



## **Board of Trustees of the City of London Academies Trust**

**Date:** THURSDAY, 5 SEPTEMBER 2019

**Time:** 9.00 am

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

**Members:** Andrew McMurtrie (Chairman)  
Roy Blackwell (Vice-Chair)  
Peter Bennett  
Tijs Broeke  
Ann Holmes  
Deputy Clare James  
Rehana Ameer (Co-opted Trustee)  
Edward Benzecry (Co-opted Trustee)  
Dawn Elliott (Co-opted Trustee)  
Lucas Green (Co-opted Trustee)

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

### **DIAL-IN DETAILS**

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## **AGENDA**

1. **APOLOGIES**
2. **DECLARATIONS**
3. **ELECTION OF CHAIRMAN**  
To elect a Chairman for 2019/20 in line with Article 82.  
  
**For Decision**
4. **ELECTION OF VICE-CHAIRMAN**  
To elect a Vice-Chairman for 2019/20 in line with Article 82.  
  
**For Decision**
5. **MINUTES**  
To agree the public minutes of the meeting held on 11 July 2019.  
  
**For Decision**  
(Pages 1 - 4)
6. **APPOINTMENT OF COMMITTEES 2019-20**  
Report of the Clerk.  
  
**For Decision**  
(Pages 5 - 16)
7. **COLAT SCHEME OF DELEGATION AND LGBS TERMS OF REFERENCE REVIEW**  
Report of the Chief Executive Officer.  
  
**For Decision**  
(Pages 17 - 22)
8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
9. **ANY OTHER BUSINESS**
10. **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**
11. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 11 July 2019.  
  
**For Decision**  
(Pages 23 - 32)

12. **OUTSTANDING ITEMS**

**For Information**  
(Pages 33 - 34)

- a) Delegated Actions Digest (Pages 35 - 36)

13. **FINANCE, AUDIT AND RISK COMMITTEE: REVIEW OF EFFECTIVENESS**  
The Chairman to be heard.

**For Discussion**

14. **CEO EXECUTIVE SUMMARY**  
Report of the Chief Executive Officer.

**For Information**  
(Pages 37 - 42)

15. **UNVALIDATED EXAMINATION AND TEST RESULTS 2018/19**  
Report of the Chief Executive Officer.

**For Information**  
(Pages 43 - 52)

16. **CFO UPDATE**  
Report of the Chief Financial Officer.

**For Decision**  
(Pages 53 - 58)

- a) Appendix 1 - MAT June 2019 Management Accounts (Pages 59 - 64)
- b) Appendix 2 - Summary of Latest 2018-19 Academy Forecasts (Pages 65 - 68)
- c) Appendix 3 - Proposed Accounting Policies (Pages 69 - 74)
- d) Appendix 4 - Extracts from the Academies Accounts Direction (Pages 75 - 82)
- e) Appendix 5 - Strategic Risk Register (Pages 83 - 86)
- f) Appendix 6 - Summary of Changes to Academies Financial Handbook (Pages 87 - 94)
- g) Appendix 7- Draft Trustees' Report (To Follow)
- h) Appendix 8 - Draft Governance Statement (Pages 95 - 100)
- i) Appendix 9 - Letter from ESFA regarding Executive Pay (Pages 101 - 102)
- j) Appendix 10 - COLAT response to ESFA letter (Pages 103 - 106)

17. **HR DIRECTOR UPDATE AND APPROVALS**

Report of the Human Resources Director.

**For Decision**  
(Pages 107 - 108)

- a) Appendix A - Trade Union Facilities Time Reporting (Pages 109 - 110)
- b) Appendix B - Keeping Children Safe in Education (Pages 111 - 142)
- c) Appendix C - Sabbatical Leave Policy (Pages 143 - 150)
- d) Appendix D - Secondment Policy (Pages 151 - 162)
- e) Appendix E - Maternity, Adoption & Paternity Leave Policy (To Follow)

18. **COLAT SCHOOLS ICT UPDATE**

Report of the Director of Information and Communication Technology.

**For Information**  
(Pages 163 - 166)

19. **TRUST ANNUAL GENERAL MEETING**

The Chief Executive Officer to be heard.

**For Information**

20. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND TRUSTEES AGREE SHOULD BE CONSIDERED WHEN THE PUBLIC ARE EXCLUDED**

## BOARD OF TRUSTEES OF THE CITY OF LONDON ACADEMIES TRUST

Thursday, 11 July 2019

### Minutes of the meeting of the Board of Trustees of the City of London Academies Trust held at the Guildhall EC2 at 9.00 am

#### Present

##### Members:

Andrew McMurtrie (Chairman)	Deputy Clare James
Roy Blackwell (Vice-Chair)	Rehana Ameer
Peter Bennett	Edward Benzecry
Tijs Broeke	Dawn Elliott (via conference call)
Ann Holmes	Lucas Green

##### Officers:

Kerry Nicholls	- Clerk
Mark Emmerson	- Chief Executive Officer
Claire Hersey	- Chief Financial Officer
Martin Simpson	- Director of Information Communication Technology
Smith Umoren	- Director of Estates and Facilities Management
Katyryna Zamulinskyj	- Human Resources Director

#### 1. **APOLOGIES**

There were no apologies.

The Chairman led the Board in welcoming Edward Benzecry and Tijs Broeke who had recently been appointed Trustees of the City of London Academies Trust to the meeting.

#### 2. **DECLARATIONS**

Ann Holmes declared that she was the Chair of the Board of Governors of the City of London Primary Academy Islington.

Tijs Broeke declared that he was a member of the Education Board and a Governor of the City Academy Hackney, which was sponsored by the City of London Corporation.

Deputy Clare James declared that she was the Deputy Chairman of the Board of Governors of the City of London School for Girls.

#### 3. **MINUTES**

**RESOLVED**, that the minutes of the meeting held on 21 March 2019 be approved as a correct record.

#### 4. **COMMITTEE MINUTES**

##### A. **Minutes of the Finance, Audit and Risk Committee**

**RESOLVED**, that the public minutes and non-public summary of the Finance, Audit and Risk Committee meeting held on 4 July 2019 be received.

## **B. Minutes of the Standards and Accountability Committee**

**RESOLVED**, that the public minutes and non-public summary of the Standards and Accountability Committee meeting held on 2 May 2019 be received.

