generally and advised that it was good to see the One Trust and growth agenda coming through.</p>
1.2	Committee Summaries Update Reports
	<p><b>Provision Boards</b></p> <p>Provision Board Chairs reported that the Boards were working well. Members are enthused and engaged.</p> <p>Trustee-JS advised Belmont Academy was performing well, with attendance above national average and behaviour a key strength. The Academy was also applying to become a behaviour hub. Staffing is stable with a couple of vacancies. 439 pupils on roll. Problems in EYFS had been resolved with significant improvements reported.</p> <p>Trustee-LR reported on AP provision. Some common challenges like shortages of staff in maths and IT teaching. Meetings have been useful to bring together schools with common language and similar issues.</p> <p>Trustee-DJM reported that the provision boards are working really well. Pleased with the common reporting template for all academies within the specialist provision board. Trustees and local governors are able to see common themes and issues presenting. Together with the Academy Councils, considers this a real strength in governance.</p> <p>Trustees were advised the Local Community Governor and Trustee Forum would be scheduled for later in the spring and summer. These forums would be chaired by the Trust Board Chair Mark Burnett with Trustee representation(Provision Board Chairs) and all local community governors including staff and parent governors, invited to attend for an information sharing and Q&amp;A session.</p>
	<p><b>Group Finance Committee</b></p> <p>In response to questions from the chair MB, Trust Board were where reminded of the Reserves Policy and the use and release of these funds, to support school improvement initiatives and Ofsted readiness. It was reported that additional behaviour mentors had been resourced.</p>
	<p><b>Group Audit &amp; Risk Committee</b></p> <p>Audit committee papers bring included on the agenda and had been recommended by the committee for approval.</p>
	<p><b>Bexley Music</b></p> <p>It was reported that the music service had produced an ambitious stabilisation plan for the year including a number of Christmas concerts which had been planned.</p> <p>Trustees expressed their support and delight in the benefits the music service were bringing to LSEAT Schools supporting music delivery and also the increasing growing reputation within the local authority and Bexley schools.</p>

1.3	Academy Visits		Verbal
	The following visits were reported		
	<b>Date</b>	<b>Name of School</b>	<b>Visitor</b>
	24th November 2021	Belmont/Woodside	Chris Philpott
	15th November 2021	Woodside School	Gerry Smith
	12 <sup>th</sup> November 2021	BBAB	David Bailey
	22 October 2021	Woodside School	Dr Debbie Potts
	22 October 2021	BBAB	John Cumberbatch
	21 October 2021	Aspire	Robert Celino Stock
	21 October 2021	Horizons	Amy King
	21 October 2021	Horizons	Jill Price
	19 October 2021	Aspire	Nathan Attard
	17 September 2021	Horizons	Angela Hands, Charles Yates
	10 September 2021	BTAH, BTAB, BTAM	Errol Ince, Lynn Revell, Nick Linford, Sarah Newman
1.4	Remuneration Committee Recommendation		Verbal
	Board resolved to <b>APPROVE</b> a special payment to DCEO-NM and DirSI-MC as recommended by the remuneration Committee.		

## Part 2

Trustees & Executive

### Welcome, apologies and declarations of interest

Chair-Mark Burnett

2.	<b>Minutes &amp; Action Log</b>		
	Trustee-MB expressed thanks to Trustee-MBx and EB who had resigned from the Trust due to personal reasons. Clerk-JP to send thank you letters on behalf of the Board.		
	Trust SDD-KS declared her secondment from DfE.		
	Minutes of the previous meeting were <b>APPROVED</b> .		
	Action Log was <b>NOTED</b> .		

<b>Part A.</b>			
<b>Trust Executive Reports</b>		<b>Ref</b>	
A1	Group Principal & CEO Report		
	The Board was asked to note the contents of this report, which provided a comprehensive summary of the autumn work and activities.		

	<p>Key points of included the work around Ofsted readiness, recent inspection at Aspire, educational recovery proposal prepared by KS.</p> <p>The Board considered the wider context and strategy around growth.</p> <p>Group Principal &amp; CEO-SP advised the board the recent RSC meeting and discussions on growth and development. possible but the trust will be invited to express an interest and a Lambeth school. discussions on growth and development to be a key item for the board development meeting on 19th January. requirement for a decision matrix and framework together with a small reference group to review opportunities, to be considered.</p> <p>Trustees we're pleased with the new appointment for a director to focus on strategy and growth and wanted to have further knowledge of the approach and whether this be proactive or reactive. Is there a succession plan to support the seconded director. Group principal and CEO advised that capacity building in terms of management resource would be required to support a growth agenda. Trustees look forward to discussions in January at the development meeting.</p> <p>In response to questions regarding COVID, trustees were advised that school closure Chester were rare and that stuff outbreaks were being managed effectively although that is a very fine balance and stuff are stretched. DCEO-NM advised that contingency plans were in place to support remote learning.</p> <p>The Board <b>APPROVED</b> the education recovery proposal as presented by Trust SDD-KS.</p>
A2	DCEO Operational Summary Report
	<p>The Board are asked to NOTE the DCEO report that covered the following issues</p> <ol style="list-style-type: none"> <li>1. Covid Update</li> <li>2. Operational Matters <ul style="list-style-type: none"> <li>• Performance Management and Performance Related Pay</li> <li>• School Improvement and Ofsted</li> <li>• Summer Exams and External Assessments</li> <li>• One Trust</li> <li>• Mental Health and Wellbeing</li> <li>• Stakeholders Work with Local Authorities</li> </ul> </li> </ol>
	<p>It was reported that all academies within the Trust continued to operate as 'normal' as possible at this time although the announcements made on 27th November have initiated the return to measures such as face masks in communal areas (secondary provisions) and moving to remote meetings as much as possible including Academic Review Days at some provisions.</p> <p>The Board we advised that different academies have variable infection rates across the student and staff cohorts with Bramley Oak Academy most affected at this time. Absence due to COVID is having an impact on students' attendance rates and also staffing levels which is then impacting negatively on other colleagues who are required to cover.</p> <p>It was reported that All academies are operating COVID safe sites and risk assessments are constantly reviewed and revised depending on localised issues as well as national guidance and had received an allocation of CO2 monitors albeit not a sufficient volume for each class</p>

