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# Finance, Audit and Risk Committee of the City of London Academies Trust

**Date:** **THURSDAY, 27 FEBRUARY 2020**

**Time:** **9.00 am**

**Venue:** **COMMITTEE ROOMS, 2ND FLOOR WEST WING, GUILDHALL**

**Members:** Peter Bennett (Chairman)
Edward Benzecry (Co-opted Trustee)
Dawn Elliott (Co-opted Trustee)
Deputy Clare James
Andrew McMurtrie
Mark Emmerson

**Enquiries:** **Kerry.Nicholls@cityoflondon.gov.uk**

# AGENDA

1. **APOLOGIES**

2. **DECLARATIONS**

3. **MINUTES**
   To agree the public minutes of the meeting held on 5 December 2019.

   **For Decision**
   (Pages 1 - 4)

4. **STRATEGIC PLAN REVIEW**
   Report of the Chief Executive Officer.

   **For Decision**
   (Pages 5 - 8)

5. **SCHOOL CONDITION ALLOCATION 2019-20**
   Report of the Chief Financial Officer.

   Trustees are asked to note a non-public appendix at Agenda Item 14.

   **For Decision**
   (Pages 9 - 12)

6. **QUESTIONS**

7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

8. **EXCLUSION OF THE PUBLIC**
   **MOTION** – That the public be excluded for the remaining items of business as they are likely to involve discussion on matters deemed commercially sensitive to the City of London Academies Trust.

   **For Decision**

9. **NON-PUBLIC MINUTES**
   To agree the non-public minutes of the meeting held on 5 December 2019.

   **For Decision**
   (Pages 13 – 20)

10. **OUTSTANDING ACTIONS**
    Report of the Town Clerk.

    **For Information**
    (Pages 21 – 22)

11. **TRUSTEE TRAINING REQUIREMENTS**
The Town Clerk to be heard.

**For Information**

12. **BENEFITS AND RISKS OF THE CITY ACADEMY, HACKNEY AND CITY OF LONDON ACADEMY ISLINGTON JOINING THE TRUST**
Report of the Chief Executive Officer.

**For Information**
(Pages 23 - 26)

13. **CHIEF FINANCIAL OFFICER'S UPDATE**
Report of the Chief Financial Officer.

**For Decision**
(Pages 27 - 48)

14. **SCHOOL CONDITION ALLOCATION 2019-20 - APPENDIX 1**
Non-Public Appendix to be read in conjunction with Agenda Item 5.

**For Decision**
(Pages 49 - 52)

15. **TRUST STRATEGIC RISK REGISTER**
Report of the Chief Financial Officer.

**For Information**
(Pages 53 - 60)

16. **INTERNAL AUDIT UPDATE**
Report of the Chief Financial Officer.

**For Decision**
(Pages 61 - 66)

17. **HEALTH AND SAFETY MONITORING IN TRUST SCHOOLS**
Report of the Director of Estates and Facilities Management.

**For Information**
(Pages 67 - 68)

18. **ESTATES AND FACILITIES MANAGEMENT UPDATE**
Report of the Director of Estates and Facilities Management.

**For Information**
(Pages 69 - 72)

19.   **NON-PUBLIC QUESTIONS**

20.   **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND THE COMMITTEE AGREES CAN BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

**Confidential Agenda - Circulated Separately**

21.   **CONFIDENTIAL MINUTES**
To agree the confidential minutes of the meeting held on 5 December 2019.

**For Decision**

22.   **HUMAN RESOURCES AND STAFFING UPDATE**
Report of the Human Resources Director.

**For Information**

<u>**FINANCE, AUDIT AND RISK COMMITTEE OF THE CITY OF LONDON ACADEMIES TRUST**</u>

<u>**Thursday, 5 December 2019**</u>

**Minutes of the meeting of the Finance, Audit and Risk Committee of the City of London Academies Trust held at the Guildhall EC2 at 9.00 am**

**Present**

**Members:**

| | |
|---|---|
| Peter Bennett (Chairman) | Andrew McMurtrie |
| Edward Benzecry | Mark Emmerson (Chief Executive Officer – for |
| Dawn Elliott (via conference call) | Finance matters only) |

