



Board of Trustees of the City of London Academies Trust

Date: THURSDAY, 19 MARCH 2020

Time: 9.00 am

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

Members: Andrew McMurtrie (Chair)
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)

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AGENDA

1. **APOLOGIES**

2. **DECLARATIONS**

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 12 December 2019.

For Decision
(Pages 1 - 6)

4. **COMMITTEE MINUTES**

a) **Minutes of the Finance, Audit and Risk Committee**

To receive the public minutes of the Finance, Audit and Risk Committee meeting held on 27 February 2020.

b) **Minutes of the Standards and Accountability Committee**

To receive the public minutes of the Standards and Accountability Committee meeting held on 6 February 2020.

For Information
(Pages 7 – 14)

5. **COLAT ACADEMIES DEVELOPMENT PROGRAMME - UPDATE**

Report of the Director of Community and Children's Services

Trustees are asked to note a non-public appendix at Agenda Item 12.

For Information
(Pages 15 - 18)

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

7. **ANY OTHER BUSINESS**

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 12 December 2019.

For Decision
(Pages 19 - 26)

10. **NON-PUBLIC COMMITTEE MINUTES**

a) **Non-Public Minutes of the Finance, Audit and Risk Committee**

To receive the non-public minutes of the Finance, Audit and Risk Committee meeting held on 27 February 2020.

b) **Non-Public Minutes of the Standards and Accountability Committee**

To receive the non-public minutes of the Standards and Accountability Committee meeting held on 6 February 2020.

For Information
(Pages 27 – 38)

11. **OUTSTANDING ITEMS**

Report of the Town Clerk.

For Information
(Pages 39 - 40)

a) **Delegated Actions Digest**

Report of the Town Clerk.

For Information
(Pages 41 – 42)

12. **COLAT ACADEMIES DEVELOPMENT PROGRAMME - UPDATE - APPENDIX 1**

Non-Public Appendix to be read in conjunction with Agenda Item 5.

For Information
(Pages 43 - 44)

13. **STRATEGIC PLAN REVIEW 2020-24**

Report of the Chief Executive Officer.

For Decision
(Pages 45 - 48)

14. **CEO EXECUTIVE SUMMARY**

Report of the Chief Executive Officer.

For Information
(Pages 49 - 60)

15. **CITY OF LONDON ACADEMIES TRUST – EXPANSION BY THE TRANSFER OF THE TWO CO-SPONSORED ACADEMY TRUSTS**

Report of the Director of Community and Children's Services

For Decision
(Pages 61 - 90)

16. **CHIEF FINANCIAL OFFICER'S UPDATE**

Report of the Chief Financial Officer.

(Appendix 4 – To Follow)

For Decision
(Pages 91 - 122)

17. **HUMAN RESOURCES - UPDATE**

Report of the Human Resources Director.

For Decision
(Pages 123 - 132)

18. **DATA SUMMARY UPDATE**

Report of the Chief Executive Officer.

For Information
(Pages 133 - 138)

19. **IMPACT VISITS UPDATE**

Report of the Chief Executive Officer.

For Information
(Pages 139 - 156)

20. **ICT DIRECTOR UPDATE AND APPROVALS (TO FOLLOW)**

Report of the Director of Information and Communication Technology.

For Information

21. **COLAT SCHOOLS SAFEGUARDING MONITORING UPDATE**

Report of the Chief Executive Officer.

Trustees are asked to note confidential information at Agenda Item 26.

For Information
(Pages 157 - 168)

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

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

Confidential Agenda - Circulated Separately

24. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 12 December 2019.

For Decision

25. **CONFIDENTIAL COMMITTEE MINUTES**

a) **Confidential Minutes of the Finance, Audit and Risk Committee**

To receive the confidential minutes of the Finance, Audit and Risk Committee meeting held on 27 February 2020.

b) **Confidential Minutes of the Standards and Accessibility Committee**

To receive the confidential minutes of the Standards and Accountability Committee meeting held on 6 February 2020.

For Information

26. **COLAT SCHOOLS SAFEGUARDING MONITORING UPDATE - EXTRACT FROM NON-PUBLIC REPORT**

Confidential information to be read in conjunction with Agenda Item 21.

For Information

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BOARD OF TRUSTEES OF THE CITY OF LONDON ACADEMIES TRUST

Thursday, 12 December 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 (Chair)	Deputy Clare James
Roy Blackwell (Vice-Chair)	Edward Benzecry
Peter Bennett	Dawn Elliott (by conference call)
Tijs Broeke	Lucas Green (by conference call)
Ann Holmes	

Officers:

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

1. APOLOGIES

Apologies for absence were received from Rehana Ameer.

