

**Minutes of a Meeting of LSEAT Board held on  
Wednesday 13 July 2022 3.00-5.00pm via zoom**

**Welcome, apologies and declarations of interest**

**Chair-Mark Burnett**

**Chair welcomed Trustees. There were no apologies.**

**PART 1: PRE-MEET:**

**Trustees Only**

<b>Pre-Meeting Trustees Only</b>	
<b>1.1</b>	<b>Observations from Papers</b>
	<p>Trustees discussed the papers and considered areas for scrutiny and key themes as below</p> <ul style="list-style-type: none"> <li>• Trust Growth and Michael Tippett School</li> <li>• Useful to see HR report to the Board.</li> <li>• Shaping of central resources and services very encouraging.</li> </ul> <p>Chair-MB introduced new Chair CW who provided overview of skills and experience in education as a teacher and practitioner, local authority director of education and other senior posts including work with Baker Dearing Trust on UTCs.</p>
<b>1.2</b>	<b>Committee Summaries Verbal Updates Reports provided in RR</b>
	<p>Committee Chairs provided an update on recent Trust Committees</p> <p><b>Group Finance Committee – Trustee-CY</b> P8 Management Accounts and financial update reviewed <b>Recommended for APPROVAL by the Board</b></p> <ul style="list-style-type: none"> <li>• Building Estates Capital Reinvestment Policy</li> <li>• External Audit Strategy</li> <li>• 22/23 Budget</li> <li>• Central Resource Fee</li> <li>• Three Year Plan</li> <li>• 22/23 Financial Regulations.</li> </ul> <p><b>Group Audit Committee – Trustee-MM</b> New Trust Standards proposed under the new Schools Bill New Strategic Risk Register Deep Dive on Capital Projects Internal Audit Reports on</p> <ul style="list-style-type: none"> <li>• Governance</li> <li>• Financial Controls</li> <li>• Cyber Security</li> <li>• Risk Management and Board Assurance</li> </ul> <p>Risk register reviewed <b>Recommended for APPROVAL to the Board</b></p> <ul style="list-style-type: none"> <li>• Internal Audit Plan 22/23</li> <li>• Fraud Avoidance Policy</li> <li>• External Audit Strategy</li> </ul>

	<p><b>EPS Committee – Trustee-CP</b> Committee reviewed and received the following</p> <ul style="list-style-type: none"> <li>• Provision Board Chair updates</li> <li>• Trustee Visits</li> <li>• Safeguarding Update</li> <li>• Ofsted risks</li> <li>• KPI Update and progress</li> <li>• DCEO update on staff recruitment and capacity</li> <li>• Bexley Music Update and new developments</li> </ul> <p><b>Recommended for APPROVAL by the board</b></p> <ul style="list-style-type: none"> <li>• New Reporting template and dashboard</li> </ul> <p><b>Provision Boards</b> Reports from the Chairs were provided in the Reading Room.</p> <p>The Board <b>NOTED</b> the updates from the Committee Chairs and the items that had been scrutinised by the individual Committees and presented and <b>RECOMMENDED</b> for <b>APPROVAL</b>.</p>
<b>1.3</b>	<b>Academy Visits</b>
	<p>Trustees discussed recent visits to the Academies. DJM had visited BBA and Aspire: lots of evidence of One Trust culture – very positive visit. DB had visited Belmont and Woodside: impressive and positive visit, staff engagement very good.</p>
<b>1.4</b>	<b>Risks and Concerns</b>
	None specifically reported.

**Part 2: Trustees & Executive**

<b>2.</b>	<b>Minutes &amp; Action Log (for Approval)</b>
	The Board <b>APPROVED</b> the Minutes of the previous meeting.

<b>Part A. Trust Executive Reports</b>	
<b>A1</b>	<b>Group Principal &amp; CEO Report (including Video/Presentation on Year Review)</b>
	<p>Report was presented as read. Group Principal &amp; CEO provided an update on key external policy and strategic issues presenting to the Trust.</p> <p>Comments and observations on Trust Growth would be covered under confidential item 3.1, in particular an update of the status of the school under Academy Order.</p> <p>It was agreed that a link to the Video Presentation on Year Review would be circulated to the Trustees after the meeting.</p> <p>The Board <b>NOTED</b> the report.</p>
<b>A2</b>	<b>DCEO Operational Summary Report</b>
	The Board was asked to take the paper as read.