Trustees were advised that vaccine uptake across Bromley and Bexley overall was low for 12-15s.

Board were advised that it was necessary to increase staffing levels in certain areas (e.g. EYFS due to this age group of children having been impacted developmentally due to the pandemic). Trust Recovery Premium approved by the board will support this.

It was reported that all academies have completed their performance management cycle for last year and performance related pay recommendations have been submitted to the DCEO for agreement before sending to the Trust Board. Overall it was felt the process across the Trust was successful this year with all academies carrying this out their appraisals at the same time. All Headteacher and Heads of School were met by the DCEO, Director of School Improvement (DoSI) and the relevant Chair of Provision Board with comprehensive targets being set which have then been reflected in all their staff teams targets.

It is hoped that all academies can move to Blue Sky as the online management tool for the Performance Management process for September 2022.

Board were advised that the DCEO and DoSI have continued to work closely and effectively this academic year and held the inaugural RAG Rating meetings with all academies and their SLTs. These meetings discussed all areas of their reports in detail and the level of challenge on leaders was significant. From these meetings the DoSI triangulated the discussions with external advisor feedback and also from visits carried out by the DCEO, DoSI and Trustees/ Governors.

The KPI Dashboard was then completed, and it is felt that this document demonstrates rigour and robustness that previously may not have been evident.

It was reported that a team of System Leaders are still working at Horizons, providing appropriate support for different leaders and staff. The Associate Headteacher is still supporting the HoS on a weekly basis and key Trust Leaders supporting in areas such as Curriculum, Teaching and Learning, Behaviour and Safeguarding. This is continuing to work well with regular monitoring meetings taking place with all key stakeholders. Areas for improvement previously identified are improving and new areas have now been highlighted and added to the SDP to ensure they are improved rapidly.

The DoSI and DCEO continue to provide active support at Bramley Oak Academy along with other Trust System Leaders. Bramley Oak is a concern due to staffing and the lack of ability to recruit. It has been reported nationally that there is a staffing crisis, and one reason is the National Tutoring Programme which appears to have taken a specific cohort of teachers from the agencies as this programme is seen as easier than working in schools and covering lessons

CWO-NM reported that External Advisers have all carried out familiarisation visits to their respective academies now and reports have been submitted to the DoSI and DCEO. Overall the visits have been positive and where areas have been highlighted as concerns, the DoSI/ DCEO have acted immediately and provided relevant Trust or external support.

Feedback from the academies has been positive in regard to the EAs and how the visits have been conducted overall. All academies have attended Challenge Partners Hub meetings for the first half term and four of our academies have been allocated Challenge Partner Quality Assurance visits for this academic year.

DirSI and DCEO are monitoring this membership and impact due to the overall cost. The Group Safeguarding Lead (GSL) continues to provide robust support to all settings and where issues have arisen, they have been acted on immediately. LADO support as well as pre-Ofsted safeguarding reviews have been carried out which have been received positively by the individual academies once again

As previously notified, on Tuesday 23rd November, we received our first Ofsted call for Aspire Academy and we were notified that the inspection would be using the Section 8 framework. After two days of intense scrutiny, Aspire received positive news and we will await the draft report.

This was the first inspection in our Trust using the new Ofsted Framework and Trustees were advised of the key learning points from the inspection included:

- Quality of Education is 80% of the focus
- All leaders at all levels must know the areas of strength and areas of development (for their own subject if subject leaders) or all areas if SLT and Trustees
- Reading is a huge focus and is heavily scrutinised. Leaders need to be able to talk about this area in detail and have a clear rationale for why this is happening
- Curriculum needs to drive assessment and not assessment driving the curriculum
- The curriculum must have the right balance of knowledge and skills within the schemes of learning for all subject areas showing they are well-ordered and sequenced
- Challenge of all students was real focus from learning walks, book looks and student voice
- PSHE and RSHE real focus throughout the inspection
- Staff training was discussed at all meetings with leaders and staff
- Real focus on English and Maths and middle leaders for these subjects are scrutinized with these subject areas receiving deep dives for certain
- In safeguarding meeting, key questions were asked around:
  - Processes you use to identify
  - How you help and pursue referrals
  - How safeguarding is managed
  - The culture of safeguarding across the school
  - Peer on Peer, FGM all discussed with staff and students throughout the two days
  - Behaviour will be scrutinised forensically, and data required to show improvements require

