

## Meeting of LSEAT Board held on Tuesday, 22 March 2022 from 5.30-7.30pm via Zoom

### 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
Dr Christopher Philpott (CP)	Trustee
Janet Saunders (JS)	Co-opted Trustee
Dr Sebastien Chapleau (SC)	Trustee
Prof Lynne Revell (LR)	Trustee
Nick Linfood (NL)	Trustee
Errol Ince (EI)	Co-opted Trustee (LSEC)
Marek Michalski	Trustee
Sunil Chotai	Trustee

### 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

Beth Moore (BM)	Group Head Safeguarding (Item B2)
Janet Curtis-Broni	Group Chief People Office

### PRE-MEET:

### Trustees Only

Pre-Meeting Trustees Only		Lead
	Chair MB welcomed Trustees to the meeting. There were no declarations.	MB
	Chair-MB welcome Sunil Chotai whose appointment had been approved by the Trust Members.	
	Apologies had been received from Prof. Lynn Revell, Dr Sebastien Chapleau and Nick Linfood	
<b>1.1</b>	<b>Observations from Papers</b>	<b>ALL</b>
	The Board provided comments on the papers including discussions on the growth, opportunities and impact on the future operational structures. The Board discussed the rising inflation, impact on capital projects and sustainable options. The Board welcomed the detailed report on staff and workforce data. Questions on staff turnover to be explored. The Board were complimentary of the reports presented. The Board requested a report on Bexley Music to for July Board Meeting.	
<b>1.2</b>	<b>Committee Summaries Update Reports</b>	
	Chairs of the Provision Boards provided updates on the recent Committees. Board asked if it was working well.  Trustee-DJM reported on the Specialist Board and that it was working well, congratulating the School Executives on the summarised and focussed report. Challenge at all levels was reported.  Trustee-JS reported on the Primary Board Board and advised that Covid Infections had impacted on the school, but attendance was now getting back on track.	

	<p>It was reported that Provision Boards and Academy Councils were going well with good challenge and scrutiny.</p> <p>Trustee-CY reported on the Finance Committee which was covered in the Finance Report and update including pay awards for staff and salary sacrifice scheme.</p> <p>Trustee-CP updated on the EPS Committee confirming successful reporting and school improvement process was providing the Committee with clear and concise information on the performance of individual schools and the Trust overall.</p> <p>Trustee-MM reported on the Audit and Risk Committee in particular the value for money update, Board Assurance Framework, risks around cybersecurity and the audit planning for next year. The Board discussed the increasing risk of cyber security and importance to build security into the design phase</p>
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## Part 2

## Trustees & Executive Chair-Mark Burnett

	Chair welcomed the Executive Team to the Meeting. There were no declarations.	
	<b>Minutes &amp; Action Log</b>	<b>JP</b>
	The Minutes of the previous meeting held on 19 <sup>th</sup> January were APPROVED.	

Part A. Trust Executive Reports		Lead
<b>A1</b>	<b>Group Principal &amp; CEO Report</b>	<b>SP</b>
	<p>Group Principal &amp; CEO presented the strategic, operational and policy update which included Group related matters as well as Trust. There were significant items presented in the reading room for Trustees to consider.</p> <p>It was reported that there had been a lot of activity in the Trust, including an Inspection at Endeavour Academy which had gone well.</p> <p>Safeguarding and governance were commended, with particular reference to the consistent standards of safeguarding across all schools.</p> <p>The Board were advised that the Schools White Paper would be published on 29<sup>th</sup> March and were presented with a short briefing. It is anticipated that this will generate external activity and interest in the Trust with potential opportunities.</p> <p>It was reported that all opportunities are being explored and reviewed and will be reported to the Trust Board, these would also be reviewed by the Trust Strategic Growth &amp; Development Committee.</p> <p>The Board were advised that Regional Schools Commissioners were being revised and restructured under a new Regional Delivery Directorate to include a new Region for London. These changes would require the Trust to work with two Regions, London and the South East. A letter from the current Regional Schools Commissioner explaining the changes was provided to the Board.</p>	