<b>A3</b>	<b>Group Strategy Update</b>
	<p>The Board received an update on the Group Strategy and progress.</p> <p>It was reported that the strategically the Trust is well placed to respond to the external moving policy context.</p> <p>The Board were advised that the final end of year position of the Group to be reported in the Autumn Term will include social value generated against the 2020/2021 position, once the Social Value Portal have verified the results.</p> <p>It was reported that good progress was being made towards embedding the ambition of creating social value across all business systems and processes and this is reflected in the traction that the Trust is influencing on Civic Trusts in the MAT landscape.</p> <p>It was also reported that a greater focus was now required on ensuring that learners across the Group, in both the College and the Trust have access to and can benefit from the wider advantages of the charity and social enterprise partnerships that have been developed.</p> <p>The Board were advised that there will be an increased focus on ensuring that leaders and managers are supported in translating this ambition into direct experiences for all learners in the coming year.</p>
	<b>Questions and Observations</b>
	<p>In response to questions from the Board it was reported that the embedding of civic responsibility was being woven into day-to-day operations.</p> <p>In response to observations from the Board it was suggested that social capital should start with the teacher and consider how this is immersed and embedded in the curriculum and ensure that this is part of the day-to-day operations.</p> <p>The Board <b>NOTED</b> the report and progress being made.</p>

<b>B. Performance &amp; Standards</b>	
<b>B1</b>	<b>Performance Report Summary</b>
	<p>The Board <b>NOTED</b> the DCEO report as read and considered and reviewed the template reports to be used for Academy Councils and School Development Plans.</p> <p>There were no further comments or queries raised about the report.</p>
<b>B2</b>	<b>School Improvement Review</b>
	<p>The Board were provided with details of Educational Advisers who has been commissioned to support School Improvement across the Trust in 2021/22.</p> <p>The Board also received for information the plans for School Improvement for 2022/23.</p> <p>The Board also received information on the Challenge Partnership, Trust Leadership Network and the Olevi Programme.</p>
	<b>Questions and Observations</b>
	<p>There were not comments or queries raised on the report.</p>

	The Board <b>NOTED</b> the report.
<b>B3</b>	<b>Safeguarding Update Report &amp; 2022/23 Policy</b>
	<p>The Group Director Safeguarding presented the report and advised the Board that safeguarding practices across the Trust were good with excellent features.</p> <p>It was reported that all schools, have had full safeguarding reviews demonstrating excellent practices and providing assurances.</p> <p>The Board were advised that Horizons Academy had a few areas for development identified at the initial review which were actioned and signed off at a subsequent visit.</p> <p>The Board were advised that BBA Bromley have recently had a change in safeguarding leadership and actions are in place to align procedures between the two campuses and increase awareness and culture of safeguarding practice.</p> <p>The Board received the single Safeguarding Policy to be implemented for September 2022.</p> <p>The Board were advised that the Academy Council template is being amended to provide more consistency in what will be reported to Local Governors, and which will also feed into a centralised view of safeguarding.</p> <p>It was reported that SCR Tracker system to be launched in the new academic year.</p> <p>It was reported that a standard approach to positive handling would be in place for 2022/23.</p>
	<b>Questions and Observations</b>
	<p>In response to questions from the Board around school collaboration, it was reported that the DSL network was used to share advice and guidance and to work on common themes</p> <p>In response to questions from the Board, it was reported that CPOMS and SCR Tracker would bring additional assurance to safeguarding processes.</p> <p>In response to questions from the Board on food poverty during the summer holidays, it was reported that local authority funding had been received to support FSM children.</p> <p>In response to heat poverty for winter term, DCEO advised that Schools would be working with families and supporting where they are able with fuel cards.</p> <p>In response to questions from the board on post pandemic access to services, it was reported that local services are overwhelmed, particularly mental health and increased level of concern for children already at risk. Schools are active and responsive and provide significant pastoral support. Staff resilience is key to continue this support and there is some risk that staff will be stretched and exposed. Staff supervision is important to ensure resilience.</p> <p>The Board <b>APPROVED</b> the Safeguarding Policy for 2022/23 and <b>NOTED</b> the report.</p>
<b>B4</b>	<b>HR Report &amp; Update</b>
	Group Principal & CEO presented the report.