### **5. POLICIES FOR THE TRUST**

Trustees considered a report of the Chief Financial Officer presenting updated City of London Academies Trust (CoLAT) finance policies and the following points were made:

- A number of minor changes had been made to the CoLAT finance policies which were reviewed in detail at the meeting of the Finance, Audit and Risk Committee on 4 July 2019, where the Committee resolved to recommend the updated policies to the Board for formal approval.
- The Finance, Audit and Risk Committee had requested that further amendments be made to the Procurement and Tendering Policy to outline opening procedures for electronic tenders, and this was agreed by the Board.
- The proposed updated finance policies incorporated all new requirements outlined within the Academies Financial Handbook 2019, including increased instruction on internal scrutiny/internal audit which was in line with the Trust's existing approach.

**RESOLVED**, that Trustees:

- Approve the following updated policies:
  - Finance Policy;
  - Gifts and Hospitality Policy;
  - Charging and Remissions Policy;
  - Reserves Policy; and,
  - Investment Policy.
- Approve the Procurement and Tendering Policy. subject to further amendments being made to outline Tender Opening Procedures for electronic tenders.

### **6. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no questions.

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

There was no other business.

## **A. CoLAT Academies Development Programme - Update**

Trustees considered an update of the Director of Academy Development on the Academies Development Programme.

**RESOLVED**, that the update be noted.

8. **EXCLUSION OF THE PUBLIC**

**RESOLVED**, that the public be excluded from the following items of business.

9. **NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 21 March 2019 be approved as a correct record.

10. **NON-PUBLIC COMMITTEE MINUTES**

A. **Non-Public Minutes of the Finance, Audit and Risk Committee**

**RESOLVED**, that the non-public minutes of the Finance, Audit and Risk Committee meeting held on 4 July 2019 be received.

B. **Non-Public Minutes of the Standards and Accountability Committee**

**RESOLVED**, that the non-public minutes of the Standards and Accountability Committee meeting held on 2 May 2019 be received.

11. **OUTSTANDING ACTIONS**

Trustees considered a report of the Clerk setting out outstanding actions from previous meetings.

12. **APPOINTMENTS TO LOCAL GOVERNING BODIES**

Trustees considered a report of the Town Clerk requesting approval for appointments to the Local Governing Bodies of the City of London Primary Academy Islington and City of London Academy Southwark.

13. **CEO EXECUTIVE SUMMARY**

Trustees considered an Executive Summary of the Chief Executive Officer.

14. **CFO UPDATE**

Trustees considered an update report of the Chief Financial Officer.

15. **HUMAN RESOURCES UPDATE**

Trustees considered an update report of the Human Resources Director.

16. **SCHEME OF DELEGATION**

Trustees considered a report of the Chief Executive Officer presenting the Trust Scheme of Delegation 2019-20.

17. **COLAT SCHOOLS SAFEGUARDING MONITORING UPDATE**

Trustees considered a report of the Chief Executive Officer presenting the CoLAT Schools Safeguarding Monitoring Update.

18. **IMPACT VISITS - SUMMER TERM SUMMARIES**

Trustees considered a report of the Chief Executive Officer presenting the IMPACT Visits – Summer Term Summaries.

19. **TRUST SCHOOLS' PREDICTED GRADES**

Trustees considered a report of the Chief Executive Officer presenting Trust School's predicted grades for GCSE and A Level for the 2018-19 academic year.

20. **COLAT SCHOOLS ICT**

Trustees considered an update report of the Director of Information Communication Technology which included the ICT Acceptable Use Policy for Staff, Governors and Volunteers.

21. **LOCAL GOVERNING BODY AUDIT TOOL**

Trustees considered a report of the Chief Executive Officer presenting the Local Governing Body Audit Tool.

22. **SOUTHWARK LGB - REVIEW AND RECOMMENDATIONS**

Trustees considered a report of the Chief Executive Officer outlining the findings of a review of the effectiveness of the executive governance arrangements across the Southwark schools.

23. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no non-public questions.

24. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND TRUSTEES AGREE SHOULD BE CONSIDERED WHEN THE PUBLIC ARE EXCLUDED**

There was one item of other business.

A. **COLPAI Build Progress Report**

Trustees considered a report of the Director of Academy Development presenting the City of London Primary Academy Islington Build progress.

**The meeting closed at 11.00 am**

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Chairman

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



<b>Committee:</b> Board of Trustees of the City of London Academies Trust	<b>Date:</b> 5 September 2019
<b>Subject:</b> Appointment of Committees 2019-20	<b>Public</b>
<b>Report of:</b> Clerk	<b>For Decision</b>

### Summary

Under the City of London Academy Trust's Articles of Association, the Trustees have the power to establish committees (Article 100) and subject to the wider Articles, determine the constitution, membership and terms of reference of any such committee. The membership of any committee of Trustees may include persons who are not Trustees, provided that with the exception of Local Governing Bodies, a majority of members of such committee shall be Trustees. The establishment, terms of reference and membership of any committee must be reviewed at least once every twelve months (Article 101).

The Board of Trustees of the City of London Academies Trust currently appoints to three committees, the Finance, Audit and Risk Committee, the Standards and Accountability Committee and the Remuneration Committee. Trustees are invited to review the membership and terms of reference of those three committees ahead of appointing those committees for the 2019-20 academic year and to review the terms of reference of the Academy LGB Pay Committees and City of London Academies Trust Executive Team Pay Committees for the 2019-20 academic year.

### Recommendations

Trustees are asked to:

1. Appoint the membership of the Finance, Audit and Risk Committee;
2. Appoint the membership of the Standards and Accountability Committee;
3. Appoint the membership of the Remuneration Committee;
4. Review and approve the terms of reference of the Finance, Audit and Risk Committee;
5. Review and approve the terms of reference of the Standards and Accountability Committee; and,
6. Review and approve the terms of reference of the Remuneration Committee, Academy LGB Pay Committees and City of London Academies Trust Executive Team Pay Committees.

### Main Report

#### Background

1. This report sets out the 2018-19 membership and terms of reference of the Board's committees which comprise the Finance, Audit and Risk Committee, the Standards

and Accountability Committee and the Remuneration Committee, as well as the terms of reference of the Academy LGB Pay Committees and City of London Academies Trust Executive Team Pay Committees. Under the Trust's Articles of Association, Trustees are obliged to review the appointment, membership and terms of reference of these committees at least once every 12 months. The committees' terms of reference are attached as Appendices 1-3 to this report.

