

Minutes

Meeting of LSEAT Board to be held on Tuesday 11 July 2023 from 5.30-7.30pm in person at C1/C2 Orpington Campus

Trustees

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|------------------------------|-------------------------|
| Christine Whatford, CBE (CW) | Chair |
| Dr Sam Parrett, CBE (SP) | Trustee & Group CEO |
| Denise James Mason (DJM) | Vice Chair |
| David Bailey (DB) | Trustee |
| Charles Yates (CY) | Trustee |
| Christopher Philpott (CP) | Trustee |
| Prof Lynne Revell (LR) | Trustee |
| Errol Ince (EI) | Co-opted Trustee (LSEC) |
| Marek Michalski (MM) | Trustee |
| Sunil Chotai (SC) | Trustee |
| Daniel Kwalombota (DK) | Co-opted Trustee (LSEC) |
| Sarah Servantes | Trustee |
| Beverley Eaglesfield | Trustee |

Observer

| | |
|---------------|----------------------------------|
| Rama Venchard | Chair Trust (from 1 August 2023) |
|---------------|----------------------------------|

Governance Professional & Clerk

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| Jennifer Pharo | Group Chief Governance & Administration Officer |
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Executive Officers in attendance

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

Officers in attendance for specific items

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|--------------------|---|
| Beth Moore (BM) | Group Head Safeguarding (Item 4.3) |
| Janet Curtis Broni | Group Chief People Officer (Item 4.4 & 4.5) |

Board Papers Published on Board Intelligence on 4 July 2023

- Board Pack excludes Reading Room Items
- Reading Room Items only Pack

Minutes

Responsible

1. Welcome, apologies and declarations of interest

Apologies received from Errol Ince
Beverley Eaglesfield joined the meeting virtually.

2. Minutes, Action Log and Chairs' Summaries

2.1 Minutes 9 May 2023 & Action Log

The Minutes of the previous meeting were APPROVED.
The Action Log was reviewed and updated. Completed items to be removed.

2.2 Matters Arising

No matters arising.

2.3 Committee Chair's Summaries

Alternative Provision Board

It was reported that there had been robust discussion on the high demand faced by BTA and the outreach services were fairly overstretched. Concerns on the sustainability of provision were raised with further demand from the local authority. It was reported that the school has strong leadership and were resilient with good staff and teacher morale.

SEND Provision Board

It was reported that the two schools Heron and Woodside would be working together on Little Wandle Phonics Scheme and Duke of Edinburgh Awards. It was reported that morale and commitment of staff at Heron was strong, and they were pleased to be part of the Trust.

SEMH Provision

It was reported that Bramley Oak was rapidly improving, building works were ongoing but all classes were now back in classrooms.

It was reported that Aspire had seen a rise in pupil numbers.

It was reported that there was a backlog in the Ed Psych system in Bexley.

It was reported that there were still issues with development of central Trust SCR. School SCRs were complete and updated.

ACTION: Board requested update on Trust SCR Development.

EPS Committee

DCEO and DoSI presented a revised Head Teacher report templates for Academy Councils and Provision Board, these are now aligned to Ofsted grading criteria.

The Board NOTED the Committees' updates.

3.1 Group Principal & CEO Report

[Reading Room](#) Appendix 1: External Policy Update

Group Principal & CEO presented her report, which was taken as read.

Key points around staffing and morale were discussed including staff retention. Staff were reported as leaving for various reasons, with pay and threat of ULEZ costs stated as two of the main reasons. Board discussed the impact of ULEZ which is estimated will affect on average, 2/3 staff in each school. There is no real solution the Trust can apply. Appeal by London Boroughs yet to be known.

Board were advised that the application for transfer of WRPS would be reviewed by the RD Advisory Board on 13 July 2023. Due diligence would commence once approval received with a view to transfer proposed for 1 January 2024.

Board were advised that Head Teacher James Ellis has received permission and agreement from WRPS Board to join LSEAT on a secondment for one day per week, performing a similar role to Kate Shiner (Trust Development Director) developing and building on the Primary Hub with the DCEO.