	<p>The report provided HR analytics across key aspects of the employee life cycle and its comparison with other Trusts as well as, some of the projects in progress in order to continue the trajectory of the “One Trust Vision” which supports the Schools in delivering high quality outcomes for pupils.</p> <p>It was reported that SLAs are in place to ensure that there is a focus of the delivery of a good customer service to all our internal stakeholders.</p> <p>The report also outlined some of the projects being implemented under continuous professional development, leadership and management development and the implementation of a competency framework, which aims to facilitate consistent leadership and management behaviours under our STAR values.</p> <p>The Board were advised of other projects that were underway, as well as employment law developments.</p> <p>It was reported that it was a challenging time for recruitment and retention, staff turnover was a concern with staff reconsidering their careers and working lives in London and the South East due to high costs and rising cost of living.</p> <p>High volume of TA vacancies impacted by higher salaries offered in sectors like retail.</p> <p>It was reported that progress on contract assimilation continued.</p>
<b>Questions and Observations</b>	
	<p>Following questions from the Board in relation to turnover percentage and national rate, it was reported that national rates are around 18%. The Trust is reporting below this value but above its previous year turnover rate. Being able to offer attractive terms and conditions was challenge.</p> <p>Following questions from the Board in relation to vacancies it was reported that vacancies were higher than usually reported. This was challenging period that impacted on staff wellbeing and resilience. Turnover of management posts was low.</p> <p>In response to question around the sickness absence rate it was reported that this was higher than previous year primarily due to covid related absence.</p> <p>The Board <b>NOTED</b> the report.</p>

<b>Finance &amp; Audit</b>	
<b>C1</b>	<b>2021/22 Financial &amp; Property Update</b>
	<p>Group CFO presented the Management Accounts for period to 31 May 2022 (Period 9) including an updated forecast outturn for the year for the Trust and all Academies.</p> <p>It was reported that the forecast adjusted operating position for the year prior to FRS102 pension adjustments was circa £49k better than expected at period 8, and £387k higher than budgeted at £715k.</p>

	<p>The Board were advised that all Academies are currently expecting to at least achieve the budgeted operating position for the year.</p> <p>It was reported that with receipt of School Capital Allocations (SCA) funding for 2022/23, the Trust was required to set out in a policy, its priorities for investment in accordance with grant conditions. In this regard, it was reported that a Built Estate Capital Reinvestment Policy had been prepared and is recommended for approval by the Finance Committee.</p> <p>The Board were advised that it was a requirement of the ESFA for the Trust to complete the School Resource Management Self-Assessment Tool and to submit a copy signed by the Chair in April of each year.</p> <p>This tool comprises of a checklist and a dashboard for every School in the Trust and reports a number of efficiency metrics identified by the DfE.</p> <p>The finance lead for the Trust has worked with the Deputy CEO – Academies to review the dashboard for each School and a brief report on the findings was presented to the Board.</p> <p>The Board were advised that the external audit strategy has been approved by the Audit &amp; Risk Committee and set out details of the services to be provided in relation to the annual external audit together with the proposed timetable, and costs. In addition, the document set out some of the key considerations and risks to be considered both by the external auditors and Board of Trustees.</p> <p>It was reported that works had commenced to deliver the refurbishment and expansion works at Bramley Oak Academy.</p> <p>The Board was also advised that for 2022/23 the Trust would be in receipt of School Capital Allocation (SCA) Funding, and this would be used to address some of our capital lifecycle liabilities</p>
	<p><b>Questions and Observations</b></p>
	<p>In response to questions around risk arrangements at Bramley Oak refurbishment and supply chain issues, the Board were advised that risks were being monitored.</p> <p>In response to questions around a Run to Fail Maintenance Policy, it was reported that the Trust was in the position of most schools – conditions surveys are conducted to ensure we are managing and maintaining risks.</p> <p>In response to questions around the progress at Bramley Oak, it was reported that works were three weeks behind due to supply issues.</p> <p>In response to questions on Ofsted Inspection at Bramley Oak and any deferment, the Board were advised that this would have to be a consideration with any further delay.</p> <p>In response to questions from the Board on risk exposure relating to property and estates liabilities, and impact on cash flow and finances, it was reported that a loan would ease the risk profile and could be considered by the Finance Committee.</p>