The Board were advised that Heads were still on high alert regarding the other three pending Ofsted inspections at Horizons, Endeavour and Bramley Oak, Summary update on Ofsted readiness was provided as

- **Horizons Academy** is the highest risk with significant support being provided by Trust System Leaders in regard to Teaching and Learning, Curriculum, Behaviour and Safeguarding. There has been significant investment in curriculum resources and IT with new interactive boards installed in every classroom over the half term which have had immediate impact on Teaching and Learning.
- **Endeavour Academy** is on an upward trajectory and once again support is being provided where necessary. Bromley Trust Academy is also in the window and is felt to be at least good across all areas. It is hoped that the two Bexley academies are not inspected until at least after Christmas as this will provide further opportunity of embedding all the systems and support implemented since Easter.
- **Bramley Oak Academy**, although not in the Ofsted window until October 2022 but previously rated as Inadequate, is progressing well at this time. Their academy improvement journey is still demonstrating an upward trajectory with teaching and learning the key focus. The key area of concern is recruitment at the academy and the inability to fill both teaching and support posts.

It was reported that all academies are preparing for relevant exams and assessments with secondary academies following the guidance released by JCQ regarding formal assessments carried out over the three terms and used as TAGs if the exams are cancelled. If exams are cancelled, then this will be done nationally rather than regionally to ensure parity and consistency in outcomes.

The Board were advised that the momentum of the One Trust Culture is continuing with numerous meetings/ networks now set up where different leaders and staff members from all academies meet to share good and best practice. Trust Academic Leaders meet on a half termly basis in a constructive forum where key initiatives and strategic developments are discussed in detail. The second all staff meeting had taken place on 7th December.

The Trust DSL Network meetings provide a really effective forum for the DSLs across the academies to share good and best practice as well as look at how safeguarding can be further enhanced across the academies.

Peer to Peer Reviews are also taking place with leaders from one academy visiting another academy and providing constructive feedback regarding key areas.

It was reported that Academy and Trust websites had been scrutinised to ensure they are fully compliant but also, they are showing our Trust in the best light.

The Board were advised that applications to become a Regional Behaviour Hub had been submitted by the Trust and Belmont with interviews held on the 1st and 8th December.

DCEO advised that all academy SCRs at this time are being reviewed and added to a central Trust SCR. The Bromley academies template has been agreed as the most appropriate template to use and all academies will be moved to this template over time to ensure absolute consistency moving forward. As part of joining the Trust, any new member of staff will have to complete a Trust on boarding induction process as well as the individual academy induction.

It was reported that mental health and wellbeing of staff and pupils remained a key concern for School Leaders. The Trust does provide support through the Employee Assistance Programme, although this is perhaps not enough at this time is available. DSLs and DDSLs are being provided with supervision which is specific to Safeguarding which has been reported as being very positive and supportive but once again with the level of safeguarding issues across the schools since the pandemic started, the pressure and impact on these staff members has been immense.

The Board were advised that the CEO, CFO and DCEO have continued to work with Bromley LA in regard to the MoU for Bromley Trust Academy and it is hoped that following a few minor alterations that our lawyers have highlighted, this can be brought to the Trust Board for final scrutiny and agreement.

At the same time as this MoU being agreed, Bromley are also reviewing the medical provision across the LA and therefore the future of BTA Blenheim and where it will be located has not been determined due to this wider piece of work. The DCEO and Bromley officers are continuing to work together to move this matter forward.

It was reported that Bexley LA are carrying out a very similar review of their alternative provision and medical provisions at this time and the DCEO is working as a strategic partner with Bexley officers regarding this review.

Board were advised that banded funding reviews for SEND are being carried out in Surrey and Bromley and the DCEO is working with both LAs in regard to this. Surrey's review is near to completion and the Trust has been working with them to ensure Bramley Oak Academy is a viable academy moving forward and at this time an SLA is being developed with the LA and Trust which, when finalised will be available for scrutiny by the Trust Board.

It was reported that key building development work is near to being finalised at BOA with DfE funding refurbishment of the present site and future Surrey funding expanding the school from 61 to 104. A huge amount of work has been carried out by the Estates Team, Head of School and DCEO to ensure the academy will gain maximum benefit from the capital funding.

Details of the groups that the Trust are represented at by either the DCEO or Headteachers/ Heads of school were provided for information, these include

- Bromley Inclusion Partnership
- Bexley Inclusion Partnership
- Thames South Teaching School Hub Partnership Board
- Secondary and Special Heads Forums in Bromley, Bexley and Surrey
- School Forums in Surrey, Bexley and Bromley
- Bromley SEND Governance Board
- Bromley SEND Collaborative Board
- Safe CEO Group
- AP CEO Board
- Challenge Partner Hubs