Board were advised that a three school MAT had expressed an interest in joining LSEAT. RD office were keen for Trust to engage in possible transfer discussions. It was reported that the three school MAT was financially challenged from the limited information available and provided. Further information on the proposed transfer of this MAT would be provided to the LSEAT Board in October.

The Board **NOTED** the report.

3.2 Bexley Music Strategic Discussion (Verbal)

Board received a verbal update on the proposed future arrangements for Bexley Music. As previously reported to the Board, Bexley Music would form a collaboration and partnership with the five music hubs that comprise Local authorities of Greenwich, Lambeth and Southwark and two charities representing Lewisham and Bromley Music Hubs. Collectively these organisations with Bexley Music would become the SE London Music Hub.

The board were advised that it was proposed for a special purpose vehicle, company limited by guarantee to be set up by the 6 corporate members to be able to submit an application for grant funding by the deadline of 12 October, to deliver music education and services from September 2024.

Executive would continue to engage in the discussions and keep the Board advised on progress before the next board.

4.1 Deputy CEO Academies Report

Appendix 1: KPI Tracker & Dashboard

Appendix 2: Recruitment Update

Board received a comprehensive report on Trust Operations presented by the DCEO which was taken as read. The Board discussed the current pay claims and union action and considered the current offer of 5% for teaching and 3.4% for support staff. In response to questions from the Board, on whether strike action could be avoided with a 6.5% pay award, it was reported that it was likely this would avoid strike action.

Board were advised of risk to Ofsted with two schools in the Ofsted window should staff strike action continue into Autumn Term.

It was reported that Bramley Oak had made huge gains and progress. It was still vulnerable to but improving week on week. Bromley Beacon Academy self-assessed as a good school.

In response to Ofsted outcome for Belmont, representation on the format and tone of the final report would be made if this did not reflect the good aspects of the school and school leadership as discussed with the Inspector in the inspection feedback meeting.

In response to questions from the Board it was confirmed that the Trust would not be able to make particularly comments about the individual inspector but only influence factual and context of the report. The Board were advised that it was the opinion of the Executive that the Inspector had some development needs, and it was not his conduct but more his lack of challenge of the leadership and effective questioning and seeking evidence that had led to some disappointment.

The Board **NOTED** the report.

4.2 School Improvement Strategy

Recommended by Trust EPS Committee

2023/24 EPS KPI and Reporting Templates

The Board received and discussed the new reporting templates that had been recommended for approval by the EPS Committee.

The Board **APPROVED** the reporting templates and KPI tracking and monitoring sheet for 2023/24.

4.3 Safeguarding Update

[Reading Room:](#)

Appendix 1 2023/24 Safeguarding Policy

The Board received the safeguarding update from the Group Director Safeguarding and was taken as read.

It was reported that the 2023 Safeguarding Policy had been updated to reflect the small changes reported in the KCSIE.

It was reported that changes to KCSIE included more robust filtering and monitoring of online content, which was being reviewed by the Group IT Director for implementation in September 2023.

The Board were advised the Children Missing in Education as a vulnerable category had been strengthened to include requirements on nonattendance tracking and escalation process to local authorities, this would be implemented for September.

In response to questions from the Board on the volume of Children Missing it was reported that currently this was a low volume. The Executive were generally supportive of the new requirements and strengthening of this category of vulnerable children.

The Board **APPROVED** the Policy as presented.

4.4 People and Resources

Appendix 1 HR Dashboard

The Board received the HR update which was taken as read.

The Group Chief People Office reported on the onboarding of new staff (c30) and the performance management cycle on Blue Sky which had been completed.

The Board were advised that apprenticeships for youth working had been introduced.

The Board received an update on the SCR tracker which was still not available and was looking unlikely to become the central SCR system for the Trust. The Board would receive an update at the next meeting.

The Board **NOTED** the report.

4.5 EDI Update & Scorecard

Appendix 1: Single Equality Scheme

[Reading Room:](#) Appendix 2 LSEAT Pupil Profile

Appendix 3: LSEAT Staffing Profile

Appendix 4: EDI Calendar

The Board received the Trust Single Equalities Scheme which had been produced with the support of the DCEO and Head Teachers. This included agreed targets. It was reported that two EDI Grant programmes continued.