### **Finance, Audit and Risk Committee**

2. Trustees are invited to appoint committee members for the 2019-20 academic year. Trustees should appoint sufficient membership of the Committee that they are confident a quorum of three committee members can be achieved at each meeting. Trustees should also be confident that a majority of committee members at each meeting will be Trustees (rather than non-Trustee committee members such as Trust staff).
3. In line with the Academies Financial Handbook (effective from 1 September 2019) Trusts must establish an audit committee appointed by the Board, either a dedicated committee or combined with another committee, to advise on the adequacy of financial and other controls and risk management arrangements, to direct a programme of internal scrutiny and to consider the results and quality of external audit.
4. In Trusts with an annual income of over £50m, a dedicated Audit Committee must be appointed. For Trusts such as the City of London Academies Trust where the annual income is below this figure, the audit function can be included within another committee. During 2018-19 the audit function was assigned to the Finance, Audit and Risk Committee.
5. In the case of the City of London Academies Trust where a combined Finance and Audit Committee is established, staff of the Trust may be members but must not participate as committee members when audit matters are discussed.
6. The Chair of Trustees should not be the Chair of the Audit Committee.
7. With this in mind, Trustees are invited to review the Committee's terms of reference in Appendix 1, and particularly to consider whether to continue with the existing arrangement which specifies that the chairmanship of the Finance, Audit and Risk Committee is taken by the Vice Chairman of the Board of Trustees
8. In 2018-19 the membership of the Finance, Audit and Risk Committee comprised:
  - Andrew McMurtrie (Chairman to June 2019)
  - Peter Bennett (Chairman for remainder of year)
  - Dawn Elliott
  - Lucas Green
  - Deputy Clare James
  - Mark Emmerson (for Finance matters only)

### **Standards and Accountability Committee**

9. Trustees are invited to review and approve the Committee's terms of reference in Appendix 2.

10. In 2018-19 the membership of the Standards and Accountability Committee comprised:

- Eamon Martin (Chairman to December 2018)
- Roy Blackwell (Chairman for remainder of year)
- Ann Holmes
- Andrew McMurtrie
- Dhruv Patel

11. In appointing to the Committee, Trustees should appoint sufficient membership of the Committee that they are confident a quorum of three committee members can be achieved at each meeting. Trustees should also be confident that a majority of committee members at each meeting will be Trustees (rather than non-Trustee committee members such as Trust staff).

### **Remuneration Committee**

12. Trustees are invited to review and approve the Committee's terms of reference in Appendix 3.

13. In 2018-19 the membership of the Remuneration Committee was as follows.

- Roy Blackwell
- Eamon Martin
- Andrew McMurtrie

14. In appointing to the Committee, Trustees should appoint sufficient membership of the Committee that they are confident a quorum of two committee members can be achieved at each meeting.

### **Academy LGB Pay Committees and City of London Academies Trust Executive Team Pay Committees**

15. Trustees are invited to review and approve the Committees' terms of reference in Appendix 3.

16. The Board does not appoint to the membership of these committees.

### **Appendices**

- Appendix 1 – Finance, Audit and Risk Committee Terms of Reference
- Appendix 2 – Standards and Accountability Committee Terms of Reference
- Appendix 3 – Remuneration Committee, Academy LGB Pay Committees and City of London Academies Trust Executive Team Pay Committees Terms of Reference

### **Kerry Nicholls**

Committee and Member Services Officer

City of London Academies Trust

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## FINANCE, AUDIT AND RISK COMMITTEE TERMS OF REFERENCE

### Composition

The Finance, Audit and Risk Committee will consist of the following members:

- MAT Director Deputy Chairman as Chairman
- MAT Director
- MAT Director
- MAT Director
- Accounting Officer

### Frequency of Meetings and Proceedings

The Committee will meet three times each year

- November – post audit report and Financial Statements;
- Spring – risk management and business continuity;
- Summer – audit planning.

...and at such other times as the Chair of the Committee shall deem to be appropriate.

Unless otherwise agreed by all members of the Committee, notice of meetings and confirmation of the venue, time and date together with an agenda and all relevant papers, should normally be circulated to each member at least five working days prior to the date of the meeting.

The quorum for meetings of the Committee shall be 3 committee members.

### Reporting

The Clerk shall minute the proceedings and resolutions of the Committee. Minutes of Committee meetings shall be circulated promptly to all members of the Committee for approval.

### Purpose

The Committee's role is one of oversight. It is tasked with reviewing the overall Financial position and risk profile of the Trust for appropriateness, monitoring the risk management techniques employed at all levels within the Trust and receiving the Auditor's report before Board Approval.

The Committee shall make whatever recommendations to the Board that it deems appropriate within the context of its terms of reference.

### Objectives

The Committee has the following objectives:

#### 1. External Auditor's Report

The Committee will receive and review the annual post audit report from the External Auditors, Buzzacott LLP on any weakness/errors found during the course of the annual audit.

#### 2. Internal Assurance Audit

The Committee will review the reports in order to discuss potential control and risk issues which could represent a significant weakness in the Trust's internal control framework.

Internal Assurance Reports are provided by way of a contract with TIAA, the Trust's Auditors. The Internal Assurance audit and report is completed and prepared by a suitably qualified individual. The findings of the audit are then reported to the Chair of the Finance, Audit and Risk Committee.

Additional responsibilities include:

- a) Consideration of management's response and action taken in respect of external or Internal Assurance audit recommendations;
- b) Monitoring to ensure that there are no unjustified restrictions or limitations on the work performed by Auditor or the Internal Assurance;
- c) Review of examinations conducted by external agencies and any corrective action taken.

### **3. Risk Management**

To review the effectiveness of risk management systems within key areas of Trust operations:

- a) Monitoring the risk profile of the business against the Board's desired risk appetite;
- b) Monitoring the effectiveness and output of the annual risk management process;
- c) Assessment of the overall population of risk within the risk registers, including any changes during the period;
- d) Consideration and challenge of risk prioritisation as provided by the risk owners, including discussion of any discrepancies;
- e) Ensuring that risk management is appropriately embedded within line management and that this process is monitored;
- f) Monitoring the effectiveness of Trust-wide policies;
- g) Receive reports from internal H&S Committees.

### **4. Business Continuity**

To develop and continually monitor the effectiveness of a business continuity plan and to periodically test the underlying assumptions of the plan.