**Officers:**

| | | |
|---|---|---|
| Claire Hersey | - | Chief Financial Officer |
| Abdullah Saqueb | - | Finance Officer |
| Martin Simpson | - | Director of Information and Communications Technology |
| Katyryna Zamulinskyj | - | Human Resources Director |
| Edward Finch | - | Partner, Buzzacott |
| Thanzil Khan | - | Senior Audit Manager, TIAA (Item 16 only) |
| Gumayel Miah | - | Associate Director, Buzzacott (Items 10 and 11) |
| Smith Umoren | - | Director of Estates and Facilities Management (Items 10 and 11) |
| Kerry Nicholls | - | Clerk |

1.  **APOLOGIES**
    Apologies for absence were received from Deputy Clare James.

2.  **DECLARATIONS**
    There were no declarations.

3.  **MINUTES**
    **RESOLVED**, that the minutes of the meeting held on 4 October 2019 be approved as a correct record.

4.  **AUDIT STRATEGY AND ANNUAL INTERNAL AUDIT PLAN**
    With the agreement of the Committee, Item 16: Audit Strategy and Annual Internal Audit Plan was considered within the Part 1 – Public Agenda.

    Trustees considered a report of the Chief Financial Officer on the Trust's Audit Strategy and Annual Internal Audit Plan.

    The Chairman led the Committee in welcoming Thanzil Khan, Senior Audit Manager of TIAA, which had been appointed internal auditor to the Trust. Mr Khan set out the reviews within the Audit Strategy and Annual Internal Audit

Plan 2019-20 and would provide further updates to future meetings of the Finance, Audit and Risk Committee as the programme of reviews progressed.

The Chief Financial Officer drew Trustees' attention to a planned review of asset management that would consider identification of assets that needed to be recorded in the asset register, the identification, locating and recording of assets, inventories and the disposal of assets, and would help ensure the Trust's asset management processes were sufficiently robust.

**RESOLVED** – That the Annual Internal Audit Plan be approved.

5. **QUESTIONS**
There were no questions.

6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no other business.

7. **EXCLUSION OF THE PUBLIC**
**RESOLVED**, that the public be excluded and that Trustees move into private session.

8. **NON-PUBLIC MINUTES**
**RESOLVED**, that the non-public minutes of the meeting held on 4 October 2019 be approved as a correct record.

9. **OUTSTANDING ACTIONS**
Trustees considered a report of the Clerk regarding outstanding actions arising from previous meetings.

10. **TRUSTEE TRAINING REQUIREMENTS**
Trustee training requirements were considered.

11. **CHIEF FINANCIAL OFFICER'S UPDATE**
Trustees considered an update report of the Chief Financial Officer.

12. **YEAR END FINANCIAL STATEMENTS AND EXTERNAL AUDIT**
Trustees considered a report of the Chief Financial Officer outlining the 2019 year-end financial statements and external audit.

13. **HEALTH AND SAFETY MONITORING IN TRUST SCHOOLS**
Trustees considered an update report of the Director of Estates and Facilities Management regarding health and safety monitoring in City of London Academies Trust schools.

14. **TRUST STRATEGIC RISK REGISTER**
Trustees considered a report of the Chief Financial Officer regarding the Strategic Risk Register for the Trust.

15. **COLAT SCHOOLS ICT UPDATE**
Trustees considered a report of the Director of Information and Communications Technology providing an ICT update for City of London Academies Trust schools.

16. **ESTATES AND FACILITIES UPDATE ON TRUST SCHOOLS**
Trustees considered an update report of the Director of Estates and Facilities Management.

17. **NON-PUBLIC QUESTIONS**
There were no questions.

18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND THE COMMITTEE AGREES CAN BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**
There was no other business.

19. **HUMAN RESOURCES AND STAFFING UPDATE**
Trustees considered a confidential update report of the Human Resources Director regarding Human Resources and Staffing.

**The meeting closed at 11.12 am**

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Chairman

**Contact Officer: Kerry.Nicholls@cityoflondon.gov.uk**

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| Committee: | | Date: |
|---|---|---|
| City of London Academies Trust Finance, Audit and Risk Committee | | 27 February 2020 |
| Subject: Strategic Plan Review | | Public |
| Report of: Chief Executive Officer | | For Decision |
| Report Author: Mark Emmerson, CEO | | |

## Summary

At the Trust Board meeting in December 2019, it was agreed that Trustees would review the Trust four-year Strategic Plan (2016-2020) at the next Board meeting in March 2020. A new plan needs to be constructed, written and approved for the next four years (2020-2024) at the Board meeting in July 2020.