The Board APPROVED the Single Equalities Scheme.

Section 5: Financial and Risk Management, Compliance and Controls

GCFO

5.1 2022/23 Financial & Property Update

[Reading Room:](#)

Appendix 1 - LSEAT Management Accounts – Period 8 (April 2022)

Appendix 2 - Report on School Resource Management Self-Assessment Dashboards

Appendix 3 - Kingswood Treasury Portfolio Performance

The Board received a summary update from the Group CFO which was taken as read.

The Board were advised of the very recent letter received from the DfE/SCC in relation to capital overspend of £1.1m at Bramley Oak, it was confirmed the DfE/SCC had advised that the overspend must be met by the Trust. The Board were advised that the Executives were working on a response and would be meeting with SCC and DfE Capital Team to resolve. Tone and escalation of the letter received had been unexpected.

ACTION: The Board would be updated and advised on developments.

5.2 2023/24 Budget

Recommended by Group Finance Committee

Appendix 1 - Trust Consolidated Income and Expenditure Budget 2023/24

Appendix 2 - LSEAT Central Services Income and Expenditure Budget 2023/24

Appendix 3 - Forecast Balance Sheet 2023/24

Appendix 4 - Academy Income and Expenditure Budgets 2023/24

The Board received the 23/24 Budget for approval together with the LSEAT Central Service Budget and the forecast balance sheet.

The Board discussed and reviewed the budget documents as presented which included individual breakdown for each academy. It was reported that new posts had been budgeted for in anticipation of growth and future development of the Trust, this included posts like Director SEN.

It was reported that the College remained a generous sponsor but that this was not sustainable, and some additional central posts had been transferred from College into Trust.

The Board RESOLVED to APPROVE the Budget as presented.

In response to questions on the Treasury investment it was reported that this was budgeted and will materialise.

The Board **NOTED** the report.

5.3 2023/24 Three Year Financial Forecast

Recommended by Group Finance Committee

Appendix 1 – Commentary on the Financial Plan

Appendix 2 – Consolidated Income and Expenditure Account

Appendix 3 – Provision Based Income Expenditure Accounts

Appendix 4 – Three Year Balance Sheet

Appendix 5 – Cash Flow Forecast

The Board received the comprehensive report on the three-year financial plan presented by the CGCFO and was taken as read.

It was confirmed that assumptions for pay awards had been included. It was reported that savings in BTA were required alongside savings in Woodside and Belmont. It was reported that increased funding would resolve some of these issues and the impact of growth would also support to ease some of the financial pressure.

In response to questions around the significant and historic underfunding for Bexley Schools by Bexley LA it was reported that the DCEO had requested meetings with the local authority to discuss the appropriate funding of pupils with EHCPs. It was reported that further escalation would be initiated if the local authority continued to delay coming to the table to talk about funding.

In response to a comment by the Board on supporting schools from the reserves it was agreed that this would need to be the case to ensure that funding was being directed to meet the needs of the children.

In response to questions regarding the reserves it was reported that these had been assigned to various capital programmes and refurbishment of the estate.

The Board **APPROVED** the three-year financial plan as presented.

5.4 Financial Policies:

Recommended by Group Finance Committee

[Reading Room](#)

Appendix 1 – LSEAT Financial Regulations 2023/24

Appendix 2 – LSEAT Reserves Policy

Appendix 3 – LSEAT Reserves Policy Modelling

The Board received the financial policies as presented by the GCFO.

It was reported that changes to the policy had mostly been around procurement principles. It was reported that reserves policy presented for approval included provision for limited movement of funds between local authority areas.

The Board **APPROVED** all three policies as presented.

5.5 Risk Register

For Monitoring JH

Appendix 1: Ranked Risk Register

[Reading Room](#): Appendix 2: High Risk Individual Entries

[Reading Room](#): Appendix 3: Risk Scoring Matrix

The Board received the risk register as presented and as reviewed by the Audit Committee. It was confirmed that there were 19 actions listed.