	<p>It was reported that following the Expression of Interest submitted for the Michael Tippett School In Lambeth that the Trust was on the short list. Details of recommended or named Trust on the Academy Order was due in the first week of April.</p> <p>The Board were advised that there is also an associate and connected organisation Michael Tippett College who had separately made contact with the Group Principal &amp; CEO in relation to working with LSEC.</p> <p>It was reported that the DCEO Academies had visited the Michael Tippett School. The school required considerable support, as highlighted in the recent Ofsted Report, in particular the quality of education and learning environments need significant attention.</p> <p>It was reported that engagement and discussions continue with primary schools in Bexley on joining the Trust and that a bid for the SEN Free School in Surrey was being prepared for submission at end of May. 2022.</p> <p>A number of items including a full policy briefing were provided to the Board.</p>
	Questions and Comments
	<p>In response to questions from the Board in terms of the challenges around Michael Tippett School, it was reported that it was a large PMLD secondary school with a spacious building. Interim Head has been appointed.</p> <p>The School does not have a good reputation with parents and the Ofsted Report has damaged this further. The Board were advised that there were key similarities and comparisons with Burwood School in Bromley which had been in a similar situation at conversion.</p> <p>The Board were advised that time would be needed to turn the school around. This would not be a quick fix and could take 2+ years.</p> <p>In response to queries raised on leadership capacity and PMLD specialism, the Board were advised that this would need to be sourced, and the appointment of a new Head for the School would be critical to this.</p> <p>Chair-MB stated that managing capacity was a big challenge and risk. The Board discussed alternative options around MAT structures.</p> <p>In response to questions around the Michael Tippett College it was reported that LSEC has significant experience reputation and outstanding provision for post 16 high needs learners.</p> <p>The Board <b>NOTED</b> the report.</p>

<b>A2</b>	<b>DCEO Operational Summary Report</b>	<b>NM</b>
	<p>DCEO-NM reported on the following matters and key operational issues.</p> <p>It was reported that several schools had significant numbers of staff affected (BTAH and Woodside) who subsequently were ill or had to isolate for the Christmas period. Since return in January the numbers across the schools have varied significantly with some sites reasonably unaffected and other sites impacted hugely. Belmont had closed their nursery for the first week and Bramley Oak and BBAO/A have been impacted to the point that classes and key stages have been closed respectively.</p>	

It was reported that unvaccinated staff at specific schools has also had an impact on the workforce available when they have been identified as close contacts and as a result the Trust made the operational decision that if staff are unvaccinated and need to self-isolate then they are entitled to SSP only.

The Board were advised that Spring Term has been a challenging period for all schools due to staff being ill or having to isolate and this increased the stress and exhaustion levels of those that remained in school and has certainly impacted on the wellbeing of many staff. Heads continue to monitor this closely and trying to support all staff where they can.

It was reported that summer exams will be taking place for KS4 and 5 students along with KS2 SATs. Advanced Information had been released by exam boards on 7th February for 300 exam specifications. Special considerations will be carried out in the usual way with all subject exams being spaced out a minimum of 10 days so if a student misses one paper due to COVID they will hopefully be able to sit the other.

It was reported that Performance Tables are being considered for KS2, 4 and 5 this academic year by the DfE, both unions and school leaders have expressed that this data should not be used for any accountability purposes, including on ASP or IDSR, nor published on the Compare Schools and Colleges website, as it is not reliable, valid or necessary.

The Board had received a policy update which included the SEND Review, Schools' White Paper and Behaviour Reforms Consultation, these were all due to be published imminently.

It was reported that a whole Trust IT audit had been carried out in regard to IT and the systems at each school. The Board were advised that the legacy New Horizons Federation schools were identified as at significant risk-attack due to a lack of upgrades with Windows 2008 and 7 still in operation. Trust Central IT support is being put in place with a full resolution of the issue planned during Easter Holiday.

In addition Belmont, Woodside and BTA have also been supported by the Group Director for IT in ensuring they have IT systems and hardware including interactive boards, servers, lap tops and desk tops that are up to date.

It was reported that there has been a significant Trust investment from reserves provided to support these schools over the spring term.

Board were advised that Endeavour had been inspected on Tuesday 8th February – inspected on Section 8 Framework. The outcome had been favourable and demonstrated a great effort from the school team not only over the two days but also in the prior months, preparing for the inspection.

