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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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 • CoLAT KPIs and targets agreed annually • Draw up and implement strategic plan • Implement accountability framework • MAT perf management system supporting delivery of KPIs	Y Y Y Y Not consistently	1.1 Embed vision across all academies	• Revisit vision and potential strapline • Monitor and track performance through KPIs • Ensure school leadership adopt CoLAT approach, Foundations of Excellence, redlines, HR, Fin, Estates, Comms, ICT • Develop and implement CoLAT sixth form vision and strategy		Board Mtgs Sept-Oct
1.2 Effective governance arrangements	• Appoint directors + committee • Establish committees and terms of reference • Secure effective clerking	Y Y Y	1.2 Establish and realise the most effective CoLAT size and structure	• Complete growth to 12 schools • Review strategy on preferred CoLAT size • Formulate a sustainable forward growth strategy • 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 • Efficient and robust monitoring of performance and leadership • Establish strong lines of accountability • Review school leadership in the light of outcomes	Y Y Y but developing Y	1.3 Establish a national profile for educational excellence	• Greater engagement with DfE • CoLAT playing a lead role in CST • Establishing all schools as outstanding schools • Supporting other schools and Trusts		Standards + Acct committee
1.4 Establish central functions and policies	• Establish central CoLAT shadow staffing structure • Recruitment of high quality Staff as CoLAT grows • Draw up and ratify key central policies • Develop corporate image and CoLAT website	Y Y Y Y	1.4 Develop excellent Trust and school leadership	• Clearly articulated framework for CoLAT leaders • Development of VPs and Deputies • Extra capacity through 2/3yr executive leadership model • 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 • Establish 5 FoE strand support progs • Schools work collaboratively to improve performance • Resources to support school improvement	Not consistent Y Not consistent Y but limited	2.1 Develop the use of systems to support the FoE	• More effective use of PAM • Behaviour systems to support students at risk of exclusion • Trust schools to work collaboratively • CoLAT sixth form relationship to FoE		Board Standards + Acct committee
2.2 Outstanding School Leadership	• Executive model of Leadership development • Robust Leadership appointments process fit for purpose. • Building leadership capacity strategies in each cluster	Y Y Not embedded	2.2 Outstanding Leadership	• Establish and develop CoLAT senior leadership group • Establish biennial CoLAT Leadership Conference • Review and establish governance model		Board Standards + Acct com
2.3 Outstanding Behaviour	• Strategies developed to promote engagement in learning • Explicit behaviour improvement strategies in all schools • Staff training to support high behavioural standards • Engagement with hard to reach parents	Y Not consistent Not embedded Not consistent	2.3 Outstanding Behaviour	• Establish best practice behaviour strategies • Develop sixth day, managed move/respite approaches • Communicate CoLAT expectations to parents • Dir of Sts to monitor and support improvement strategies		LGB Standards + Acct committee
2.4 Outstanding Curriculum	• Establish/ adopt teaching standards • Robust teaching appointments • 6 month probationary period for all staff • Models & strats promote outstanding teaching for progress • Strategies to ensure engagement & creativity drive learning • Sharing excellent practice across the CoLAT	Not consistent Not always Y Y Y Not yet embedded	2.4 Outstanding Curriculum	• Annual review of curriculum undertaken across CoLAT • Process of QA annually • Model CoLAT maps/schemes to be published • National high performing schools • Models to support national expectations		LGB Standards + Acct committee
2.5 Outstanding Teaching	• Exceptional improvement expectation for all • Develop consistent approach to levels within the MAT • Assessment driven intervention • Outcomes leading to evaluation and review of effectiveness	Not at S or HG Started Y Not consistent in sec	2.5 Outstanding teaching and pedagogy	• Establish CoLAT pedagogical induction/training • Embed adapted six-point plan for teaching in each school • Dir of Sts to monitor and support improvement strategies • Annual conference rotation of CoLAT leaders and staff		LGB Standards + Acct com
2.6 Outstanding Asst, Intervention and outcomes		Y Not consistent in sec Not embedded in sec	2.6 Outstanding Assessment and intervention	• Establish common systems based on PAM • Ensure that data drives pedagogy and interventions • 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 • All schools and academies meeting the requirements of the Academies Financial Handbook and the funding agreements • Notional 2% budget re-charge • Savings from joint procurement redistribution decisions	N- HG, NCS, S Y Y Y – need to go further	3.1 Establish consolidated and sustainable financial Trust model	• All schools running appropriate cumulative budget surpluses • All schools and academies meeting the requirements of the Academies Financial Handbook and the funding agreements • Economies of scale and procurement passported to schools • Any CoLAT growth plan to be costed and financially viable		Board Audit and Resources