### **5. Finance**

- a) To receive regular financial reports from the Academies within the MAT and report on its Financial viability to the Board;
- b) To receive and recommend the annual budget to the Board;
- c) To receive and recommend the Annual Financial Statements

### **Authority**

The Committee has the authority to conduct or authorise investigations into any matters within its scope of responsibility. It is empowered to:

- a) Investigate any activity within its terms of reference;
- b) Seek any information that it requires from any employee and all employees are directed to cooperate with any requests made by the Committee;
- c) Obtain outside legal or independent professional advice and such advisors may attend meetings as necessary.

## STANDARDS AND ACCOUNTABILITY COMMITTEE TERMS OF REFERENCE

### Composition

The Standards and Accountability Committee will consist of the following members;

MAT Chairman  
Chief Executive Officer  
MAT Director  
MAT Director  
MAT Director  
Chief Operations Officer

### Frequency of Meetings and Outline Proceedings

The Committee will meet at least three times each year;

- November – Outcomes, targets and action planning scrutiny meetings + Safeguarding;
- Spring – Leadership Performance Review + Self Evaluation Reports (Secondary) + Safeguarding;
- Summer – Predicted Outcomes - Self Evaluation Reports (Primary).

...and at such other time as the Chair of the Committee shall deem to be appropriate.

Unless otherwise agreed by all members of the Committee, notice of meetings and confirmation of the venue, time and date together with an agenda and all relevant papers, should normally be circulated to each member at least five working days prior to the date of the meeting.

The quorum for meetings of the Committee shall be 3 committee members.

### Reporting

The Clerk shall minute the proceedings and resolutions of the Committee. Minutes of Committee meetings shall be circulated promptly to all members of the Committee for approval.

### Purpose

The Committee's role is one of oversight. It is tasked with reviewing the provision, standards, governance and leadership performance of all CoLAT academies. It will provide a performance profile to the Trust Board and agree/monitor the effectiveness of interventions to support relative under-performance.

The Committee shall make whatever recommendations to the Board that it deems appropriate within the context of its terms of reference to assist the decision making of the Governing Body/Board of Directors by enabling more detailed consideration to be given to the best means of fulfilling the Governing Body's responsibility to ensure a strategic and systematic approach to promoting high standards of educational achievement.

Major issues will be referred to the full governing body for ratification.

## **Objectives**

Subject to the requirements of current legislation and the policies adopted under the Funding Agreement, the Committee is authorised:

1. To hold individual academies to account for their academic outcomes;  
This will be achieved by:
  - a) Scrutiny of academy examination/test results, progress and other key performance indicators using international, national, local and Trust benchmarks for achievement;
  - b) Periodic reviews of the performance of academy leadership including governance;
  - c) Review of Academy Self Evaluation reports;
  - d) Reports from the CEO and COO on school monitoring visits;
  - e) Receiving regular updates on predicted grades versus targets.
2. To identify and manage risk associated with the under-performance of an Academy;  
This will be achieved by:
  - a) Identifying Academy deficits against Outstanding OFSTED Criteria and Trust benchmarks;
  - b) Challenging, reviewing and monitoring LGB/Academy improvement to Outstanding plans;
  - c) Where necessary recommending direct leadership intervention direction and/or support.
3. Monitoring the adherence to/compliance with statutory requirements;
4. Monitoring the adherence to/compliance with agreed Trust policies;
5. To contribute to the formulation of the Trust Development Plan, through the consideration of curricular priorities and proposals, in consultation with the CEO, within the stated and agreed vision, aims and objectives of the Trust;
6. To monitor and review the implementation of the Trust Development Plan including any associated strategic staff and governor training programmes;
7. To monitor and keep under review the Trust policy on health and safety particularly in relation to educational visits and other out-of-school trips;
8. To consider and recommend strategies for the development and maintenance of strong Academy parent, community and commercial links and monitor and review progress;

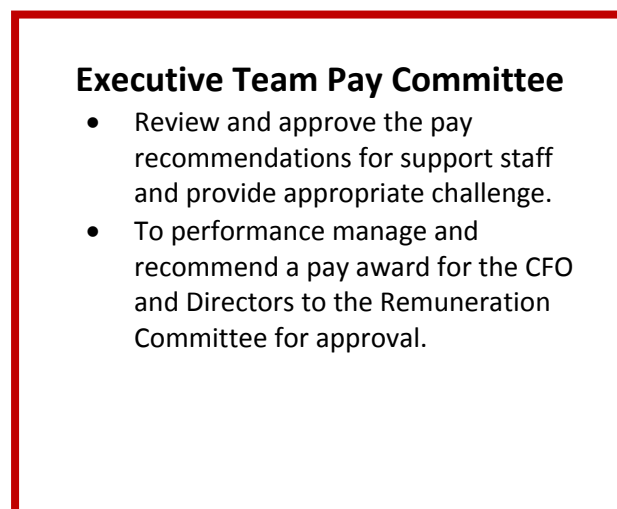
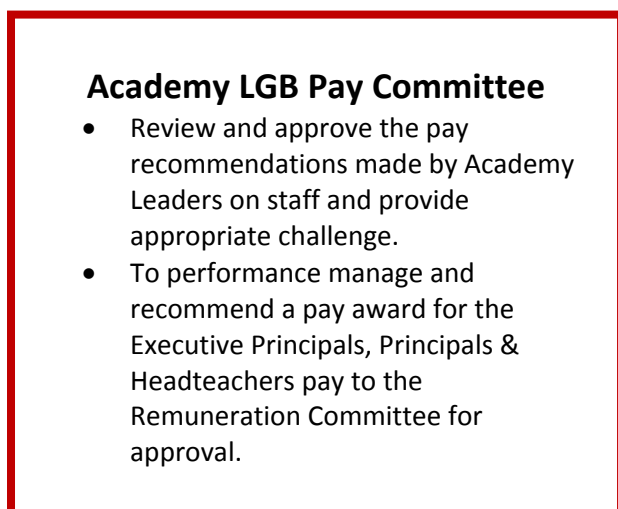
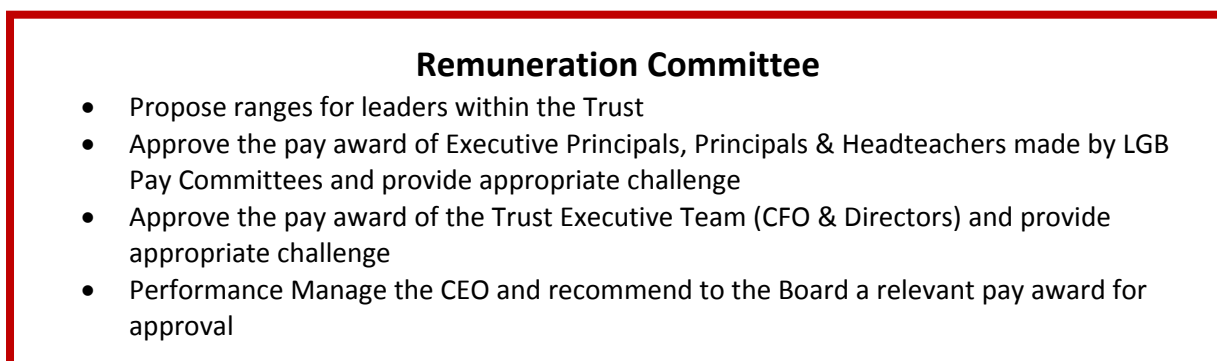
## **Authority**