The Board were advised that inspection focused on 'Four Spot Light Areas', Behaviour, Gaming/ Off Rolling, Teachers Work load, Wider Development.

Following inspection at Endeavour it was reported that two senior leaders from the Bromley schools have been seconded to support Horizons providing leadership in English and primary. The Trust had also recently employed a Director of Maths at Horizons who is leading this subject for three days per week.

It was reported that the Director of School Improvement and DCEO continue to work with all schools across the Trust on a regular basis. Heads request specific support in key areas and as a consequence internal or external advice/ support is sort to provide them with the necessary information/ advice/ guidance. This has been really evident with the EYFS provisions across the Trust over this academic year.

Other school support has included meetings with LAs, shared observations and learning walks, support with arrangements due to Covid, Support and guidance with recruitment and with leadership and structural development.

It was reported that Challenge Partners was also being accessed by different schools in different ways and this will be reviewed at the end of the academic year to focus on impact. Two reviews had postponed due to Covid related issues.

The Board were advised that DoSI and DCEO have met with all schools SLT for a second time to hold them to account regarding their Provision Board reports and RAG rating. These meetings are seen as challenging for school leaders but at the same time supportive as key issues/ concerns can be discussed and support put in place where required.

External Advisors (EAs) continue to work successfully with Heads. All external advisers have made their two autumn term visits. Regular contact between advisers and DoSI maintained and key discussions taken place regarding specific provision where necessary. Where required EAs have provided additional training e.g. session on Ofsted expectations delivered to Horizons staff.

The Board were advised that a review of EAs will take place at the end of the year and look to see if we grow this team or change any advisors.

It was reported that the Olevi programme has been expanded to include 3 members of staff at Belmont. Plans were underway to extend and develop this work further in Spring 2.

The Board were advised that as part of our One Trust culture, Trust leaders have begun the process of bringing performance management into one consistent approach using the Blue-Sky online platform. It is envisaged that this system will be in place for September 2022 so all staff across LSEAT use the same system for appraisal and allow the Trust to have far greater oversight and understanding of professional development needs in the future.

The Board were advised that mid-year reviews for all Heads and school staff has been set up in the week beginning the 7th March and finishes on 18th March. This is the first time all staff across the Trust are carrying out interim reviews at the same time and once Blue Sky is introduced this will further support consistency of approach.

It was reported that the Our first Trust Induction evening for new staff was held on 24th February. The DCEO met with all new staff and provided insight into the Trust, the structure and our role in the schools. Key Trust staff introduced themselves through videos and what they do.

This induction process will be reviewed at the end of the year, but it is hoped to fit in with the local induction processes set up by individual schools.

The Board were advised that Trust Academic Leaders meetings have continued on a half termly basis this academic year with key leaders from the Group attending on an adhoc basis to support Trust developments. One key development has been the focus on Health and Safety and compliancy which has improved across the schools in recent times.

It was reported that the Trust has continued to work with the different local authorities and stakeholders. This includes key relations developing with LAs in Bexley and Bromley. Recent engagement with SCC on the funding rebranding at Bramley Oak had been good with a new SLA to be agreed and endorsed.