The process and timeline for this review is outlined in this paper so that Trustees are aware of the process we are undertaking and to ensure that all key stakeholders are engaged. We aim to ensure that all stakeholders contribute to the formulation of a clear and manageable forward plan which identifies key actions, timelines, monitoring processes and appropriate performance indicators.

## Recommendation(s)

Trustees are asked to:

- Note the agreed timeline and approach, suggesting amendments as necessary;
- Consider and amend the draft plan, particularly with respect to Objective 3: Outstanding Leadership of Finance, Resources and Risk Management.

## Main Report

### Current Position

1. The current Strategic Plan is due to expire in September 2020.

2. The CEO, central Trust team and the Directors of Standards have reviewed and evaluated the current plan and objectives. They have also undertaken a SWOT analysis to inform thinking around the shape and key objectives of the future plan. The CEO, central team and Directors of Standards then shaped a draft plan which is attached.

### Process

3. Several stages and key meetings have been identified for the purpose of strategic review and forward planning. These meetings and dates are shown in the Timeline table below.

4. The Committee is asked to review the plan in its entirety and more specifically Objective 3: Outstanding Leadership of Finance, Resources and Risk Management.

5. Comments and agreed amendments will be carried forward to future meetings where the same iterative process will be undertaken. The intention is that the final plan will be ratified at the Trust Board meeting on 7 July 2020, ready to begin implementation from September 2020.

**Timeline**

| Date | Activity | Purpose |
|------|----------|---------|
| 20/01/20 | CoLAT Strategic Team Meeting | Review of 16-20 plan and SWOT analysis |
| 22/01/20 | Heads' Forum | Outline process to school leaders |
| 03/02/20 | Team Meeting | First draft of outline plan to be drawn up |
| 06/02/20 | Standards and Accountability | Agree process of Trustee engagement |
| 27/02/20 | Finance, Audit and Risk | Consider and amend draft plan |
| 28/02/20 | Chairs of Governors' Forum | Consider and amend draft plan |
| 19/03/20 | Trust Board | Extended meeting to consider and amend draft plan |
| 26/03/20 | Heads' Forum | Consider and amend draft plan |
| 30/04/20 | Standards and Accountability | Consider and amend draft plan |
| 21/05/20 | Education Board | Receive the plan for information and comment |
| 03/06/20 | Chairs of Governors' Forum | Consider and amend draft plan |
| 02/07/20 | Heads' Forum | Consider and amend draft plan |
| 09/07/20 | Trust Board | Final consideration and ratification of plan |

**Recommendations**

6. Trustees are asked to:

   - Note the agreed timeline and approach, suggesting amendments as necessary;
   - Consider and amend the draft plan, particularly with respect to Objective 3: Outstanding Leadership of Finance, Resources and Risk Management.

**Appendices**

   - Appendix 1 – Strategic Plan Evaluation, Review and Proposals

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**Appendix 1**

# City of London Academies Trust

## Vision and 4 Year Strategic Plan 2020 – 2024 (Review and Proposals Template)

**Shared Vision:** The City of London Academies draw upon the best traditions, institutions, heritage and historical successes of the City Corporation and London. We will deliver life-transforming learning experiences allowing all our pupils, whatever their background, to make a positive contribution to their local, national and global communities.

**The City of London, its schools and academies are characterised by:**

High expectations, aspirations, excellence and a belief that all can succeed - Combining creativity, innovation & enterprise, alongside tradition and continuity - Developing people who are confident, resilient, compassionate & democratic