3.2 Outstanding HR management	• Rev policy/procedures in line with legn & best practice. • Work in partnership with the unions on policy development. • Create a culture aligned to the vision and the need for change • Ensure induction is comprehensive, relevant & supportive • Ensure a pro-active approach to apprenticeships • Provide training/advice & info on equality/diversity to key staff • Ensure leaders/mgrs use best practice in selection, devt & retn • Set CoLAT Pay Policy, Remuneration & LGB pay com with ToR • Establish clear and transparent pay structures with rationale	Y Y Y Y but not consistent Not really as yet N Y but not embedded Y Y	3.2 Outstanding HR management	• Update and improve policy in line with CoLAT ethos/vision • Ensure all schools operate to policy • Manage relationships with unions in line with ethos • Establish and manage clear systems for joining CoLAT • Establish CoLAT training provision for teachers/support staff • Provide support for school leaders and governors in casework • Provide advice for CEO, governors and Rem Com in leadership pay • Clarity, consistency in adherence to pay policy • Developing CoLAT as an employer of choice		Board Audit and Resources
3.3 Outstanding ICT provision	• Develop a rolling 4 yr CoLAT strategy and action plan • Provide cost effective ICT systems • Establish central guidance, policies and protocols	Y Planned 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 • Provide best value ICT support and systems • Establish central guidance, policies and protocols		Board Audit and Resources
3.4 Outstanding Estates Management	• Development of an Estates Management Plan • Prioritise annual capital improvement programmes • Secure funding from reserves, capital allocation or bidding	In progress Y Y	3.4 Outstanding Estates Management	• Development of an Estates Management Plan • Oversee FM contracts and quality of provision • Prioritise annual capital improvement programmes • Secure funding from reserves, capital allocation or bidding • Establish surplus generating activities across the estate • Establish an environmentally sustainable estate		Board Audit and Resources

3.5 Establishing best value central contracts to reduce schools' unit costs	• Web Presence
	• Facilities Management
	• Human Resource functions
	• Cloud based ICT storage and services
	• Financial management, audit and control methodology
	• Clerking
	• Insurance
	• External accountability, leadership coaching and support
		Y
		Partial
		Y
		Partial
		Y
		Y
		Y
		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
				• Establish cost and efficiency savings in:
				  - Facilities Management
				  - Human Resource contract
				  - ICT procurement and contracts
				  - Financial management, audit and control methodology
				  - Other Trust-wide contracts, e.g. TES, training, etc.
				• Explore and establish traded services, joint procurement, SLAs and relationships/mergers with other schools and MATs
						Board
						
						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 • Establish a clear CoLAT strategy to priorities opportunities • Due diligence – maintaining/promoting excellence • Application process • Interview and approval/rejection	N Y Process Y outcome N Y Y	4.1 Establishing growth strategy through to 2024	• Establish the most effective size of CoLAT in line with aims • Examine all aspects of capacity for expansion are considered: location of schools, governance model, leadership capacity, central team capacity, central team, central team location. • Establish a clear CoLAT strategy to prioritise opportunities • 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 • Project management board leading development • Budgets set within revenue projections • Marketing and admissions processes • Statutory policies in place i.e. Safeguarding/Prevent, Equalities, Health and Safety, recruitment, employment etc. • LGB Established any variations agreed • Principal/ school leader Appointment process • Revise staffing structure and initiate TUPE transfers • Staff appointments made to structure • Key operational policies and systems in place, i.e. Behaviour, uniform, teaching and learning, assessment and curriculum • Academy projects open to schedule	N Y N Y Y Y Y Y Ongoing process Y N	4.2 In line with the agreed expansion plan ensuring milestones to opening are met	• Adapt the academy conversion flowchart to circumstances • Establish project management board leading development • Agree marketing, branding and admissions • Adopt statutory policies in place, i.e. Safeguarding/Prevent, Equalities, Health and Safety, recruitment, employment, etc. • Establish LGB with any variations agreed by CoLAT and EB • Appoint Principal/school leader through agreed process • Establish agreed staffing structure and initiate TUPE transfers • Make other staff appointments to structure • Adopt educational policies in line with the Foundations of Excellence, e.g. behaviour, uniform, teaching and learning, assessment and curriculum • Academy open or converts to schedule		Board Mtgs Proj Mtgs LGB Mtgs