The Committee has the authority to conduct or authorise investigations into any matters within its scope of responsibility. It is empowered to:

- a) Investigate any activity within its terms of reference;
- b) Seek any information that it requires from any employee and all employees are directed to cooperate with any requests made by the Committee;
- c) Obtain outside legal or independent professional advice and such advisors may attend meetings as necessary.

**CITY OF LONDON ACADEMIES TRUST  
TERMS OF REFERENCE FOR DECISIONS ON REMUNERATION, POLICY AND PRACTICE**

**FLOWCHART**





## **City of London Academies Trust Board**

### **Trust Board Remit**

The purpose of the Trust Board is to establish a formal and transparent procedure for agreeing policy on pay determination and progression. In doing so the Board has established a Trust Performance Management Policy and Pay Policy.

These policies clarify the level of delegated powers from the Board to Trust leaders which ensures staff are performance managed and rewarded fairly and equitably.

To ensure pay awards receive approval, the Board has established a Remuneration Committee and Pay Committees. In establishing relevant committees, terms of reference are required, and these are clarified below:

## **City of London Academies Trust Remuneration Committee**

Approved by the City of London Academies Trust Board on 13 December 2018.

### **Purpose**

The purpose of the Remuneration Committee is to:

- Propose ranges for leaders within the Trust
- Approve the pay award of Executive Principals, Principals & Headteachers made by LGB Pay Committees and provide appropriate challenge
- Approve the pay award of the Trust Executive Team (CFO & Directors) and provide appropriate challenge
- Performance Manage the CEO and recommend to the Board a relevant pay award for approval, this includes:
  - The setting of agreed performance objectives/targets must reflect any priorities identified in the Trust's development plan.
  - The method of appraising the performance of the CEO is with the assistance of an independent external adviser.
  - The observance of all statutory and contractual regulations.

All decisions agreed by the Remuneration Committee will be reported annually to the Board.

### **Membership**

The Committee shall consist of at least two Trust Board members and when required the Chief Executive Officer.

If required, the Trust HR Director and/or an independent external adviser may attend to provide guidance on process.

Only members of the Committee shall have the right to attend Remuneration Committee meetings.

### **Quorum**

The quorum necessary for the transaction of business by the Remuneration Committee will be two members.

### **Frequency of Meetings**

Meetings shall be held at least once per year or at such other times as the Remuneration Committee shall require to discharge its responsibilities.

Members do not have to physically meet to hold a meeting. Members may participate in a meeting by means of telephone, or any other suitable communication means.

### **Minutes of the Meetings**

The HR Director shall service and minute the proceedings and decisions of all meetings of the Remuneration Committee, including recording the names of those present and in attendance.

The Remuneration Committee shall make whatever decisions it deems appropriate within its Terms of Reference and report to the Board accordingly. It will recommend to the Trust Board a pay award for the CEO for approval.

## **City of London Academies Trust Academy LGB Pay Committees**

Approved by the City of London Academies Trust Board on 13 December 2018.

### **Purpose**

The purpose of the Academy LGB Pay Committee is to:

- Review and approve the pay recommendations made by Academy Leaders on staff and provide appropriate challenge.
- To performance manage and recommend a pay award for the Executive Principals, Principals & Headteachers pay to the Remuneration Committee for approval, this includes:
  - The setting of agreed performance objectives/targets must reflect any priorities identified in the Academy's development plan.
  - The method of appraising the performance of the Executive Principals, Principals & Headteachers is with the assistance of the Trust's CEO or an independent external adviser, if required.
  - The observance of all statutory and contractual regulations.

### **Membership**

For each Academy the committee shall consist of at least two Local Governing Body Members including the Chair and for performance pay review the Chief Executive Officer of the Trust.

If required, the Trust HR Director may attend/be contacted to provide guidance on process.

Only members of the Committee shall have the right to attend Pay Committee meetings.

### **Quorum**

The quorum necessary for the transaction of business by the Pay Committee will be two members.

### **Frequency of Meetings**

Meetings shall be held at least once per year or at such other times as the Pay Committee shall require to discharge its responsibilities.

Members do not have to physically meet to hold a meeting. Members may participate in a meeting by means of telephone, or any other suitable communication means.

### **Minutes of the Meetings**

A clerk shall service and minute the proceedings and recommendations made of all meetings of the Pay Committee, including recording the names of those present and in attendance.

The Academy Pay Committee shall make approval whatever recommendations that it deems appropriate within its Terms of Reference. It will recommend to the Remuneration Committee a pay award for the Executive Principals, Principals & Headteachers pay for approval.

## **City of London Academies Trust Executive Team Pay Committees**

Approved by the City of London Academies Trust Board on 13 December 2018.

### **Purpose**

The purpose of the Executive Team Pay Committee is to:

- Review and approve the pay recommendations for support staff and provide appropriate challenge.
- To performance manage and recommend a pay award of the Trust Executive Team to the Remuneration Committee for approval, this includes:
  - The setting of agreed performance objectives/targets must reflect any priorities identified in the Trust's development plan.
  - The observance of all statutory and contractual regulations.

### **Membership**

The Chief Executive Officer (Chair) and Chief Financial Officer.

If required, the Trust HR Director may attend/be contacted to provide guidance on process.

Only members of the Committee shall have the right to attend Pay Committee meetings.

### **Quorum**

The quorum necessary for the transaction of business by the Pay Committee will be two members.

### **Frequency of Meetings**

Meetings shall be held at least once per year or at such other times as the Pay Committee shall require to discharge its responsibilities.