### Objective 1: Outstanding CoLAT Strategic Leadership

| Task | Action | Whether achieved | Proposal 20-24 | Proposal next step actions 20-24 | Timescale | Mon/Eval |
|---|---|---|---|---|---|---|
| 1.1 Implement vision, KPIs, plans & perf mgt | • Establish MAT vision<br>• CoLAT KPIs and targets agreed annually<br>• Draw up and implement strategic plan<br>• Implement accountability framework<br>• MAT perf management system supporting delivery of KPIs | Y<br>Y<br>Y<br>Y<br>Not consistently | 1.1 Embed vision across all academies | • Revisit vision and potential strapline<br>• Monitor and track performance through KPIs<br>• Ensure school leadership adopt CoLAT approach, Foundations of Excellence, redlines, HR, Fin, Estates, Comms, ICT<br>• Develop and implement CoLAT sixth form vision and strategy | | Board Mtgs Sept-Oct |
| 1.2 Effective governance arrangements | • Appoint directors + committee<br>• Establish committees and terms of reference<br>• Secure effective clerking | Y<br>Y<br>Y | 1.2 Establish and realise the most effective CoLAT size and structure | • Complete growth to 12 schools<br>• Review strategy on preferred CoLAT size<br>• Formulate a sustainable forward growth strategy<br>• Explore further external collaboration | | Board Mtg Aut/Spr annually |
| 1.3 Develop + implement effective quality assurance system | • Establish clear due diligence process engaging all stakeholders<br>• Efficient and robust monitoring of performance and leadership<br>• Establish strong lines of accountability<br>• Review school leadership in the light of outcomes | Y<br>Y<br>Y but developing<br>Y | 1.3 Establish a national profile for educational excellence | • Greater engagement with DfE<br>• CoLAT playing a lead role in CST<br>• Establishing all schools as outstanding schools<br>• Supporting other schools and Trusts | | Standards + Acct committee |
| 1.4 Establish central functions and policies | • Establish central CoLAT shadow staffing structure<br>• Recruitment of high quality Staff as CoLAT grows<br>• Draw up and ratify key central policies<br>• Develop corporate image and CoLAT website | Y<br>Y<br>Y<br>Y | 1.4 Develop excellent Trust and school leadership | • Clearly articulated framework for CoLAT leaders<br>• Development of VPs and Deputies<br>• Extra capacity through 2/3yr executive leadership model<br>• Annually review central structure, re-charge and arrangements | | Board Mtgs |

### Objective 2: Outstanding Outcomes for Learners    Proposal to Change to – Objective 2 Outstanding Leadership of Standards and Effectiveness

| Task | Action | Whether achieved | Proposal 20-24 | Proposal next step actions 20-24 | Timescale | Mon/Eval |
|---|---|---|---|---|---|---|
| 2.1 Embed the principles of 'CoL Foundations of Excellence' | • All schools to reflect Foundations of Excellence<br>• Establish 5 FoE strand support progs<br>• Schools work collaboratively to improve performance<br>• Resources to support school improvement | Not consistent<br>Y<br>Not consistent<br>Y but limited | 2.1 Develop the use of systems to support the FoE | • More effective use of PAM<br>• Behaviour systems to support students at risk of exclusion<br>• Trust schools to work collaboratively<br>• CoLAT sixth form relationship to FoE | | Board Standards + Acct committee |
| 2.2 Outstanding School Leadership | • Executive model of Leadership development<br>• Robust Leadership appointments process fit for purpose.<br>• Building leadership capacity strategies in each cluster | Y<br>Y<br>Not embedded | 2.2 Outstanding Leadership | • Establish and develop CoLAT senior leadership group<br>• Establish biennial CoLAT Leadership Conference<br>• Review and establish governance model | | Board Standards + Acct com |
| 2.3 Outstanding Behaviour | • Strategies developed to promote engagement in learning<br>• Explicit behaviour improvement strategies in all schools<br>• Staff training to support high behavioural standards<br>• Engagement with hard to reach parents | Y<br>Not consistent<br>Not embedded<br>Not consistent | 2.3 Outstanding Behaviour | • Establish best practice behaviour strategies<br>• Develop sixth day, managed move/respite approaches<br>• Communicate CoLAT expectations to parents<br>• Dir of Sts to monitor and support improvement strategies | | LGB Standards + Acct committee |
| 2.4 Outstanding Curriculum | • Establish/ adopt teaching standards<br>• Robust teaching appointments<br>• 6 month probationary period for all staff<br>• Models & strats promote outstanding teaching for progress<br>• Strategies to ensure engagement & creativity drive learning<br>• Sharing excellent practice across the CoLAT | Not consistent<br>Not always<br>Y<br>Y<br>Y<br>Not yet embedded | 2.4 Outstanding Curriculum | • Annual review of curriculum undertaken across CoLAT<br>• Process of QA annually<br>• Model CoLAT maps/schemes to be published<br>• National high performing schools<br>• Models to support national expectations | | LGB<br>Standards + Acct committee |
| 2.5 Outstanding Teaching | • Exceptional improvement expectation for all<br>• Develop consistent approach to levels within the MAT<br>• Assessment driven intervention<br>• Outcomes leading to evaluation and review of effectiveness | Not at S or HG<br>Started<br>Y<br>Not consistent in sec | 2.5 Outstanding teaching and pedagogy | • Establish CoLAT pedagogical induction/training<br>• Embed adapted six-point plan for teaching in each school<br>• Dir of Sts to monitor and support improvement strategies<br>• Annual conference rotation of CoLAT leaders and staff | | LGB Standards + Acct com |
| 2.6 Outstanding Asst, Intervention and outcomes | | Y<br>Not consistent in sec<br>Not embedded in sec | 2.6 Outstanding Assessment and intervention | • Establish common systems based on PAM<br>• Ensure that data drives pedagogy and interventions<br>• Dir of Sts to monitor and support improvement strategies | | LGB Standards + Acct com |