<p>The Board <b>NOTED</b> the comprehensive report.</p> <p>In response to questions relating to the Ofsted experience at Aspire, the Board were advised that revised plans would be considered for Endeavour and Horizons.</p> <p>Board congratulated DCEO and DirSI on the good work in building relationships, teams and embedding school improvement, standards and practice across the Trust.</p> <p>Board <b>AGREED</b> there was more to do on pupil and staff wellbeing, particularly with the new variant and possible more restrictions pending in the new year.</p>
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<b>B. Performance, Standards</b>	
<b>B1</b>	<b>KPI Dashboard</b>
	<p>The Board were asked to <b>CONSIDER</b> and <b>NOTE</b> the KPI Dashboard and feedback on the new governance structure meetings.</p> <p>The new KPI Dashboard Report was being submitted to the Trust Board for the first time for their scrutiny.</p> <p>It was reported that the dashboard and RAG rating denotes where the academies were at the end of the Summer Term of 2020/21. The dashboard has been RAG rated following academy SLT specific meetings with the DCEO and Director of School Improvement (DoSI) in October, where the individual academy SLT presented their report and the RAG for each area was discussed in detail.</p> <p>The RAG rating was then triangulated with reports from External Advisors as well as visits carried out by the DCEO and DoSI and Trustee and Governor visits.</p> <p>Board were signposted to red RAG rating items and the key actions to address these. The following key issues and actions were discussed.</p> <p><b>i) Horizons Academy</b>  <b>Actions</b></p> <ul style="list-style-type: none"> <li>○ Trust System Leaders have been brought in to HAB to support with Teaching, Learning and Curriculum.</li> <li>○ Behaviour specialists from Trust were also brought in to look at and support behaviour.</li> <li>○ Whole School restructure has impacted on staffing across the school in terms of morale and also effectiveness with specific leaders leaving.</li> </ul> <p><b>ii) Early Years Foundation stage</b>  <b>Actions</b></p> <ul style="list-style-type: none"> <li>○ EYFS identified as significant issue in two academies during the summer.</li> <li>○ New leaders in both academies for this area brought in and external EYFS expert brought in to work with the school teams.</li> <li>○ Detailed action plans in place and positive impact seen immediately.</li> </ul>

	<ul style="list-style-type: none"> <li>○ Close monitoring is happening across both academies with DoSI and EA working with Heads</li> </ul> <p><b>iii) Attainment and Progress</b></p> <p>Actions</p> <ul style="list-style-type: none"> <li>○ Impact of COVID and specific children and young people not making expected progress last year.</li> <li>○ Baseline testing in September as well as introduction of personalised intervention for specific students and subject action plans in place, leaders are confident that progress and attainment will be significantly improved over the Autumn Term.</li> <li>○ Academies are looking to use the Recovery Premium as well as the National Tutoring Programme funding to further support rapid progress.</li> </ul> <p><b>iv) Attendance</b></p> <p>Actions</p> <ul style="list-style-type: none"> <li>○ This is a key area of improvement for a significant number of academies and detailed action plans are in place in each of these academies to support rapid improvement.</li> <li>○ This area is closely monitored by Headteachers/ HoS as a high priority improvement area and EWS are supporting where required.</li> </ul> <p><b>v) Impact of Academy Councils and Provision Boards</b></p> <ul style="list-style-type: none"> <li>○ Where the Academy Council Meetings took place, there was positive feedback regarding the ability of leaders to articulate in detail about their schools which hasn't happened previously due to numerous schools being in the hub local governing boards.</li> <li>○ The quality of some local governors is very high, and this will only have a positive impact on the academies over time.</li> <li>○ Main concern voiced was the recruitment for some schools and lack of governors. Headteachers and Heads of School also fed back that the meetings that took place with the DCEO and DoSI also helped in terms of preparing for meeting with Academy Council and Provision Board.</li> </ul>
	<p>Trustees REQUESTED better reference to the red items in the narrative.</p> <p>DCEO advised that RAG rating was retrospective, and actions had been completed.</p> <p>It was acknowledged that the KPI Scorecard would going forward be scrutinised by the EPS Committee.</p> <p>Board AGREED that the focus and balance of the Scorecard was good and congratulated the DCEO on the report.</p>
B2	Safeguarding Update Report
	<p>The Board were asked to NOTE that there is effective safeguarding across the Trust and continuous development in the delivery and policy of safeguarding management.</p> <p>The Board were advised that Aspire and Endeavour have both had very positive internal audits which is also reflected in the internal audit, conducted by Scrutton Bland, across the Group. As</p>

previously reported the Single Central Record is being developed to centralise and standardise the document, process and ensure more scrutiny over safer recruitment practices.

It was reported that the three schools currently in the Ofsted window, had been prioritised and summarised below

**Aspire:**

Aspire's internal audit was extremely positive with very few recommendations, all of which are minor. The positive audit is reflected in the feedback received from the recent Ofsted inspection which noted safeguarding as a strength of the school.

**Endeavour:**

Endeavour's visit was extremely positive and demonstrated significant progress from the previous visit before the summer. Safeguarding is now positioned within the school, instead of managed centrally across the previous Hub, with scrutiny provided by both the Head and the Deputy Head through weekly safeguarding meetings. The DSL is now the Deputy Head teacher. The safeguarding team have more presence and visibility in the school and are integrated into the daily running of the school. CPOMS has been implemented successfully and they are ready to expand the use of CPOMS to incorporate all areas of pupil support instead of safeguarding alone (in line with how some of the other schools in the Trust use the system). Endeavour's recommendations are minor and easily rectifiable.