	<p>In response to questions from the Board regarding the impact of inflation on capital contracts, it was reported that contracts were not agreeing to inflation clauses and therefore the Trust is exposed to this risk. If costs become untenable the Trust could seek alternative funding and/or value engineer the project to reduce costs.</p> <p>Board accepted this was a fluid situation based on external events outside of the Trust control.</p> <p>The Board <b>APPROVED</b> the External Audit Strategy.</p> <p>The Board <b>APPROVED</b> the Built Estate Capital Reinvestment Policy.</p> <p>The Board <b>NOTED</b> the report.</p>
<b>C2</b>	<b>2022/23 Budget</b>
	<p>The Board received the report from the Group CFO.</p> <p>It was reported that the Financial Regulations and Education &amp; Skills Funding Agency require that the annual budget be approved by the Board prior to 31 August each year for the following financial year.</p> <p>The Board were presented with a schedule which provided the budget for 2022/23 together with the Period 8 forecast outturn for 2021/22.</p> <p>It was reported that separate budgets have been prepared for each of the Academies within the Trust and the total budgeted operating position for 2022/23 is a surplus of £190k (2021/22: £328k) from incoming resources for the year. This value excludes reserves brought forward.</p> <p>The Board were advised that although each hub of Academies has been set a target surplus of 1.5% to 2%, due to reduction in commissioned places and levels of funding, this could not be achieved by Bromley Trust Academy, Aspire Academy Bexley and Belmont Academy, with those Academies budgeting for a £22k surplus, breakeven position and £15k surplus, respectively.</p> <p>The Board were advised that the Trust Executive will continue to work with the respective local authorities and the Academies to resolve their financial issues.</p> <p>It was reported that the budgeted surplus for 2022/23 represents a reduction of £476k from the period 8, 2021/22 forecast outturn. This is due to the better than budgeted performance of the Academies in the current year which have been supported by pay savings from vacant posts.</p> <p>The Board was advised that the budgets for 2022/23 represent the pay and non-pay resources required to deliver the educational support and outcomes for the year with the principles of Integrated Curriculum Financial Planning (ICFP) applied to all Academy budgets.</p> <p>The Board were asked to determine the central resource fee (top slice) arrangements, which was recommended be set at 5% as per current year, with the Belmont Woodside fees as previously agreed by the Board on an annual escalator.</p>

	<p>The Board were advised that to ensure the Trust holds sufficient reserves, the reserves policy recommends a minimum reserve level of 10% of the total income for each Academy. All Academies in the Trust achieved this apart from Aspire due to reduced funding in recent years and Belmont, which is a historic issue inherited upon conversion.</p> <p>Bexley Music has also not met the reserves threshold, but this is expected given that the hub joined in April 2021.</p> <p>The Board were advised that the key risks included</p> <ul style="list-style-type: none"> <li>• Bromley Trust Academy, maintaining the resources to provide the required outcomes with the significant income and expenditure challenges and achieving the budgeted operating position would include achieving the anticipated sold pupil places for the year and remaining within expenditure budgets.</li> <li>• Aspire and Belmont achieving their budgeted position, with historic financial difficulties in will continue to be a challenge.</li> </ul> <p>The Board were advised that key actions for the Executive during the duration of the budgeted year included</p> <ul style="list-style-type: none"> <li>• To work closely with the Bromley local authority to review funding, reshape the provision and close monitoring of the staffing structure.</li> <li>• To balance the number of pupils on roll and actively attaining pupil sold places to achieve full capacity at SEND and AP provision.</li> <li>• Closely manage the budget set and continually review the inherited staffing structure and contracts.</li> </ul> <p>The Board were requested to <b>APPROVE</b> the Budget and 5% top slice.</p>
	<p><b>Questions and Observations</b></p>
	<p>The Board <b>NOTED</b> the report and <b>APPROVED</b> the Budget and 5% top slice. In response to questions on the MOU for Bexley, the Board were advised that this has not yet been finalised £100k had already reduced for Horizons Academy.</p>
<p><b>C3</b></p>	<p><b>2022/23: Three Year Plan</b></p>
	<p>The Group CFO presented the three-year financial plan and advised the Board that strong governance and financial management required the Trust to prepare a Three-Year Financial Plan together with its budget each year.</p> <p>The Board received the medium-term financial plan for the Trust which was based upon the current member academies within the Special, Alternative Provision and Mainstream Primary groups using the current provision-based operating model for the Trust.</p> <p>It was reported that the plan excludes TMTS at this current time in the absence of financial data. However, it was reported that their expected central resource contribution has been provided for in the central services budget for years two and three of the plans.</p>



It was reported that the detail in the plan for 2022/23 reflected the budget for that year and as reflected elsewhere on papers already presented to the Board in the meeting.