Members do not have to physically meet to hold a meeting. Members may participate in a meeting by means of telephone, or any other suitable communication means.

### **Minutes of the Meetings**

A clerk shall service and minute the proceedings and recommendations made of all meetings of the Pay Committee, including recording the names of those present and in attendance.

The Executive Team Pay Committee shall make approval whatever recommendations that it deems appropriate within its Terms of Reference. It will recommend to the Remuneration Committee a pay award for the Trust Executive Team for approval.

<b>Committee:</b> Board of Trustees of the City of London Academies Trust	<b>Date:</b> 5 September 2019
<b>Subject:</b> COLAT Scheme of Delegation and LGBs Terms of Reference Review	<b>Public</b>
<b>Report of:</b> Mark Emmerson, CEO	<b>For Decision</b>
<b>Summary</b>	
<p>The Trust's Scheme of Delegation and Terms of Reference template for local governing bodies are due for review by Trustees. Both documents are provided as appendices.</p>	
<b>Recommendations</b>	
<p>Trustees are asked to:</p> <ol style="list-style-type: none"><li>1. Consider both documents.</li><li>2. Propose any amendments to be made to both documents.</li></ol>	

## Main Report

### **Current Position**

1. The Trust's Scheme of Delegation and Terms of Reference template for local governing bodies are due for review by Trustees.
2. The CEO suggests that both documents are reviewed in line with Trust policies to ensure consistency at all levels.
3. In considering Item 5: Governor Appointments at the meeting of the Education Board on 8 November 2018, Members suggested that for reasons of clarity, the Board of Trustees consider replacing the word 'nature' with 'composition' within the Terms of Reference template for local governing bodies where the wording referred to a CoLAT Local Governing Body being varied in exceptional circumstances to allow for addition of missing skill sets. Trustees are requested to consider this recommendation in reviewing the Terms of Reference template for local governing bodies.

### **Recommendations**

4. Trustees are asked to:
  - a) Review the Scheme of Delegation and Terms of Reference template.
  - b) Agree any changes to be made to both documents.

## **Appendices**

- Appendix 1 – COLAT Scheme of Delegation.
- Appendix 2 – Terms of Reference template for Local Governing Bodies.

**Mark Emmerson**

Chief Executive Officer

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## The City of London Academies Trust

## Scheme of Delegation 2019/20

## Key

- 1 **Members** - Oversight meeting about once a year unless there is a crisis
- 2 **The Board of Trustees** - Meeting four times a year, really the Directors of the Trust receiving reports from the CEO and looking at strategic MAT issues
- 3 **Chief Executive Officer/Senior Executive Team** - Operating on behalf of the Trustees. Responsible for MAT strategy, operations and delivery. Including the accountability framework, support, challenge as well as wider educational development of the family of schools
- 4 **Local Governing Body** - (Recommended delegation although agreed local delegation may vary between LGBs and Headteachers)
- 5 **Headteacher/Principal or Executive Principal** - (Recommended delegation although agreed local delegation may vary between LGBs and Headteachers)