	<p>The Board received an update on BTA Blenheim site arrangements, confirming that in the short term due to building works at the Children’s Centre the provision had been relocated to BTAB. Long term decisions is still ongoing with expectation that the provision will be accommodated and housed with the Home and Hospital Team.</p>
	<p>Questions and Comments</p>
	<p>Following questions in relation to IT was reported that a new MIS system was also being procured and a Trust wide solution that is cloud based this also involved a new Trust email for all staff.</p> <p>Trustee-EI noted that during a recent visit to Bramley Oak and Endeavour the One Trust ethos was evident. There had also been comments from the leaderships teams that more support is required in supporting pupils in transition to LSEC. It was acknowledged that this was an area of improvement in the College and changes in the process and support was being addressed.</p> <p>Trustee-CP also reflected on visits and reported that leadership at Horizons was significantly improved under the new Head.</p> <p>The Board <b>NOTED</b> the report.</p>
<b>A3</b>	<p><b>Strategic Growth Update</b></p>
	<p>The Board received an update on strategic growth and opportunities.</p> <p>It was reported that following a Strategic Development meeting with the RSC in December 2021, the Trust was asked to express an interest in sponsoring a 11-18 special school in Lambeth, the school had recently been judged as Inadequate following an Ofsted visit triggered by safeguarding concerns.</p> <p>As previously reported the Trust has submitted an EOI with the outcome expected after the next RSC Advisory Board in early April.</p> <p>The Board were also advised that an independent 19-25 college, connected to the school through joint executive leadership, was also inspected. Discussions are ongoing in relation to a possible merger into LSEC but are clear that, as it currently stands, the college is not a viable option for us to support unless we are also sponsoring the school.</p> <p>It was reported that meetings with a prospective alternative provision free school in Southwark called Ideas College, have taken place. A site has been identified and bought and the Directors are now gauging LAs/local MATs for a commitment to commission places from September 2024. LSEAT have been invited to partner with Ideas College as AP experts. A MoU has not been agreed yet and the Trust will continue to engage with the Directors while the level of support is determined.</p> <p>The Board was advised that as previously reported the Trust had been given the opportunity to apply for a secondary co-ed ASD free school in Surrey and will consider this once we have spoken to the DCS.</p> <p>The Board were advised of the following developments.</p> <ul style="list-style-type: none"> <li>• A public facing LSEAT Strategy to show potential partners and joiners our offer if they were to join the Trust – training, development, expertise in outreach, attendance, behaviour, safeguarding, governance etc. as well as research, innovation, speaking events and CPD. This will be developed for public sharing once the White Paper has been published and we have more detail on the future plans for SATs, small MATs and LA schools in our local areas.</li> <li>• An internal engagement strategy for local (LA maintained or academies in SATs or small MATs) primary schools in Bexley to achieve our priority of another mainstream primary joining the Trust to work with Belmont. This plan will set out how we intend to build relationships with local heads, understand their motivations re academisation or partnerships with us in the future.</li> </ul>

	<ul style="list-style-type: none"> <li>Strategic engagement with RSC teams in Bexley, Bromley, Surrey as well as Greenwich, Lambeth and Southwark to build relationships and understand more about emerging opportunities.</li> </ul> <p>It was reported that the Trust had not been successful with its applications for a Behaviour Hub. Feedback has been requested.</p> <p>The Board were advised that further discussion on strategic growth and development would be covered at the May Trust Board.</p>
	Questions and Comments
	<p>The Board advised that it was positive to learn of so many opportunities and that these will grow following the White Paper.</p> <p>Trustee-DJM advised that leaders would need to consider capacity issues very carefully so as to not undermine current schools.</p> <p>In response to questions from the Board in terms of priority growth, it was reported that primary provision was clearly a priority as previously discussed by the Board.</p> <p>In response to questions from the Board in terms of positively promoting our specialist provision and how this can complement and enhance mainstream provision, it was reported that this USP was being developed and articulated as part of the narrative to potential new schools.</p> <p>The Board NOTED the report.</p>
<b>B. Performance, Standards</b>	
<b>B1</b>	<b>Performance Report Summary</b>
	<p>The Board received the KPI Dashboard which provided Trustees with a clear overview of all schools within the Trust, reporting on the trajectory of improvement over time and to highlight any areas of concern.</p> <p>It was reported that information is gathered from a range of sources. These include amongst other evidence views taken from school visits, external adviser reports, SLT meetings held by the DCEO and DoSI, progress and outcome data (where available), any leadership or significant staffing changes, safeguarding audits.</p> <p>The Board received a contextualised summary alongside the dashboard to highlight any specific areas of concern and celebration.</p> <p>The following key issues were reported.</p> <ul style="list-style-type: none"> <li>Leadership changes in some settings</li> <li>Development and embedding of new systems and structures for reporting and accountability</li> <li>Preparation and readiness for Ofsted inspection</li> <li>COVID and continued impact on schools</li> <li>Continued school improvement work across the Trust schools</li> </ul> <p>The following key actions were reported.</p> <ul style="list-style-type: none"> <li>Ensure Trust schools continue to improve and become self-sufficient and self-improving</li> <li>Ensure Trust schools are working well together and with external stakeholders</li> <li>Ensure Trust schools embed the One Trust</li> <li>Utilising experiences from previous inspections to support the forthcoming inspections</li> <li>Continually review the work of the EAs for impact</li> </ul>
	Questions
	<p>Following questions from the Board, it was reported that Horizons and Bramley Oak remain the two weakest schools. Both were due inspections and significant work as previously reported was ongoing to support the leaderships teams at these schools.</p>