**Horizons:**

The audit at Horizons was positive which demonstrated a significant improvement in safeguarding particularly in the oversight and ownership of SLT and safeguarding, the Head has regular updates and demonstrates a clear understanding of all safeguarding concerns, and the DSL actively oversees all safeguarding concerns. The quality of safeguarding records have significantly improved. The school has implemented a few approaches in response to peer and peer abuse and staff (who were met with) demonstrated a good understanding of contextualised safeguarding. There were a few areas for improvement identified through the audit primarily in raising the profile (visually) of safeguarding throughout the school, improving the quality of risk assessments and personal handling plans (for behaviour approaches) and clearer details of intervention and de-escalation techniques (again linked to behaviour approaches).

The Board were advised that prior to half term the Group had an internal safeguarding audit completed by Scrutton Bland. The audit assessed safeguarding as having significant assurances with no formal recommendations provided for the Trust (only one recommendation was provided for the College in relation to training

The Board were advised that Woodside had moved onto CPOMS on 3rd December 2021, which now means that all Trust schools are using CPOMS. Work has started to standardise language and reporting across the Trust to provide a centralised view.

It was reported that a working group has formed across the Trust to review Positive Handling/Physical Intervention approaches, training, and policy to identify if we can, and should, move to a place of standardisation across the Trust.

	<p>Board were advised that HR are leading, with consultation with key stakeholders, on the development of a Mental Health and Wellbeing Strategy for the group, staff and students, to outline our commitment, values and approach in this crucial area.</p> <p>Board received an update on LADO Referrals</p> <ul style="list-style-type: none"> <li>• Bromley Beacon Academy There have been three LADO referrals since the start of the academic year, two of the referrals have an outcome of Unfounded. The third, was an agency member of staff, had the outcome Substantiated and is no longer working with the Trust.</li> <li>• Aspire There has been one referral made to the LADO since the beginning of the academic year which has not yet been assessed by the LADO.</li> <li>• Horizons A previous LADO referral that was made in the last academic year has had the outcome of Unsubstantiated.</li> <li>• Endeavour Made a referral to the LADO this academic year which did not meet threshold and was not assessed by the LADO.</li> </ul>
	<p>The Board <b>NOTED</b> the report and were pleased to see progress on a number of key areas, in particular within Horizons and Endeavour.</p> <p>SCR tracking was especially noted as a good development.</p> <p>In response to questions around LADO it was reported that services provided are adequate and issues would be addressed immediately by BM.</p> <p>In response to questions around new governance structures and safeguarding, it was reported that safeguarding scrutiny was being covered at all levels of Academy Councils, Provision Boards and EPS Committee. Local Governor training to be delivered by BM.</p>
B.3	Group Strategy Report Update
	<p>The Board were asked to NOTE</p> <ul style="list-style-type: none"> <li>• Progress made on the implementation of the Group Strategy in the 2020/21 academic year</li> <li>• The increased level of Social Value achieved in 2020/21</li> <li>• The LSEAT proposed operating plans for 2021/22</li> </ul> <p>It was reported that following the previous update in July 2021, the Transformation and Growth Team has continued to work with external organisations to finalise the 2020/21 Social Value Progress Report.</p> <p>Board were advised that the report is in the final stages of being externally verified by the Social Value Portal following the submission of R14 data earlier this term and builds on the methodology developed over the past two years of using the National TOMS framework as both a benchmarking tool and is a widely recognised vehicle for articulating social impact. The 20/21</p>

	<p>data shows both a continuation and an improvement in social value reported against the areas of social value reported for the previous year.</p> <p>It was reported that the overall picture shows a significant increase in social value reported for the College as well as data being reported for the other parts of the Group. Broadly speaking, there are two main areas where values had declined:</p> <ul style="list-style-type: none"> <li>• A reduction in reported local employment value. The local employment fall is due to a lower average proxy value for the median salary assumption.</li> <li>• A drop in the value of local spend (after applying the GVA multiplier) of around £750k.</li> </ul> <p>However, this has been more than offset by a significant increase in the amount of support provided to help unemployed people under 24 into work, which has scaled up dramatically.</p> <p>The Board were advised that the 2020/21 SVP Report also highlights areas of work which may require greater focus in the College in the coming year. One area is the leaver destination of some groups of students. This focus has been highlighted in the operational plan for the year to be further investigated within the EDI working group.</p> <p>It was noted that since the pilot study in 2018/19, the level of social value generated by the Group has significantly increased. In addition, robust progress continues to be made has been made in the external positioning of the Group as a social enterprise, and in positioning the College as thought leader in this space, particularly with the AoC Conference, E3M, and the London Recovery Board Anchor Charter.</p> <p>The Board received the paper and supporting documents which provided more detail on the progress made since July 2021 and continues to build upon some of the earlier recommendations. While significant progress has been made as noted above, it was recognised that further progress must be made to increase the impact that the Strategy has on the:</p> <ul style="list-style-type: none"> <li>• Development of a Group wide social value procurement strategy</li> <li>• Individual ownership of the strategy at operational level (staff &amp; students)</li> <li>• The emerging role of the Multi Academy Trust as a Civic Trust.</li> </ul> <p>It was proposed that the operational plans for each entity will help progress these elements.</p>
	<p>The Board <b>NOTED</b> the report.</p> <p>In response to a question relating to the meaning of “Plural ownership of the economy” means, it was advised that this was a CLES metric and term.</p> <p>In response to questions relating to environmental issues the board asked if consideration could be given to the social value and impact. It was noted that this would be reviewed.</p>