The Board were advised that for 2023/24, assumptions have been made around some growth within the existing Academies together with provisions for the cost of living pay increases and other increased costs. Non-pay expenditure represented the best estimates based upon the budget for 2022/23 together with future plans.

It was reported that despite the funding problems affecting most of the schools' sector, the Academies in the Trust are in a relatively strong position when compared to many maintained Schools. However, some individual Schools in the Trust are financially challenged more than others.

As already reported the Board the financial challenges of Bromley Trust Academy, Aspire Academy and Belmont Academy had been discussed at length by the Finance Committee and Board of Trustees and work continued to try to improve the financial position of these Schools.

The Board were advised that he was anticipate that circa £100k of efficiency savings will be required for BTA to meet its budgeted operating position in 2023/24 due to a further reduction in funding in accordance with the agreement with the local authority, and wider cost pressures. These savings are reflected within the three-year plan figures on the basis that the Headteachers implement a restructure in advance of the final year of the plan to generate the required savings.

The Board were advised that Belmont will need to realise efficiency savings of £25k for 2023/24 if they are unable to generate additional income.

The Board were advised that for Aspire, we anticipate that pupil numbers should improve by 2023/24 and that they should achieve their 2% target surplus.

The Board were advised on the key points from the financial plan,

1. An operating surplus of £666k in the current year (period 8), declining to £190k in year two of the plan due to provision for the planned expansion of the central team and lower surpluses from some Schools. The surplus is expected to rise to £234k in year three as a result of required efficiency savings and growth across the Trust.
2. No new major capital projects are anticipated to be funded from Trust reserves; however, total capital expenditure funded from reserves is forecast to be circa £912k in year one of the plan, reducing to £603k in year two and £453k in year three.
3. Overall cash balances are expected to remain fairly close to current levels over the three-year period of the plan after investment in fixed assets and expenditure from the Education Recovery Support Fund.
4. Pay and non-pay efficiency savings of circa £265k across the Trust and its member Academies are likely to be required by 2023/24 in order to deliver the planned surplus for the year, assuming continuing inflationary pressures, and that core funding does not increase from its current level.

	The Board were requested to <b>APPROVE</b> the three-year plan.
	<b>Questions and Observations</b>
	<p>In response to questions from the Board in relation to TMTS top slice the value was reported as £125k, if this conversion was not realised then savings in HR and payroll may need to be reconsidered to offset this reduction.</p> <p>The Board <b>NOTED</b> the report and <b>APPROVED</b> the three-year financial plan.</p>
<b>C4</b>	<b>2022/23 Financial Regulations</b>
	<p>The Board received the Financial Regulations for 2022/23 which had been reviewed and a number of changes been made. .</p> <p>It was reported that many of the changes related to post titles and other minor grammatical and administrative alterations with the material amendments. It was reported that the most significant changes related to the section on assets and property where the content has been strengthened to mirror improvements in the College Financial Regulations. This section now makes it very clear that assets and property include any items purchased by or donated to the Trust, or any School.</p> <p>In addition, it is now made very explicit that any items of waste that have a scrap or disposal value are assets, and each and every disposal must be approved by the Headteacher / Head of School, as appropriate.</p> <p>It was reported that the LSEAT Financial Regulations may require a few further amendments once the Academy Trust Handbook for 2022 is published, and these will be incorporated into the final version of the document, or a subsequent revision. The handbook was usually published in mid to late June, and publication is currently awaited.</p> <p>The Board were advised that Financial Regulations had been considered by the Finance Committee and were <b>RECOMMENDED</b> to the Board of Trustees for <b>APPROVAL</b>. A full copy of the Financial Regulations were provided in the Reading Room.</p>
	<b>Questions and Observations</b>
	The Board <b>NOTED</b> the changes and <b>APPROVED</b> the Financial Regulations as recommended.
<b>C5</b>	<b>Risk Register Report</b>
	<p>The Board received the Risk Register presented by the Group CFO.</p> <p>It was reported that since the risk register was considered by the Board of Trustees in March it has been subject to a review by risk owners and Group Executive and has been reviewed by the Group Audit &amp; Risk Committee. There had been a number of changes to the risk owners, scores and content of some risks.</p> <p>It was reported that of the seventeen risks on the Trust risk register, 3 are considered to be High risk, 12 Medium, and 2 are Low.</p> <p>The Board were advised on the main changes to the content and scores on the risk register</p>