| Objective 3: Outstanding Resource Management | | | Proposal to change to Objective 3: Outstanding Leadership of Finance, Resources and Risk Management | | | |
|---|---|---|---|---|---|---|
| Task | Action | Whether achieved | Proposal 20-24 | Proposal next step actions 20-24 | Timesc | Mon/Eval |
| 3.1 Outstanding management of finance | • All schools and academies respond to funding changes to run appropriate budget surpluses<br>• All schools and academies meeting the requirements of the Academies Financial Handbook and the funding agreements<br>• Notional 2% budget re-charge<br>• Savings from joint procurement redistribution decisions | N- HG, NCS, S<br><br>Y<br><br><br>Y<br>Y – need to go further | 3.1 Establish consolidated and sustainable financial Trust model | • All schools running appropriate cumulative budget surpluses<br>• All schools and academies meeting the requirements of the Academies Financial Handbook and the funding agreements<br>• Economies of scale and procurement passported to schools<br>• Any CoLAT growth plan to be costed and financially viable | | Board<br><br><br>Audit and Resources |
| 3.2 Outstanding HR management | • Rev policy/procedures in line with legn & best practice.<br>• Work in partnership with the unions on policy development.<br>• Create a culture aligned to the vision and the need for change<br>• Ensure induction is comprehensive, relevant & supportive<br>• Ensure a pro-active approach to apprenticeships<br>• Provide training/advice & info on equality/diversity to key staff<br>• Ensure leaders/mgrs use best practice in selection, devt & retn<br>• Set CoLAT Pay Policy, Remuneration & LGB pay com with ToR<br>• Establish clear and transparent pay structures with rationale | Y<br>Y<br>Y<br>Y but not consistent<br>Not really as yet<br>N<br>Y but not embedded<br>Y<br>Y | 3.2 Outstanding HR management | • Update and improve policy in line with CoLAT ethos/vision<br>• Ensure all schools operate to policy<br>• Manage relationships with unions in line with ethos<br>• Establish and manage clear systems for joining CoLAT<br>• Establish CoLAT training provision for teachers/support staff<br>• Provide support for school leaders and governors in casework<br>• Provide advice for CEO, governors and Rem Com in leadership pay<br>• Clarity, consistency in adherence to pay policy<br>• Developing CoLAT as an employer of choice | | Board<br><br><br>Audit and Resources |
| 3.3 Outstanding ICT provision | • Develop a rolling 4 yr CoLAT strategy and action plan<br>• Provide cost effective ICT systems<br>• Establish central guidance, policies and protocols | Y<br>Planned<br>Y | 3.3 Outstanding ICT provision | • Develop a rolling four-year CoLAT strategy and action plan to include core support team, transparent re-charge, e-learning specialists<br>• Provide best value ICT support and systems<br>• Establish central guidance, policies and protocols | | Board<br>Audit and Resources |
| 3.4 Outstanding Estates Management | • Development of an Estates Management Plan<br>• Prioritise annual capital improvement programmes<br>• Secure funding from reserves, capital allocation or bidding | In progress<br>Y<br>Y | 3.4 Outstanding Estates Management | • Development of an Estates Management Plan<br>• Oversee FM contracts and quality of provision<br>• Prioritise annual capital improvement programmes<br>• Secure funding from reserves, capital allocation or bidding<br>• Establish surplus generating activities across the estate<br>• Establish an environmentally sustainable estate | | Board<br>Audit and Resources |
| 3.5 Establishing best value central contracts to reduce schools' unit costs | • Web Presence<br>• Facilities Management<br>• Human Resource functions<br>• Cloud based ICT storage and services<br>• Financial management, audit and control methodology<br>• Clerking<br>• Insurance<br>• External accountability, leadership coaching and support | Y<br>Partial<br>Y<br>Partial<br>Y<br>Y<br>Y<br>Y to be reviewed | 3.5 Establishing best value central services to reduce CoLAT schools' costs and increase revenue | • Develop and implement a procurement plan<br>• Establish cost and efficiency savings in:<br> - Facilities Management<br> - Human Resource contract<br> - ICT procurement and contracts<br> - Financial management, audit and control methodology<br> - Other Trust-wide contracts, e.g. TES, training, etc.<br>• Explore and establish traded services, joint procurement, SLAs and relationships/mergers with other schools and MATs | | Board<br><br><br>Audit and Resources |