	In response to questions relating to Living Wage Employer, it was noted that this would be further considered within financial planning and modelling in terms of viability. Add to Action Log for consideration at March Board.
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C. Finance & Audit	
C.1	2020/21 Financial Performance Report
	<p>The Board was asked to:-</p> <ul style="list-style-type: none"> <li>a) NOTE the content of the report and financial statements</li> <li>b) APPROVE the 2020/21 Financial Statements on the going concern basis</li> <li>c) APPROVE the letter of representations for signing</li> <li>d) APPROVE the Regularity Self-Assessment Questionnaire for signing</li> </ul> <p>The Board received the Financial Statements for the year ended 31 July 2021 which had been considered by the Audit Committee and recommended to the Board for <b>APPROVAL</b>.</p> <p>The Financial Statements for the year ended 31 August 2021 had been prepared on a going concern basis and show an in year operating surplus after FRS102 pension adjustment of £16k. This excludes value of assets transferred and transfers between reserves. An analysis of the final forecast outturn for the year and the actual outturn for the year can be found in the report which follows.</p> <p>The Board were advised that the Financial Statements had been audited and included comments made by the external auditors following completion of their audit fieldwork and had been recommended by the Audit Committee for approval.</p> <p>The Board was also asked to <b>APPROVE</b> the Audit Representations letter which had considered by the Audit Committee in November. This letter sets out the representations the Board is making to the Financial Statements auditors regarding a number of key issues relating to their audit work. It was reported that these representations include, but are not limited to, the responsibility to prepare Financial Statements which give a true and fair view, the going concern basis upon which the accounts are prepared, use of appropriate accounting policies, awareness of irregularity or fraud, undisclosed liabilities, and suitability of the actuarial pension assumptions for the FRS102 pension disclosure.</p> <p>The Board were asked to <b>APPROVE</b> the Regularity (use of Funds) Self-Assessment Questionnaire for signing. This was a requirement of the external auditors and has been recommended to the Board for signature by the Audit Committee.</p>
	In response to questions from Trustee-NL, CFO advised that the Reserves Policy approved by the Board sets 10% reserves, which can be used for capital investment and within this meeting, request to support education recovery. Future capital condition funding would also need to be funded through reserves.

	<p>The Board were advised that reserve funds considered the risks around commissioned funding as well as direct funding.</p> <p>The Board congratulated GCFO-JH on good outcomes and <b>APPROVED</b> the 2020/21 Financial Statements on the going concern basis, the Letter of Representations and Regularity Self-Assessment Questionnaire.</p> <p>Chair to endorse on behalf of the Board.</p>
C.2	Post Audit Management Report
	<p>The Board was asked to <b>CONSIDER</b> the Post Audit Management Report prepared by Buzzacott as external auditors.</p> <p>The Board was asked to <b>CONSIDER</b> the Post Audit Management Report prepared by Buzzacott as external auditors. The Post Audit Management Report explained the findings of the external auditors following completion of the audit work for 2020/21, in respect of the Financial Statements.</p> <p>The Board were also provided with some benchmarking data together with an update on recent developments in the sector.</p> <p>The report provided demonstrated that clean audit opinions were provided for both the Financial Statements and Regularity (use of funds) audits and that other than some presentational amendments, there are no adjusted or unadjusted errors to report.</p>
	The Board <b>CONSIDERED</b> and <b>NOTED</b> the report.
C3	Financial & Property Update
	<p>The Board <b>RECEIVED</b> and was asked to <b>CONSIDER</b> the report and Management Accounts for the period 2 ended 31 October 2021 and <b>APPROVE</b> the change in the Treasury Management threshold for Corporate Bonds from £1m to £2m.</p> <p>The Board <b>RECEIVED</b> the Management Accounts for period 2, to 31 October 2021 reporting a year to date adjusted operating position prior to FRS102 pension adjustments of £185k.</p> <p>The Board were advised that this was circa £131k better than the profile for the year to date and was mainly a consequence of underspends against pay budgets with pay costs being £260k below budget. This variance is expected to reduce as the year progresses as vacant posts are filled, and Trust reserves are used to support the operations of a number of Schools.</p> <p>It was reported that all Schools have at least achieved a breakeven position for the year to date with the exception of Aspire with a year-to-date loss of £31k. This relates to reduced income from a lower number of local and out of borough pupil placements and we have also approved some additional behaviour mentors which are being funded from reserves to support the School.</p>

The Board were advised that the Trust continues to hold a significant level of reserves and corporate decisions will be made regarding the best use of these reserves to support the Schools most in need.

The Board were advised that the Group Treasury Management Policy sets out the parameters for investing surplus cash balances and the types of financial instruments which can be used for each group entity.

It also sets out the approved sources of finance which each entity within the group can access and the authorities required. The group uses a Treasury Management Service to maximise returns through investment in Certificates of Deposit and Corporate Bonds.

The Board were advised that given the high levels of cash held by the Trust, at its meeting in November, the Finance Committee reconsidered the limits in this policy for Corporate Bonds and has recommended to the Board of Trustees that the cap on such bonds in the policy be increased from £1m to £2m in order to generate a better return. Corporate Bonds have a 2-day notice period for access and are considered to be much more liquid than fixed term treasury deposits. Certificates of Deposit have a same day settlement period should cash be needed urgently.