	<p><b>Risk T9 relating to the decline in the Academic Performance or Ofsted Grade of Academies</b> had reduced with the excellent result of the Horizons Ofsted inspection. The main risk now relates to Bramley Oak which came into the Trust with an Inadequate grade, and senior managers are of the opinion that the next inspection will improve upon this grade. As consequence of this, the risk had reduced by 3 to 18, with the risk now being considered to be a Medium, rather than a High Risk.</p> <p><b>Risk T10 which covered insufficient investment in the Trust infrastructure and equipment</b> had been reviewed and amended to focus upon our significant capital lifecycle liabilities for our ageing estate. The liabilities of Schools and their capital funding are quite different in Academies sector, with annual amounts paid to Schools to support capital condition works. Although this is not sufficient to meet long term liabilities, it is certainly a help and the risk had been scored at 18 and is considered to be a Medium risk.</p> <p><b>Risk T17 is a new risk which has been added to cover Sustainability and the journey to Net Zero for the Trust.</b> This risk had initially been scored at 16 and assessed as Medium. With the Trust being in the early stages of implementing its sustainability policies and strategy, there is lots of work to be completed in order to formalise our plans and related actions.</p> <p>A number of other changes have been made to the content of some risks, and the detailed risk register entries for the High risks and those highlighted above were provided in the Reading Room.</p> <p>The Board were asked to NOTE the report.</p>
	<p><b>Questions and Observations</b></p>
	<p>In response to question from the Board in relation to the new risk around sustainability, it was reported that the risk was primarily related to whether the trust could get funding to support its journey to Net Zero. A new sustainability strategy would be presented to the Board in October for approval.</p> <p>The Board <b>NOTED</b> the report.</p>
<b>C6</b>	<p><b>2022/23 Internal Audit Plan</b></p>
	<p>The Board received the Internal Audit Strategy and Plan, which had been developed in consultation with the Chair of the Audit &amp; Risk Committee, the Head of Internal Audit, Group Chief Executive Officer and the Group Chief Financial Officer.</p> <p>It was reported that the plan is structured in order to provide the Board of Trustees with an overall annual opinion over the key areas of risk and assurance.</p> <p>The Board were advised that the plan covers the main areas of risk to be considered on an annual basis including Key Financial Controls, and Cyber Security, but also included a number of other audit areas for review for 2022/23</p> <ul style="list-style-type: none"> <li>• Trust Growth Plans.</li> <li>• Health and Safety.</li> <li>• Management Information.</li> <li>• Environment, and Social &amp; Governance (ESG).</li> </ul> <p>The Board were advised that the internal audit plan contained provision for 100 internal audit days which is the same as previous year. This was considered to be appropriate given the complexity of the group as the plan does cover both the College and Multi Academy Trust.</p>

	<p>It was reported that the assurance provided over the risks reviewed is considered to provide value for money and meets the Internal Scrutiny requirements of the Academy Trust Handbook.</p> <p>The Board were advised that the content of the plan and suggested internal audits had been considered by the Audit &amp; Risk Committee and recommended to the Board of Trustees for approval.</p>
	<b>Questions and Observations</b>
	The Board <b>APPROVED</b> the Internal Audit Plan
<b>C7</b>	<b>Fraud Avoidance Policy Update</b>
	<p>The Board Received the policy for approval and were advised that it is the responsibility of The Board of Trustees to safeguard its funds and assets, this extends to the prevention of loss through fraud and irregularity. This responsibility extends to preventing losses of public funds, and this means that the Board and Senior Management must be aware of the risk of fraud and irregularity occurring within the Trust.</p> <p>The Group Fraud Avoidance Policy had been updated and mainly contains only a number of minor updates from the current policy to accommodate changes in post titles and other changes of structure within the Trust and the move away from the Executive Headteacher model.</p> <p>It was reported that in addition, other changes include extending the definition of theft in section 3.4 to include other assets in addition to stock, together with waste materials as these can have a disposal value.</p> <p>The Board were advised that Ransomware has been referred to within paragraph 3.5 as this is a new area of threat that has not been captured in the policy previously.</p> <p>The Board were advised that adherence to the Anti Bribery and Corruption Policy had been referred to as a key control within paragraph 4.2.2.</p> <p>The policy had been received and reviewed by the Audit &amp; Risk Committee and <b>RECOMMENDED</b> for <b>APPROVAL</b>.</p>
	<b>Questions and Observations</b>
	<p>In response to questions from the Board in relation to the publication and awareness of the policy, it was proposed that it would be included within mandatory staff training and induction.</p> <p>The Board <b>APPROVED</b> the Policy.</p>