| Objective 4: Outstanding Leadership of CoLAT expansion | | | Proposal to change to Objective 4- Outstanding Leadership of Central CoLAT Functions | | | |
|---|---|---|---|---|---|---|
| Task | Action | Whether achieved | Proposal 20-24 | Proposal next step actions 20-24 | Timesc | Mon/Eval |
| 4.1 Examining expansion opportunities | • Current expansion fulfilled – map to CoLAT shadow structure<br>• Establish a clear CoLAT strategy to priorities opportunities<br>• Due diligence – maintaining/promoting excellence<br>• Application process<br>• Interview and approval/rejection | N<br>Y<br>Process Y outcome N<br>Y<br>Y | 4.1 Establishing growth strategy through to 2024 | • Establish the most effective size of CoLAT in line with aims<br>• Examine all aspects of capacity for expansion are considered: location of schools, governance model, leadership capacity, central team capacity, central team, central team location.<br>• Establish a clear CoLAT strategy to prioritise opportunities<br>• Ensure an effective due diligence and application process | | Board Mtgs |
| 4.2 Fulfilling individual Academy milestones to opening | • Capital projects undertaken to deliver buildings on time<br>• Project management board leading development<br>• Budgets set within revenue projections<br>• Marketing and admissions processes<br>• Statutory policies in place i.e. Safeguarding/Prevent, Equalities, Health and Safety, recruitment, employment etc.<br>• LGB Established any variations agreed<br>• Principal/ school leader Appointment process<br>• Revise staffing structure and initiate TUPE transfers<br>• Staff appointments made to structure<br>• Key operational policies and systems in place, i.e. Behaviour, uniform, teaching and learning, assessment and curriculum<br>• Academy projects open to schedule | N<br>Y<br>N<br>Y<br>Y<br><br>Y<br>Y<br>Y<br>Ongoing process<br>Y<br><br>N | 4.2 In line with the agreed expansion plan ensuring milestones to opening are met | • Adapt the academy conversion flowchart to circumstances<br>• Establish project management board leading development<br>• Agree marketing, branding and admissions<br>• Adopt statutory policies in place, i.e. Safeguarding/Prevent, Equalities, Health and Safety, recruitment, employment, etc.<br>• Establish LGB with any variations agreed by CoLAT and EB<br>• Appoint Principal/school leader through agreed process<br>• Establish agreed staffing structure and initiate TUPE transfers<br>• Make other staff appointments to structure<br>• Adopt educational policies in line with the Foundations of Excellence, e.g. behaviour, uniform, teaching and learning, assessment and curriculum<br>• Academy open or converts to schedule | | Board Mtgs<br>Proj Mtgs<br>LGB Mtgs |

| Committee: | Date: |
|---|---|
| City of London Academies Trust<br>Finance, Audit and Risk Committee | 27 February 2020 |
| **Subject:**<br>CoLAT 2019-20 School Condition Allocation | **Public** |
| **Report of:**<br>Chief Financial Officer | **For Decision** |
| **Report Author:**<br>Claire Hersey, Chief Financial Officer | |

### Summary

The total 2019-20 School Condition Allocation for COLAT is £573,886.  Each COLAT academy has been given the opportunity to bid for a share of the 2019-2020 allocation which must be spent in full by the end of March 2021.