It was reported that some of the high risks related to the H&S at Heron Academy where engagement with Local Authority was difficult and slow.

The Board considered and reviewed all risks.

The Board **NOTED** the report as presented.

5.6 Group Risk Management Policy Framework
Recommended by Group Audit & Risk Committee
 Appendix 1 - Risk Management Policy Framework 2023-25

The Board received the Group risk Management Policy Framework for review and comment.

It was reported that there had been some minor changes with a change to the financial risk bands to reflect the new size of the Trust.

The Board **APPROVED** the policy as presented.

5.7 2023/24 Internal Audit Plan
Recommended by Group Audit & Risk Committee **For Approval JH**
 Appendix 1: Internal Audit Plan 2023/24

The Board received the 23/24 Internal Audit Plan which was recommended for approval by the Group Audit and Risk Committee.

The Board reviewed and discussed the plan and considered that the right level of scrutiny was being applied to the right areas. The Board was advised that this was a Group Audit Plan with 87 days of audit planned with 35 within the Trust.

The Board **APPROVED** the plan as presented.

Section 6: Governance & Accountability **GDirGov**

6.1 Governance Matters & 2023/24 Arrangements **For Approval JP**
[Reading Room: Appendix A: 2023/24 Scheme of Delegation](#)
[Reading Room: Appendix B: 2023/24 Standing Orders](#)
 Appendix C: Board Register

The Board received the Scheme of Delegation and Standing Orders which had been slightly amended to reflect changes in financial regulations and also changes to operating cycles for some of the Group Committees.

The Board **APPROVED** the Scheme of Delegation and Standing Orders for 2023/24 as presented.

6.2 Board Assurance Framework **For Monitoring JP**

The Board received the Board Assurance Framework update for 2022/23 which provided the Board with an annual snapshot of the assurance provided through reports and actions of the Executives both internal and external assurance.

The Board **NOTED** the update.

6.3 Policies Updated **For Approval JP**

[Reading Room: Whistleblowing Policy](#)
[Reading Room: Complaints Policy](#)
[Reading Room: Governance Policies](#)
[Reading Room: Trust Policy Statements](#)

The Board received all the policy documents presented and **APPROVED**.

7. **AOB** – It was reported that this was the last meeting of the current Chair Christine Whatford CBE who would be replaced by Rama Venchard MBE who would be taking up office from 1 August 2023.

The Board expressed their thanks and appreciation to Christine for her diligence commitment and work for the Trust throughout 2022/23.

8. **Next meeting date: 17 October 2023**

The Following Items had been presented into the Reading Room

- 3.1 **Group Principal & CEO Report**
 Appendix 1. External Policy Review
- 4.3 **Safeguarding**
 Appendix 1: 2023/24 Safeguarding Policy
- 4.5 **EDI Update**
 Appendix 2 LSEAT Pupil Profile
 Appendix 3: LSEAT Staffing Profile
 Appendix 4: EDI Calendar
- 5.1 **2022/23 Financial & Property Update**
 Appendix 1 - LSEAT Management Accounts – Period 8 (April 2022) (RR)
 Appendix 2 - Report on School Resource Management Self-Assessment Dashboards (RR)
 Appendix 3 - Kingswood Treasury Portfolio Performance (RR) Appendix 1 Man Accts P9
- 5.4 **Financial Policies**
 Appendix 1 – LSEAT Financial Regulations 2023/24
 Appendix 2 – LSEAT Reserves Policy
 Appendix 3 – LSEAT Reserves Policy Modelling
- 5.5 **Risk Register**
 Appendix 2: High Risk Individual Entries
 Appendix 3: Risk Scoring Matrix
- 6.5 **Policies Updated**
 Appendix 1 Whistleblowing Policy
 Appendix 2 Complaints Policy
 Appendix 3 Trust Policy Statements
 SEN Policy Statement
 Charging and Remissions Statement
 Accessibility Statement
 Appendix 4: Governance Policies

Minutes APPROVED :



Rama Venchard, Chair
17th October 2023