	<p>In response to questions on EYFS at Woodside it was reported that there had been significant improvements following leadership action at the beginning of the year.</p> <p>The Board NOTED the report</p>	
<b>B2</b>	<b>Safeguarding Update Report</b>	<b>BM</b>
	<p>The Board received the Safeguarding Update which reported that safeguarding practice in the Trust is to a very high standard.</p> <p>It was reported that the approach taken to safeguarding in the Trust is to standardise safeguarding policy and processes for record keeping whilst supporting differentiated localised delivery in recognition of the different contextualised safeguarding, family dynamics and the different support needs of each Trust school.</p> <p>The Board were reminded that the Group Director Safeguarding oversees the implementation, the quality and the compliance of statutory regulations through annual (as a minimum) safeguarding reviews and half termly DSL networks; any schools, through either school visits or following their safeguarding review, who have identified areas for improvement more frequent visits take place.</p> <p>The Board were advised that the Trust promotes a holistic view of safeguarding considering not only concerns raised but also in the context of attendance patterns and behaviours to ensure that no information is reviewed and assessed in silo.</p> <p>It was reported that a couple of key actions were the centralising the Single Central Record moving from localised records using the SCR Tracker and the development of a standard data taxonomy to improve reporting.</p>	
	<p>The Board expressed thanks to the Group Director Safeguarding for the outstanding work in the Trust evident through recent Ofsted Inspections.</p> <p>The Board NOTED the report and update.</p>	
<b>B3</b>	<b>HR Report &amp; Update</b>	
	<p>The Board received the HR update which reported on key HR information across the Trust. The Board were advised of the importance of good HR practice in enabling it to deliver its strategic objectives and achieve its vision and mission.</p> <p>It was reported that the HR Team are working with Leaders and Managers across the Trust, to ensure it supports, them in achieving its goals, within a culture of continuous improvement, and to ensure that it delivers good customer service to all stakeholders.</p> <p>The Board were advised that the report provided set out some of 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 will support the Schools in delivering high quality outcomes for our pupils. SLAs are in place to ensure that there is a focus of the delivery of a good customer service to all our internal stakeholders. The report also outlines 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 forthcoming employment legislative requirements and actions required.</p>	



	<p>The Board received the Trust Gender Pay Gap Reports for review and noting and were advised that this would be published on the Trust Website.</p> <p>The Board received the Group Company Vehicle Policy which had been recommended by the Remuneration Committee for approval. The Board were advised that Scrutton Bland the Trust Internal Auditors had validated the policy against the requirements of the Academies Handbook. The ESFA had also been requested to acknowledge the policy was in line with regulatory requirements.</p>
	<p>Questions and comments</p>
	<p>In response to questions on the Gender Pay Report the Board were advised that the Trust compare favourably to other organisations, although some data is slightly skewed, due to the timing of schools converting and the inclusion of Bexley Music staff.</p> <p>In response to questions from the Board on the Company Car Policy it was reported that only staff who completed significant mileage and travelled across sites would be eligible.</p> <p>In response to questions on the mandatory training, the Board were advised that refresher training is continuous with expectation to reach 100% target.</p> <p>The Board <b>NOTED</b> the report.</p> <p>Board <b>APPROVED</b> the Company Vehicle Policy subject to confirmation received from ESFA</p>