Function	Task	1	2	3	4	5	Notes
Trust Governance	1 Approve changes to the Company's constitution i.e. the Articles of Association	✓					
	2 Recommend to the Members any changes to Company's Articles of Association		✓				
	3 Approve and/or remove Board Trustees if required	✓					
	4 Establish and approve changes to the Scheme of Delegated Authority		✓				
	5 Appoint the Chair and Vice Chair of the Company Board		✓				
	6 Appoint the Chairs of Committees of the Company Board		✓				
	7 Appoint Company Secretary and Clerk to the Board of Trustees		✓				
	8 Set up Register of Directors' and Governors' Business Interests		✓				
	9 Approve Director's and Governors Expenses scheme		✓				
	10 Appoint a Chief Executive Officer		✓				
	11 Appoint Accounting Officer		✓				
	12 Appoint Chairs of MAT sub-committees		✓				
	13 Approve Company Budget plans for the coming year		✓				
	14 Recommend Company Budget plan for financial year		✓				
	15 Propose MAT expansion opportunities	✓	✓	✓	✓	✓	
	16 Consider/Agree MAT expansion in under due diligence + Sponsorship Agreement		✓				
	17 Approve company development plan		✓				
	18 Review progress against company development plan		✓				
Oversight of Local Governance	19 Approve changes to the Scheme of Delegated Authority	✓					Also to be approved by the Education Board
	20 Appoint the Chairs of sub committees				✓		
	21 Appoint Clerk to LGBs				✓		
	22 Appoint appropriate governors for LGBs and LABs (excluding staff/parent govs)				✓		After notifying vacancies to the Education Board to allow nominations
	23 Appoint staff and parent governors to LGBs				✓		
	24 Approve Review governor appointments to LGB and LABs		✓				Inform Education Policy Adviser to communicate to the CoL Education Board
	25 Review performance of LGB		✓				Annually using the CoLAT LGB audit tool
	26 Suspend and/or dismiss LGB governors		✓				
	27 Approve changes to the Scheme of Delegated Authority		✓				All stakeholder able to propose changes. Approval lies with Trust (4) with notification to EB
Finance	28 Recommend LGB Budget Plan for financial Year				✓		
	29 Approve LGB Forecast for Current Year & Budget Plan for following year		✓				
	30 Monitor Company Budget and forecast for remaining year at least monthly		✓				To meet requirements of 2018 Academies Financial Handbook and latest Finance Policy
	31 Monitor LGB Budget and forecast for remaining year at least monthly				✓		
	32 Monitor academy monthly expenditure				✓		
	33 Agree budget adjustments up to £100,000 within the annual approved budget				✓		Agreed to extend the limit to £100K to allow more flexibility for LGBs
	34 Agree LGB budget adjustments over £100,000		✓				
	35 Approve financial, accounting and procurement policies		✓				
	36 Enter into contracts (up to £100,000) except salaries				✓		
	37 Enter into contracts (above £100,000) except salaries		✓				So MAT can examine potential economies of scale
	38 Tender and Approve the appointment of auditors subject to relevant member approval		✓				
	39 Approve MAT banking arrangements		✓				
	40 Produce and review year end accounts		✓				
Appointments	41 Approve Trust senior staff appointments		✓	✓			- For Principal/Headteacher appointments the CEO and Chair of the LGB must be part of the selection panel. The CEO may nominate an alternative representative if they are unavailable to be part of the panel.
	42 Approve other central staff appointments		✓	✓			
	43 Recommend Academy Principal/Headteacher appointments		✓	✓			- For academy Senior Leadership appointments one member of the selection panel should be an LGB member.
	44 Approve Academy Principal/Headteacher appointments		✓	✓			- All academy appointments should be on relevant headed paper and signed by the Principal/Headteacher.
	45 Approve Academy Senior Leadership Team appointments			✓	✓		- All Trust appointments should be on Trust Headed paper and signed by the CEO.
	46 Approve Academy TLR appointments			✓	✓		- NB: Appointments that will push staffing costs over agreed budgets require consultation and approval from the Trust Chief Financial Officer.
	47 Approve Teacher appointments			✓	✓		
	48 Approve all other academy appointments			✓	✓		
Pay Determination, Performance & Pay Progression	49 Pay Determination, Performance Review & Pay Progression of CEO		✓	✓			Trust Board approves pay determination and progression on recommendation from Remuneration
	50 Pay Determination, Performance Review & Pay Progression of Central Trust Staff		✓	✓			Remuneration Committee approves pay determination and progression on recommendation from
	51 Pay Determination, Performance Review & Pay Progression of Principal/Headteacher		✓	✓			Salary range recommended to remuneration committee by CEO and approved by Trust Board.
	52 Approve Per Mgt targets and objectives set for Academy Principal/Headteacher		✓	✓			Performance targets and objectives to be reported to Trust standards committee.
	53 Pay Determination, Performance Review & Pay Progression Academy Senior Leadership			✓	✓		Salary range and performance pay progression recommended by Principal/Headteacher and
	54 Pay Determination, Performance Review & Pay Progression Academy Teachers			✓	✓		Trust Pay Policy determines a Teachers salary. Progression recommendation made by line manager.
	55 Pay Determination, Performance Review & Pay Progression Academy Support Staff			✓	✓		Salary range as determined by job evaluation. Pay progression within range and recommendation
Suspension	56 Suspend/end the suspension of the Chief Executive Officer		✓				In the first instance and in all cases, HR advice must be sought from the Trust HR Director as well as the support of the LGB. In cases involving the CEO/Principal/ Headteacher Trust Board support will need to be sought. Before suspension is decided, all other alternatives must be considered including suspension from certain duties. Any outcomes must be placed in writing, with follow up review letters
	57 Suspend/end of suspension of a Principal/Headteacher		✓				
	58 Suspend/end the suspension of Academy Staff			✓			
	59 Suspend/end the suspension of Trust Staff			✓			
Hearing Panels & Dismissals	60 Chief Executive		✓				All hearings require a three person panel. The panel Chair must be in accordance with this scheme of delegation.
	61 Trust Senior Staff		✓				Outcome letters are to be on relevant headed paper and signed by the Chair of the Panel.
	62 Other central staff		✓				In the first instance HR advice must be sought either locally, or in cases that might result in Gross Misconduct, with the Director of HR
	63 Academy Principal/Headteacher		✓				
	64 Academy Senior Leadership Team		✓				
	65 All other Academy staff		✓				
Appeal Panels	66 Chief Executive		✓				All appeals require a the same number of persons as the original hearing. The panel Chair must be in accordance with this scheme of delegation.
	67 Trust Senior Staff		✓				Outcome letters are to be on relevant headed paper and signed by the Chair of the Panel.
	68 Other central staff		✓				In the first instance HR advice must be sought either locally, or in cases that might result in Gross Misconduct, with the Director of HR
	69 Academy Principal/Headteacher		✓				
	70 Academy Senior Leadership Team		✓				
	71 All other Academy staff		✓				
HR levels of Authority/Delegation	72 Approval of Trust wide Human Resources Policies - including Trust Disciplinary, Performance		✓				All HR Policies are Trust wide and will be approved by the Board for all COLAT academies to use.
	73 Management of employment relation cases			✓			In all cases Principals/HTs must seek HR advice from EPM or the Trust HR Dir.
	74 Review and approval of TU Recognition Agreement			✓			Led by Trust HR Director.
	75 Determining terms and conditions of service and Employment Contracts			✓			Contract template terms should only be amended after advice from the HR Director.
	76 Revisions to Trust standard contracts, pay and conditions			✓			Led by Trust HR Director.
	77 Staffing restructures and re-organisation approval (local)			✓	✓		All restructures require a business case and from the outset advice must be sought from the HR
	78 Staffing restructures and re-organisation approval (central)			✓			
	79 Approval to make redundancies					✓	Redundancy costs £50,000 or over require Board and ESFA approval.
	80 Approve settlement agreement payments equal to or below contractual notice				✓		
	81 Approve settlements above contractual notice but below six months' pay (and below £50,000)				✓		Above £50,000 requires ESFA and Trust Board approval. All such payments above £5,000 have to be reported in the annual accounts. In such cases, advice must be sought.
	82 Approve settlement agreement payments above £50,000				✓		
	83 Approve compensation payments				✓		Compensation payments provide redress for loss or injury. When such payments are being

