

**LSEAT Board Development Meeting to be held on
Tuesday 23 January 2024 from 5.30-7.30pm
in person at Orpington Campus Room C1/C2**

Trustees

Rama Venchard MBE (RV)	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
Marek Michalski (MM)	Trustee
Sarah Servantes (SS)	Trustee
Beverley Eaglesfield (BE)	Trustee
Daniel Kwalombota (DK)	Co-opted Trustee (LSEC)

Observer

Milena Cooper (MC)	Former Trust Chair: Warren Road Primary School
--------------------	--

Governance Professional & Clerk to the Board

Jennifer Pharo (JP)	Group Chief Governance Officer
---------------------	--------------------------------

Executive Officers in attendance

John Hunt (JHu)	Group Deputy CEO & Group CFO
Neil Miller (NM)	Deputy CEO Academies
Louise Wolsey (LW)	Group Chief Strategy Officer

In attendance virtually via Teams

Claire Burton	Regional Director, DfE London Region (Item A2)
Samira Sadeghi	Director Trust Governance CST (Item A3)

MINUTES

Welcome, apologies and declarations of interest Chair-RV

Danny Kwalombota apologies.

Minutes of previous meeting held on 12 December 2023 For Approval Trustees

Board Action Log For Monitoring ALL

Reviewed and actions noted.

PART 1: ABOVE THE LINE AGENDA ITEMS:

Items **Above the Line** comprise two or three strategic matters for discussion.

A1	<p>Group CEO Update Group CEO provided a verbal update on the following matters.</p> <p>Growth</p> <ul style="list-style-type: none"> • Warren Road Post Transfer Integration Update Successful transfer to LSEAT on 1st January 2024. It was reported that there had been a huge amount of work carried out by many Trust staff to ensure this was successful and on time. Inductions and welcomes had been organised and fortnightly post project transfer meetings were scheduled. • Ignis Academy Update Due diligence continues and preparation of the LSEAT Business Case for financial support is being prepared to be submitted by end of January 2024. Key issues identified around going concern of the trust, quality of education in the infants school and underfunded SEN provision. • East Sussex Update It was reported that LSEAT had been approached by DfE Regions Team SE in Autumn Term 2023 regarding College Central AP provision currently part of Sabden Trust. Meetings with CEO and DCEO East Sussex County Council and Regional Team had taken place. It was reported that LSEAT had been shortlisted as one of the preferred providers with a competitive interview scheduled for 25 January. – Competitive • Other opportunities It was reported that the free school final decision was due this term. In relation to other Surrey local maintained schools, Walton Leigh and Manor Mead Federation, the DCEO and the EHT were maintaining regular contact. It was reported that the Head Teacher of Portesby School had a very positive visit to LSEAT. • Associate membership It was reported that work continues on an Associate Membership model with a ‘try before you buy’ concept, including access to CPD. Schools identified as possible Associates. . <p>School Improvement</p> <ul style="list-style-type: none"> • It was reported that only BBA remained in the Ofsted window at this time. Director of School Improvement was supporting the school weekly, and EA were completing work with leaders. KS2 was still an area for development.
-----------	---

- Trust school Improvement Strategy was continuing to be rolled out successfully supported by the External Advisers.
- Trust CPD offer was also being developed by the Director SI including a new Trust Improvement Professionals (TIPS) package starting in January and a SEND Leaders Programme, devised by two EAs who are SEND specialists, to start February. An Aspiring Leaders Programme would be starting in February 2024 and Trustees were involved in delivering some of these modules.
- **Financial Update (P3)**
- The Board received a brief update on the P3 management accounts and first forecast outturn for the year.
- It was reported that the outturns for each school had been matched to the original budget at this time, higher risk schools such as Bromley Beacon Academy, Heron and Bramley Oak Academy where additional income has been forecast that has not yet materialised. This will be reviewed over the coming months.
- **Capital Projects Update – Bramley Oak**
- The Board received an update that the main contractor at Bramley Oak, Diamond Build, ceased work on the site immediately prior to Christmas, having gone into liquidation. The Trust will move to terminate the contract once insolvency confirmed.
- Validation on the status of the works to date is underway. Until this is complete it was not possible to estimate costs and delay to the project and retendering will need to be completed.
- **HR Update**
- It was reported that during the last academic year 194 staff have joined LSEAT and this includes 132 support staff and 62 teaching staff. Within the overall total of 194 this includes 41 staff from Heron Academy TUPE transfer into the Trust on the 1 February 2023.
- It was reported that in the last academic year 141 leavers (91 support staff and 50 teaching staff) were due to 8 end of fixed term contracts, 2 dismissals, 2 no allocated hours, 6 retirements, 119 resignations and 4 due to other reasons.
- It was reported that in current academic year up to December 2023, there has been 60 new starters, and this includes 42 support staff and 18 teaching staff.
- It was reported that there have been 37 leavers (24 support staff and 13 teaching staff) and were due to 1 end of fixed term contracts, 31 resignations, 1 dismissal, 2 retirements and 1 due to other reasons.
- The Board were advised that there were recruitment strategies in place to fill vacancies which at the time of reporting there were 13 live vacancies.
- The Board were advised that a full wellbeing implementation plan for Staff which underpins our wellbeing strategy, details of the package were discussed.
- It was reported that the Senior leaders continue to work on other ways to support staff health and mental wellbeing and financial wellbeing and will also conduct staff surveys to evaluate impact

The Board **NOTED** the update.