D. Governance items	
D1	Governance Update
	<p>The Board were asked to <b>REVIEW</b> and <b>ADOPT</b> the 2022/23 Standing Orders presented and available in the Reading Room.</p> <p>The Board were advised that these detail and determine how the business of the Trust is to be conducted, our governance statement and structure, terms of reference and operating procedures for Group and LSEAT Committees, and the standards expected of Trustees in performing their duties and role. These also included reference to our Governance Code which reflected the Nolan Principles, requirements of the DfE Governance Handbook and Academies Handbook.</p> <p>The Board were presented with the Board Register detailing members of the Trust and their Committee Membership. The Board were asked to <b>APPROVE</b> the proposed Committee Membership.</p> <p>The Board were also requested to consider the 2022/23 Meeting Schedule and asked to note the change in meeting date from Wednesdays to Tuesdays for Trust Meetings and Thursdays for Group and Corporation Meetings.</p> <p>The Committee are asked to <b>NOTE</b> that Committees would be convened virtually, and Boards are scheduled as in person meetings.</p> <p>The Board were also asked to NOTE the proposal to have a full Group Strategy Development Day in May for all Governors and Trustees.</p> <p>The Board NOTED the review of Local Governance and continuation of the local governance model for 2022/23.</p>
	Questions and Observations
	<p>The Board agreed to ADOPT the Standing Orders and APPROVE Committee Memberships.</p> <p>The Board NOTED Meeting dates for 2022/23 and the success of the new Local Governance arrangements introduced for 2021/23</p>

**Next meeting date: 18 October 2022 at 5.30pm**

**PART 3 Confidential Item**

**Trustees only**

Strategic Growth Update
<p>The Board received a confidential paper on the Growth Plans for the Trust, presented by the Group Principal &amp; CEO.</p> <p>The Board discussed and NOTED the current status of the school subject to an academy order.</p> <p>Approval for such conversion to be deferred to Autumn Board.</p> <p>Some problematic and challenging issues still to be resolved with the local authority concerned.</p> <p><b>ACTION:</b> Board would receive an update in September and consider Trust position and risk at this time.</p>

## Attendees

### Board Members

Mark Burnett (MB)	Chair
Dr Sam Parrett, CBE (SP)	CEO/Trustee
Denise James Mason (DJM)	Trustee (Vice Chair)
David Bailey (DB)	Trustee
Charles Yates (CY)	Trustee
Christopher Philpott (CP)	Trustee
Janet Saunders (JS)	Co-opted Trustee
Sebastien Chapleau (SC)	Trustee
Prof Lynne Revell (LR)	Trustee
Nick Linford (NL)	Trustee
Errol Ince (EI)	Co-opted Trustee (LSEC)
Marek Michalski	Trustee
Sunil Chotai	Trustee
Christine Whatford	Observer (Trustee and Chair from 1 August 2022)

### 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 (KS)	Trust Strategic Development Director

### Officers in attendance for specific items

Louise Wolsey	Group Chief Strategy Officer (LSEC) (Item A5)
Beth Moore (BM)	Group Head Safeguarding (Item B3)

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## Reading Room Items

1.2	Provision Board Chair's Summaries
A1.1	Policy Briefing
A1.2	Strategic Risk Register
B3.1	Safeguarding Policy
C1.1	P9 Management Accounts
C1.2	Estates Capital Reinvestment
C1.3	SMRA Self-Assessment
C1.4	LSEAT Self-Assessment
C1.5	External Audit Strategy
C4.1	LSEAT Financial Regulations Policy
C5.2	Risk Entries
C5.3	Risk Scoring Matrix
C6.1	Internal Audit Plan
C7.1	Fraud Avoidance Policy

Minutes APPROVED :

A handwritten signature in black ink, appearing to read "Christine Whatford".

Christine Whatford, Chair  
18 October 2022