The bids received have been reviewed by the central MAT team and the Finance Audit and Risk Committee are now asked to approve the selected projects.

### Recommendations

The Committee members are asked to approve:

- The use of the 2019-20 SCA funding to support the projects listed, totalling £482,500 including a 5% contingency; and,
- Retaining the remaining £91,386 of SCA funding until 31 August 2020 for any emergency works that might occur in one of the Trust schools before then.

### Main Report

**Overview**

Each year MATs with at least five academies and more than 3,000 students/pupils, receive a School Condition Allocation (SCA) from the Education and Skills Funding Agency.

SCA funding is for the purpose of maintaining and improving the estate so that children can learn in a safe environment.  Investment must prioritise keeping academy buildings and grounds safe and in good working order by tackling poor building condition, building compliance, health and safety issues and energy efficiency.  The funding aims to address issues with significant consequences that revenue or DFC funding cannot meet.

MATs must have a sensible basis for using the grant provided, which offers value for money and supports the purposes of the grant.  In accordance with good practice, this must include developing a capital asset management plan.

The COLAT SCA is not intended to fund information and communication technology software, loose furniture and equipment.  ICT hardware and infrastructure (cabling, wireless and switching) will not be eligible unless clearly an integral part of a bigger project.

Each academy has been given the opportunity to bid for a share of the COLAT 2019-20 SCA.  The total 2019-20 allocation for COLAT is £573,886.  The 2019-2020 allocation must be spent in full by the end of March 2021 otherwise the funding may be clawed back by the ESFA.

The assessment panel (comprising the Trust CEO, CFO and Director of Estates & Facilities Management) considered the age, nature, composition and condition of each academy building when comparing the applications.  They also considered the available reserves at each academy and historic patterns of spend on planned and preventative building maintenance to keep the buildings in safe and good working order to date.

Allocations of funding in future years will be informed by the Trust asset management plan.  This is under development and will consolidate the asset management plans for each of the eight academies.

When submitting bids each academy was asked to categorise each project under one of the five following priorities:

|  | Category | Priority Level |
|---|---|---|
| 1 | **Urgent works to address immediate risks of breaching legislation and Health & Safety (and avoid immediate closure of premises)**, including:<br>• emergency and managed asbestos removal to facilitate essential works<br>• gas safety<br>• electrical safety<br>• lift safety<br>• continuous heating<br>• water services - (hot and cold) and drainage,<br>• ventilation/air quality and thermal comfort<br>• fire safety<br>• security and safeguarding of students, staff and/or members of the public | Highest |
| 2 | **Life Expired Condition Replacement – where there is a risk of school closure**, including:<br>• building structure (e.g. not weather-tight)<br>• mechanical systems<br>• electrical systems<br>• utility capacity and connections | High |

| 3 | **Life Expired Condition Replacement**, including:<br>• building fabric – internal or external<br>• building structure<br>• mechanical systems<br>• electrical systems | Medium |
|---|---|---|
| 4 | **Areas below current standards or need works to address overcrowding**, including:<br>• Whole block<br>• Basic Teaching<br>• Large spaces, studios, dining and social<br>• Kitchen<br>• Plant<br>• Learning resources areas<br>• Staff and admin<br>• Storage<br>• Changing<br>• Toilets<br>• Circulation | Low |
| 5 | **Other works: Evidence must provide a clear condition and value for money case.** This might include:<br>• accessibility improvements (teaching and non-teaching)<br>• building fabric (non-teaching, e.g. external sports equipment stores etc.)<br>• mechanical and electrical systems (non-teaching)<br>• insulation/draught proofing (non-teaching)<br>• lighting (non-teaching) | Lowest |

**Appendices**
Appendix 1 (Non-Public) – Bids Received

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