In November 2021, the Trust had been advised that it will meet the criteria for School Capital Allocations (SCA) for 2022/23. This is a formula-based allocation of capital funding for eligible multi-academy trusts to maintain and improve the condition of school buildings. Whilst this is good news it will mean that the Trust is no longer eligible to submit Capital Improvement Fund (CIF) bids for more substantial School projects.

It was reported that a full capital component condition survey of the School estate has been completed which includes a costed capital re-investment plan for existing components only. The profile from this projection over the next 5 years showed that our capital liabilities for existing building components are estimated at £7.89m.

The Board were advised that the value of the SCA allocation is not yet known and should be confirmed in April 2022. This will be applicable for the 2022/23 financial and academic year. In accordance with the required of SCA funding, an estates strategy is currently being prepared and will be submitted for approval during 21/22. During 2020/21, a full capital component condition survey was completed of the School estate which included a costed capital reinvestment plan over the next 60 years and relates to existing components only.

SCA is to be invested strategically across our buildings and in this regard, we will be preparing a policy and strategy for investment across the Trust, and this will be considered by the Trust Board at its March 2022 meeting.

The Board were advised that the government had announced increases to employee and employer national insurance rates which will take effect in April 2022. These increases are designed to raise £12 billion to be spent on the NHS and social care, and of the additional monies raised, the government will use circa £1.8 billion of this to “compensate departments and other public sector employers” in England at the next spending review for the “increased cost of

the levy". Therefore, although the increase is estimated to cost circa £59k for the current year (April to August) and £142k for 2022/23, this increase should be covered through support from the government. It was reported that it was too early to say in what form this support will take.

The Board were advised on the current capital projects at Bramley Oak. Namely

- (a) Refurbishment / Remodelling to address Building Condition and Suitability (for PAN 55) and
- (b) Expansion to a 104 PAN.

For project (a), the Board were reminded that a DfE grant of circa £3.2m had been secured (subject to conditions) for the refurbishment and remodelling of the existing school, based on the current pupil number of 55. This is to address conditions found as part of our pre-transfer due diligence. Since our last report, detailed design consultation with the school has been undertaken and is now complete. This assures the detailed design proposals align with the school needs and the SEMH cohort.

For project (b), the Board were advised that proposals have now been developed to feasibility stage (RIBA stage 3) for Surrey County Council (SCC). SCC are now taking these proposals through a technical validation process ahead of Capital Board Committee in Jan/Feb 2022 to obtain formal approval. Proposals for expansion to a 104 PAN are both refurbishment/remodelling, together with a new build extension. Proposals have been developed in conjunction with the school leaders to align to the SEMH need. Whilst these are separately funded projects, they are not, in construction terms, split aligned to funding.

In respect of construction delivery, the projects are split into two as follows:

Project 1: Refurbishment & Remodelling (to support PAN104) Circa £3.2m funded by DfE Circa £2.1m funded by SCC

Project 2: New build extension (to support PAN104) Circa £2.5m funded by SCC

It was reported that Project 1 has been designed and will be issued to tender in December 2021. This project will require formal approval and capital funding allocation from SCC in order to enter into a building contract. It is planned to start on site in Spring 2022/early Summer and run-in phases through term time to complete in late Summer 2023, with a final phase to be completed (once the new build extension is constructed) in Summer 2024.

It was reported that Project 2 is currently awaiting funding approval from SCC and not being advanced. This phase of work is planned to be constructed in term between Spring 2034 and Summer 2024.

The Board received brief updates on Condition Improvement Fund (CIF) 21/22 in relation to Endeavor Electrical Upgrade Works. These works total approximately £169k and need to be completed out of term time. Design and procurement are being advanced, and works are planned to be completed in the Easter 2022 two-week holiday period.

The Board received an update on the Welling Centre. Due to changing pupil cohort and needs, we no longer require this small facility and therefore have served notice and ceased occupation.