Other	84	Re-grading/increase in hours - Academy salaries in excess of £50,000			✓	✓	Re-grading of posts must include a job evaluation process with advice from the HR Director.
	85	Authorisation of pension payments			✓	✓	in line with the Trust Discretions Policy. In the first instance consult with HR Director
	86	Authorisation of redundancy/early retirement payments		✓			Before approval is sought advice <b>must</b> be taken from the HR Director.
Curriculum Performance	87	Approve school development plan				✓	
	88	Review progress against school development plan				✓	
	89	Report progress across company against all Academy Development Plans			✓		Progress against KPIs need to be reported to the Trust
	90	Review progress across company against all Academy Development Plans		✓			
	91	Approval of curriculum policy				✓	
	92	Establish and implement curriculum policy				✓	
	93	Propose performance and curriculum policies				✓	
	94	Responsibility for standards of teaching				✓	
	95	Provision of sex education				✓	
	96	Arrangements for collective worship				✓	
Discipline	97	Propose targets for pupil achievement				✓	
	98	Approve LGB targets for pupil achievement and recommend to Board			✓		Trust should be able to scrutinise and challenge targets/performance
	99	Monitor targets for pupil achievement				✓	Trust through CEO will monitor in line with the agreed accountability framework
	100	Report, monitor & if necessary intervene to support the delivery of pupil achievement				✓	
	101	Approve pupil behaviour policies				✓	
	102	Monitor implementation of pupil behaviour policies				✓	
	103	Monitor issues implementation of pupil behaviour policies & take relevant actions arising				✓	
	104	Exclude a pupil more than 15 days or permanently				✓	
	105	Review exclusion on appeal		✓	✓		Trust will need to convene and manage appeals against LGB decisions to exclude
	106	Direct re-instatement of excluded pupils after appeal		✓	✓		
Admissions	107	Propose admissions policy				✓	
	108	Consult on an admissions policy				✓	
	109	Approve admissions policy		✓			The Trust will need to be satisfied that the policy is legal and fair
	110	Approve PAN annually, consulting with LGBs		✓			
	111	Admissions: application decisions				✓	
Premises /Insurance	112	Approve admissions prospectus				✓	
	113	Approval of appropriate buildings and other relevant insurance (including Governors)		✓			
	114	Develop and recommend to the MAT Board the capital strategy			✓		Executive CEO/CFO will assess capital stock, depreciation and future need. Trust will approve.
	115	Develop and recommend to the MAT Board the school maintenance strategy			✓		
	116	Approve Trust wide capital development strategy		✓			
	117	Approve Trust school maintenance strategy		✓			
Health and Safety	118	Approve academy premises related policies				✓	
	119	Approve local health and safety policy and procedures				✓	
	120	Monitor implementation of and compliance with health and safety policy and procedures				✓	
	121	Review company-wide implementation/compliance with school health + safety policies		✓			
	122	Approve a school risk management plan				✓	
	123	Monitor school risk management plan				✓	
	124	Monitor implementation of school risk management plans				✓	
	125	Review company-wide implementation of school risk management plans				✓	
	126	Approve company risk management plan		✓			
	127	Monitor company risk management plan		✓			
	128	Approve business continuity plans		✓			
	129	Monitor implementation of school business continuity plans				✓	
	130	Review company-wide implementation of school continuity plans				✓	
Acad Organisation	131	Recommend dates of school terms and holidays				✓	
	132	Approve dates of school terms and holidays				✓	
	133	Monitor school holiday dates on behalf of the trust				✓	
	134	Ensure that school meets a minimum number of sessions in a school year				✓	Trust will need to ensure dates are considered strategically
School Meals	135	Ensure that school lunch nutritional standards are met				✓	
	136	Responsibility for provision of free school meals, reporting back to the Trust as required				✓	
	137	Ensure the provision of universal free school meals offering to infant age pupils				✓	
	138	Approval of additional activities				✓	
Extend Provision	139	Monitoring the delivery of services , reporting back to the MAT Board as required				✓	
	140	Approval of Extended Services				✓	
	141	Cease providing extended school provision				✓	
Safe-guarding	142	Complete and maintain Single Central Record				✓	
	143	Appoint safeguarding governor				✓	
	144	Annual approval of school safeguarding review				✓	
	145	Undertake annual review of school safeguarding and report to MAT Board as required				✓	



## City of London Academies Trust

### Local Governing Bodies

#### Standard Terms of Reference

##### **Preamble**

The City of London Academies Trust (the Trust), has agreed to establish a local governing body for each school within the Trust, which will oversee the performance of individual schools against the key performance indicators set by the Trust Board as well as establish its own identity, and strengths and weaknesses, and how best to address them.

The Local Governing Bodies (LGBs) have responsibility for the functioning of their schools, within the overall strategic direction and framework of delegation set by the Trust.

##### **Responsibilities:**

- A commitment to providing outstanding education that enriches and inspires students, enabling them to reach their full academic and personal potential.
- To work within the scheme of delegation established on an annual basis, and to review effectiveness each year.
- Recommend an LGB budget plan for the financial year, and monitor the budget at least termly.
- Set targets/objectives for academy and executive principals/headteachers with the CEO of the Trust, and monitor these targets.
- Recommend the appointment of principals/headteachers and approve vice principal/deputy headteacher appointments.
- Adopt Trust-wide staff, HR, pay, performance and disciplinary policies.
- Approve the school development plan and review progress against the development plan.
- Establish and implement a curriculum policy.
- Propose targets for student achievement and monitor targets.
- Approve pupil behaviour policies and monitor implementation of these policies.
- Propose academy admissions policy.
- Approve academy safeguarding/Prevent policies.
- Approve academy premises related policies.
- Approve and implement health and safety policies.
- Any other responsibilities as listed in the scheme of delegation (attached).
- Propose expansion opportunities for the Trust.

##### **Membership:**

LGB membership will be structured as follows:

- 2 elected parent governors
- 1 Headteacher/Principal
- 1 teacher governor
- 1 non-teaching staff governor

- Up to 7 further governors nominated by the LGB or the City of London Corporation and approved by the CoLAT Board, to include the Chair (whose appointment is approved by the City of London Corporation as Sponsor) and the Vice Chair.

LGB governors are appointed by the City of London Academies Trust Trustees, in consultation with the City of London Corporation as Sponsor. The Chair of the LGB is appointed by the Trustees, with the approval of the Sponsor. The Trustees also have the power to intervene and request a governor to stand down, or in extreme cases, remove a governor if necessary.

### **LGB advisory groups**

Each LGB will set up advisory groups, depending on the needs of the individual schools. Groups will provide advice to the LGB on areas such as finance, accountability, staffing and curriculum. LGBs will make final decisions on any matters advised on by the groups.

### **Quorum**

A minimum of 5 governors in attendance, with the majority being governors who are not parent or staff governors, constitutes a quorum.

If the number of Governors assembled for a meeting of the Local Governing Body does not constitute a quorum, the meeting shall not be held. If in the course of a meeting of the Local Governing Body the number of Governors present ceases to constitute a quorum, the meeting shall be terminated forthwith.

### **Chair and Vice-Chair**

The Chair is appointed by the Trust Board, but requires approval from the City Corporation as Sponsor.

### **Meetings**

The Local Governing Body shall meet at least once in every term, and shall hold such other meetings as may be necessary. All meetings shall be convened by the Clerk to the Local Governing Body, who shall send to the Governors written notice of the meeting and a copy of the agenda at least seven clear days in advance of the meeting.

### **Clerking**

The LGBs have responsibility for appointing their own clerks.

### **Variations**

Under exceptional circumstances, the numbers, membership and nature of the Local Governing Body may be varied. Any variation must be submitted for consideration by the Trust Board who will decide whether, and for how long, the approval is given.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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