A2	<p>Claire Burton, London Regional Director DfE Regions Team London. Presentation on DfE Regional Position on MAT growth and future focus</p>
	<p>The Board received a comprehensive and informative update from the London Regional Director-CB on national priorities, education policy landscape and performance of schools and Trusts.</p> <p>The Regional Director provided an overview of the work of the Regional Teams. Priorities included tackling under performance, attendance, inclusion and SEND & AP reforms.</p> <p>The Regional Director discussed and provided information on the funding issues across some London Local Authorities working within safety valves and falling demographics in some areas of London. It was a time of significant reform nationally. Generally London as an area that outperforms other regions with the exception of the attendance where London is an outlier with a spike profile, plus there are challenges with KS2 and KS4 outcomes.</p> <p>The Regional Director outlined specific context and challenges for London and also referenced financial health, sustainability and efficiencies in the systems particularly around falling rolls.</p> <p>The Regional Director provided details on the new Trust Quality Standards and how these will influence and support their decisions on Trust performance and growth.</p>
	<p>Questions and Comments</p>
	<p>In response to question on the surplus places it was reported that it was a complex situation but important for all parties to work together LAs, Trusts and Diocese.</p> <p>There was not a single strategy across London and the complexity arises around LAs who have different and variable approaches to plan planning and commissioning.</p> <p>In response to questions on mergers of SATs and MATs it was reported that the RD team do facilitate and bring together parties for discussions and this area of work is increasing.</p> <p>In response to questions on the falling rolls and the impact on teacher recruitment it was reported that teachers moving out and away from London did cause retention issues, teacher recruitment was a national not a London strategy.</p> <p>In response to questions on the SEND and AP Reforms it was reported that evaluation of the pathfinders would be completed and reviewed, it was imperative to get to an agreed framework on this. It was reported that the cross-borough pressures and inequality on funding was a common theme for Trusts.</p> <p>In response to questions on Trust growth and what the RD Team look for in a Trust, it was reported that a strategic overview of the geography and values, ethos and fit</p>

	<p>are important. The Regions Team will also consider the growth of the Trust and its journey and trajectory and performance both financial and academic to date.</p> <p>It was reported that there is a role for strong Trusts who can provide expertise and strength in a whole system approach to performance.</p> <p>In response to questions on whether there would be a change of direction under a changed government, it was reported this was unlikely in the short to medium term, with stability important.</p> <p>In response to questions on transparency of information and indicators it was reported that there was need to ensure that there was both a qualitative and quantitative approach and both lagged and leading measures applied, to assess and evaluate performance.</p> <p>In response to question on the High-Quality Trust Framework it was reported that Trusts should familiarise themselves on the five key areas of focus to ensure good performance across all of these.</p> <p>The Board thanked Regional Director for her interesting and informative presentation.</p>
A3	<p>Sam Sadeghi, Director Trust Governance, Confederation of School Trusts, Presentation on Looking Ahead – Policy and Political Landscape</p>
	<p>Sam Sadeghi, Director Trust Governance, Confederation of School Trusts presented a view of the education policy and political landscape.</p> <p>Presentation covered Governance Handbook and CST Trust code.</p>
	<p>Question and Comments</p>
	<p>The Board discussed the policy context around Free Schools and pupil demographic nationally in particular falling rolls in London.</p> <p>The Board discussed school estates and lack of financial support.</p> <p>The Board discussed Ofsted and the approaches to leadership wellbeing being adopted and implemented across the sector.</p> <p>The Board discussed the support CST can offer in terms Professional Groups and CST networks that can support Trustees in their understanding and development of the policy landscape.</p> <p>The Board thanked CST Director Trust Governance for informative and useful presentation.</p> <p>ACTION: The Board were advised that the presentation would be circulated.</p>

A4	Group Strategy – LSEAT Operating Plan
	<p>The Board received an update on the Group Strategy Framework and Trust Operating Plan from the Group CSO .</p> <p>It was reported that in the Autumn of 2023 a consultation exercise on a proposed Group Strategy Framework for 2024 to 2030 was undertaken. This involved all staff across the Group and a selection of external partners.</p> <p>The Board were advised that the framework was refined to reflect feedback and comments received.</p> <p>The Board were reminded that in December 2023, our Group Strategy Framework 2024-20230, ‘Transforming lives through the power of learning’ was approved by the College Corporation and the LSEAT Board of Trustees.</p> <p>It was reported that the framework has now been used to inform the strategic planning process for development of Annual Operating Statements for the College, Trust and Foundation. Each plan is focused on the strategic themes of People First, Performance and Practice and Prosperity and Place, and outlines from an organisational perspective how that part of the Group will work towards the shared ambition of transforming lives through power of learning.</p> <p>The Board were advised that the plans each cover a three-year period, with objectives and targets under each strategic theme and goal and are aligned to the overall impact measures for the Group Strategy Framework overall. This approach is intended to enable both longer term improvement as well as agility when required.</p> <p>It was reported that progress against the operating plans will be reported on annually and will be underpinned by a new Corporate Scorecard aligned to the impact measures and metrics outlined in the strategy framework, with baseline positions and targets agreed for each. Through this process, the Executive will work with senior managers to fully own and bring to life the Annual Operating Plans embedding ownership and accountability into each organisation’s operating structure ready to commence implementation.</p>
	Questions and Comments
	<p>In response to questions it was reported that leading and lagging measures and an understanding of the targets would be a consideration.</p> <p>The Board considered the update and NOTED the KPI Scorecard would be presented at the next Trust Board Meeting.</p>

PART 2: BELOW THE LINE

Items **Below the line** are presented for approval and/or for information, monitoring and noting.

NO ITEMS

AOB & Date of Next Meeting –

Tuesday 26 March 2024 at 5.30pm on site Orpington Campus

Minutes APPROVED :



Rama Venchard, Chair
26 March 2024