C. Finance & Audit		Lead
C1	Financial & Property Update	JH
	<p>The Board received the Finance &amp; Property Update from the Group CFO.</p> <p>The Board was asked to note the Management Accounts for the period ended 31 January 2022. It was reported that the accounts provided the position to period 5 to 31 January 2022 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 is expected to be £535k, which is £207k better than budgeted. All Academies are currently expecting to at least achieve the budgeted operating position for the year.</p> <p>The Board were asked to APPROVE a 2% pay award to support staff on LSEAT contracts. The Board were reminded that at its meeting in October 2021, the Board of Trustees approved a non-consolidated payment of 1% of annual earnings to all teaching staff, and those support staff on LSEAT contracts.</p> <p>It was reported that the Trust normally provides a pay award to support staff on LSEAT contracts with effect from February of each year, and this usually mirrors that awarded to College staff. In this regard and in order to assist with the current cost of living pressures, in accordance with our budget assumptions it is recommended that a pay award to support staff on LSEAT contracts of 2% is paid.</p> <p>Following recent discussions at the Group Finance Committee the Board were recommended to backdate the pay award to 1<sup>st</sup> September 2021.</p> <p>The Board were advised that LSEAT Support Staff on Local Authority Contracts have recently been awarded a similar pay increase at 1.75% following negotiations with the Joint Council of Local Government Services</p>	

	<p>The Board were advised that staff will receive the back dated awards in their April salaries.</p> <p>The Board were also advised that a review and proposal on harmonising staff onto LSEAT Contracts would commence.</p> <p>The Board were advised that rising energy costs have been well documented in the media and although the commercial market is not subject to a price cap in the same way as the domestic marketplace, it still affects energy costs. It was reported that it is currently estimated energy costs in the current year could be up to £82k higher than currently forecast. In addition, energy costs for 2022/23 and 2023/24 may increase by a further £165k, and £253k respectively.</p>
	<p>Questions and Comments</p>
	<p>The Board <b>RESOLVED</b> after due consideration and on the basis of the recommendation of the Finance Committee on affordability, and due to the rising cost of living and inflation, particularly in relation to the energy and fuel costs, plus to demonstrate the Trust's appreciation of the enormous hard work and efforts of staff over this very challenging period, to award a 2% pay award backdated to 1 September 2021 for support staff on LSEAT Contracts.</p> <p>The Board <b>NOTED</b> the Management Accounts.</p>
<b>C2</b>	<p><b>Risk Register Report</b></p>
	<p>Since the risk register was last considered by the Board of Trustees, it has 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>Of the 16 risks on the Trust Risk Register, 4 is considered to be High Risk, 10 Medium, and 2 are Low.</p> <p>The main changes to the risk register were explained and reported as follows</p> <p>Risk T6 covering breaches of data protection legislation has increased by 8 to 20 with the knowledge that we have an increased cyber security risk at some Schools. In this regard, some considerable IT security issues have been uncovered within the legacy New Horizons Federation (NHF) Schools, and there is an increased risk of a related breach of data protection legislation through a cyber-attack. Therefore, this risk is now considered to be a High, rather than a Medium Risk.</p> <p>Risk T9 relating to the decline in the academic performance or Ofsted grade of Academies has reduced with the excellent result of the Endeavour and Aspire Ofsted inspections. As a result of this track record of success, the risk has reduced by 7 to 21. Even though this risk score has reduced slightly, it is still considered to be a High risk and will continue to be monitored closely.</p> <p>Risk T13 relating to Cyber-attack resulting in data loss or key systems being unavailable has increased by 10 to 28 with the discovery of the above-mentioned issues in the ex NHF schools. Work is underway to address these issues but since some needs to be completed outside of School working hours, some work will be delayed until Easter. As a consequence of these issues, this risk is now considered to be a High rather than Medium Risk.</p> <p>Risk T14 covering retention and recruitment of high-quality staff / adequate succession planning is a new risk added to the Risk Register. As the Trust expands it must ensure it has access to the management capacity and staff expertise, and due to the impact of the pandemic and School provision types in the Trust it was considered necessary to add this risk to the register. This has initially been scored as a Medium Risk with a score of 14.</p>