	<p>The Board received an update on the BTA Blenheim provision, where we occupy a small number of rooms in a primary school. The accommodation is provided by the London Borough of Bromley and is both in very poor condition, and unsuitable for our purposes. Upon taking the provision on, the Local Authority did commit to spending up to £1m to relocate the provision to accommodation at the Hayes site, but this has not been forthcoming to date. The Board were advised that we had recently put more pressure on LBB regarding the relocating this provision to our Hayes campus and LBB are also looking at on potential alternative relocation options.</p> <p>It was reported that some options had been presented to Bromley Council to try to seek an agreement to fund.</p> <p>A future update on the outcome of these discussions will be provided to the Board.</p>
	<p>The Board <b>CONSIDERED</b> and <b>NOTED</b> the comprehensive report.</p> <p>The Board <b>APPROVED</b> the change in the Treasury Management threshold for Corporate Bonds from £1m to £2m.</p>
C4	Risk Register Report 2021/22
	<p>The Board was asked to <b>CONSIDER</b> and <b>COMMENT</b> on the content of the report and appendices.</p> <p>The Board were advised that the risk registers of each entity had been subject to a review by risk owners and the Group Executive. This has resulted in a number of changes to the risk owners, scores and content of some risks.</p> <p>It was reported that Risk T2 relating to the addition of new Schools may have an adverse impact on the capacity of the Trust had increased due to the capacity issues now being clearer and improvements will continue to be made to create additional centralised capacity. This risk score has increased by 7 to 14 and is now considered to be Medium rather than Low Risk.</p> <p>It was reported that Risk T8 covering breaches of Health &amp; Safety Legislation, or a major incident had increased due to a high number of assaults from some schools (especially Aspire, Endeavour and Horizons) where investigations has shown poor systems and documentation together with high leadership turnover. H&amp;S manager training slots have been scheduled and will be rolled out to staff. As a consequence of the above, this risk score has increased by 8 to 24 and is now considered to be a High rather than Medium Risk.</p> <p>It was reported that Risk T9 relating to the decline in the Academic Performance or Ofsted Grade of Academies had been updated with some new assurance evidence with action plans in place for Aspire and Horizons from System Leaders focusing on key areas. This score remains unchanged and is still considered to be a High Risk.</p> <p>The Board were advised that a number of other changes had been made to the content of some risks, and the detailed risk register entries for the High risks and those highlighted above are appended for information.</p>

	Trustees expressed concerns around staff safety due to pupil behaviour but had assurance in the strong leadership and management lead by DCEO-NM.		
	The Board <b>NOTED</b> the report.		
C5	Audit Committee Annual Report		
	<p>The Trust Board were asked to <b>RECEIVE</b> the Audit Committee Annual Report, approved by the Audit Committee on 24th November 2021 and <b>NOTE</b> that the opinion of the Internal Auditors and the LSEEG Audit Committee is that the Academy Trust has adequate and effective risk management, controls and governance processes to manage the achievement of the Trust's objectives.</p> <p>The Board was asked to <b>CONFIRM</b> that based on the advice of the Audit Committee and the Accounting Officer, the Board is of the opinion that the Academy Trust has an adequate and effective framework for governance, risk management and control, and has fulfilled its statutory responsibility for "the effective and efficient use of resources, the solvency of the institution and the body and the safeguarding of their assets".</p> <p>The Board were advised that following the presentation of the Internal Auditors Annual Report (Scrutton Bland), to the LSEEG Audit Committee on 24 November 2021, the LSEEG Audit Committee have approved the Audit Committee's Annual Report which contains the opinion that 'the Trust has adequate and effective risk management, controls and governance processes to manage the achievement of the Trust's objectives'.</p> <p>The LSEEG Audit Committee Annual Report in relation to LSEAT was presented and signed by the LSEEG Audit Committee Chair. Based on the advice of the Audit Committee and the Accounting Officer, the Trust Board is asked to <b>CONFIRM</b> that this opinion, which is also stated within the Annual Financial Statements, that the Academy Trust has an adequate and effective framework for governance, risk management and control, and has such has fulfilled its statutory responsibility for "the effective and efficient use of resources, the solvency of the institution and the body and the safeguarding of their assets".</p>		
	The Board <b>RECEIVED</b> and <b>CONFIRMED</b> the Audit Committee Annual Report.		
C6	Recovery Support Fund Proposal		
	<p>The Board was asked to <b>CONSIDER</b> and <b>COMMENT</b> on the content of the report and <b>APPROVE</b> the use of up to 25% of available to use reserves to fund recovery support across the Trust.</p> <p>It was reported that the executive has identified the need for additional funding to support its academies with education recovery following Covid-19. This is in addition to the one-off DfE allocation of Covid Recovery Funding.</p> <p>The objective of this fund is to provide support to academies in a range of options from paying for extra teaching and non-teaching resource to innovative ideas to tackle some of the impact of the pandemic.</p>		

	<p>The Board received a proposal for a Trust-wide Recovery Support Fund which would be allocated to those academies within LSEAT with immediate funding needs to support education recovery.</p> <p>This recommends that up to 25% of the combined LSEAT available to use reserves should be identified to create this fund for the 21/22 and 22/23 academic years. This is for all academies to bid into.</p>		
	<p>The Board <b>APPROVED</b> the proposal as presented and use of reserves.</p>		
D. Governance items		Ref	Appendices or Reading Room Items
D1	Governance Matters	D1.1	
	<p>The Board were asked to <b>NOTE</b> the changes to the Academies Handbook for 2021 outlined in the report presented.</p> <p>The Board were asked to <b>RECOMMEND</b> the appointment of Marek Michalski as a Trustee, to the Members of the Trust.</p> <p>The Board were asked to <b>NOTE</b> changes to Committee Membership.</p>		
	<p>The Board <b>NOTED</b> all governance matters and agreed to <b>RECOMMEND</b> appointment of Marek Michalski.</p>		
D2	Board Evaluation Report	D2.1	2019/20 Evaluation & Action Plan
	<p>The Board are asked to <b>CONSIDER</b> the Board Evaluation document completed in 2019/20 with a view to finalising the evaluation of 2020/21 Board Evaluation at the next Board Meeting, following completion of individual reviews.</p>		
	<p>The Board <b>NOTED</b> the request to <b>CONSIDER</b> evaluation form.</p>		

**2.3 Next meeting date: 19 January 2022**



**Approved by Chair**

**19 January 2022**