	<p>Risk T15 is also a new risk relating to instances of fraud, irregularity, theft, bribery, or corruption that may occur in the business. This relates not only to financial controls such as supplier fraud or ghost employees, but also to academic and procurement risks. This risk has been added at the suggestion of the internal auditors and is considered to be a Medium risk since it can never fully be mitigated.</p> <p>Risk T16 relating to inadequate safeguarding of learners has been added to the risk register given the potential impact of any mishandling of a safeguarding issue. This has the potential to have significant adverse reputational, Ofsted related, and /or financial consequences for the Trust. This is considered to be a Medium risk with a score of 12.</p>	
	<p>The Board <b>NOTED</b> the report and updated risks as presented.</p>	
	<p><b>Board Assurance Framework</b></p>	
	<p>The Board received the Annual Board Assurance Framework (BAF) for review and comment.</p> <p>Presented by GEX Director Governance, the Board were reminded of the report presented in March 2021 which provided details of the new LSEAT Board Assurance Framework (BAF). The Board were advised that the purpose of the Board Assurance Framework, recommended by the Audit &amp; Risk Committee, is to reinforce strategic focus and provide improved management of risk. Highlighting both areas of strength and weakness or blind spots. It is a tool the Board can use to hold themselves to account and to provide themselves with assurance that controls are in place and reputational risk is being managed effectively.</p> <p>The Board were advised that the BAF comprised and focussed on five key assurance areas.</p> <ol style="list-style-type: none"> <li>1. Governance</li> <li>2. Strategic Operations</li> <li>3, Risk Management</li> <li>4. Audit</li> <li>5. Performance (Financial, Academic, Estates, IT and People)</li> </ol> <p>Each assurance area has a number of components that receive a level of examination, scrutiny and focus either internally or externally and at different times within the business cycle or reporting year.</p> <p>The 2021/22 BAF presented has been updated to report on assurance levels to include recent activity an annual reporting throughout 2020/21 and in current year.</p> <p>The Board were reminded that an indicator, to demonstrate the level of assurance provided has been applied to each component.</p> <p>The Board were advised that is only one area within the LSEAT BAF that reports low assurance which is IT Security – the Audit Committee have reviewed the risks around cyber security, which are currently being resolved and strengthened.</p> <p>The Board were also asked to note that a pending evaluation of the 2021/22 revised governance and leadership structure was reflected in the Reasonable assurance level applied to the Strategic Operating Plan.</p>	
	<p>Questions and Comments</p>	
	<p>The Board expressed thanks to the Group Executive Director Governance and <b>NOTED</b> the report.</p>	

D. Governance items		Ref	Appendices or Reading Room Items	Lead
<b>D1</b>	<b>Board Self Evaluation &amp; Action Plan</b>			
	The Board received the final Board Self Evaluation document completed in January 2022 and were asked to review the new Board Action Plan presented for approval.			
	Questions and Comments			
	The Board reviewed the Action Plan and <b>APPROVED</b> .			
<b>D2</b>	<b>Local Governor Appointments</b>			
	The Board were presented with the Board Register which outlines all Trustees and the Committee Memberships.			
	The Board were asked to note the Register of Local Governors across the Academy Councils including community, staff and parent governors. It was reported that there are currently <b>29</b> serving Local Community Governors, with <b>15</b> vacancies.			
	Recruitment continues and is ongoing to fill these vacancies, in particular for parents and staff governors.			
	It was reported that the onboarding processes for the Local Community Governors follow the same process as for Trustees administered by central governance to ensure compliance checks on suitability and safeguarding and other training is completed.			
	Questions and Comments			
	The Board are asked to <b>APPROVE</b> the appointment of 4 local community governors including 2 parent governors.			
<b>D3</b>	<b>2021 Data Protection Annual Report</b>			
	The Board received the 2021 Data Protection Annual Report which provided a summary of activities in relation to data protection throughout the period.			
	It was reported that the number of subject access and freedom of information requests has reduced from previous year, possibly due to the preoccupation of the pandemic.			
	The Board are advised that continued monitoring and staff training alongside revised processes and procedures will support reducing risk in this area of compliance. Overall levels of assurance were reported as good with some improvement required to in processing pupil data within schools.			
	The introduction of new IT Systems would support processing and sharing of information.			
	Questions and Comments			
	The Board NOTED the report and its contents and considered that assurance had been provided to suitably discharged their duties in this statutory area of its operations in 2021 and <b>APPROVED</b> that the actions reported are appropriate.			

2.4 Next meeting date: 11 May 2022

Approved by Chair:



18 May 2022