2. DECLARATIONS

There were no declarations.

3. MINUTES

RESOLVED, that the public minutes and non-public summary of the meeting held on 5 September 2019 be approved as a correct record.

4. COMMITTEE MINUTES

a) Finance, Audit and Risk Committee

RESOLVED, that the public minutes and non-public summary of the Finance, Audit and Risk Committee meetings held on 4 October and 5 December 2019 be received.

b) Standards and Accountability Committee

RESOLVED, that the public minutes and non-public summary of the Standards and Accountability Committee meeting held on 7 November 2019 be received.

5. **REAPPOINTMENT OF CO-OPTED TRUSTEE**

Trustees considered a report of the Clerk regarding the reappointment of a Co-opted Trustee for a four-year term.

Trustees noted that the Trustee had made an excellent contribution to the Board of Trustees during his four-year term and had served as the Chair of Governors at both Redriff Primary City of London Academy and Galleywall Primary City of London Academy.

RESOLVED, that Lucas Green be reappointed as a Co-opted Trustee of the City of London Academies Trust for a term of four years commencing 27 January 2020.

6. **PILOT MANAGED MOVES PROTOCOL AND PRE-APPRENTICESHIP PATHWAY**

Trustees considered a report of the Chief Executive Officer outlining proposals for a Pilot Management Moves Protocol and Pre-Apprenticeship Pathway and the following points were noted:

- The Pilot Management Moves Protocol and Pre-Apprenticeship Pathway had been developed to provide a model for alternative provision within the Trust. Under the proposed Protocol, students who had been excluded would receive a permanent or temporary managed move to another school within the Trust, effective from the first day of exclusion. This would reduce the use of expensive external alternative provision and support pupils to remain in mainstream education with existing support relationships. The Pre-Apprenticeship Pathway had been developed to meet the learning needs of students who would benefit from being taught offsite on an apprentice or vocational pathway and it was hoped would eventually link with City of London Corporation Post-16 apprenticeship opportunities. Work was underway to identify suitable premises for the Trust's Alternative Provision Centre where the package of care would include support from Child and Adolescent Mental Health Services and social workers, as well as Police mentors.
- The expectation was that Trust schools would pay a flat-rate subscription fee to be allocated places within the Pilot Management Moves Protocol and Pre-Apprenticeship Pathway by top-slicing City Premium Grant. This model was anticipated to be highly cost effective as it would utilise existing Trust staff and access specialist teaching facilities via low cost arrangements with other schools within the City of London Corporation's family of schools. It was hoped to secure the use of premises from the City of London Corporation at low or no cost for the duration of the one-year pilot scheme. The Deputy Chair emphasised the need to factor in the cost of senior staff time in delivering the Protocol.
- A Trustee was supportive of the proposed Protocol but stressed that Trust schools would need to agree the plan to top-slice City Premium Grant. The Trustee noted that the proposal had been considered at a number of previous meetings and underlined the role of the Standards

and Accountability Committees in scrutinising the development and performance of the proposed Protocol.

- In response to a question from another Trustee, the Chief Executive Officer confirmed that it was planned to introduce the new arrangements during the 2020-21 academic year.

RESOLVED, that Trustees:

- Support the Protocol and note its effectiveness in reducing exclusions, fixed-term exclusions and external sixth day provision; and,
- Note the proposal for a CoLAT alternative Pre-Apprenticeship Pathway for students at risk of permanent exclusion.

7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD

There were no questions.

8. ANY OTHER BUSINESS

There was one item of other business.

A Trustee noted that there had been an incident at an early years' nativity performance at Redriff Primary City of London Academy where a parent had used derogatory and oppressive racist language towards other audience members and that this had been reported in national media. The Chief Executive Officer advised Trustees that the School had taken decisive action following this incident and had made it very clear that such behaviour would not be tolerated by the School. The Board of Trustees expressed its support for the School's handling of this situation.

9. EXCLUSION OF THE PUBLIC

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

10. NON-PUBLIC MINUTES

RESOLVED, that the non-public minutes of the meeting held on 5 September 2019 be approved as a correct record.

11. NON-PUBLIC COMMITTEE MINUTES

a) **Finance, Audit and Risk Committee**

RESOLVED, that the non-public minutes of the Finance, Audit and Risk Committee meetings held on 4 October and 5 December 2019 be received.

b) **Standards and Accountability Committee**

RESOLVED, that the non-public minutes of the Standards and Accountability Committee meeting held on 7 November 2019 be received.

12. **OUTSTANDING ACTIONS**
Trustees considered a report of the Clerk setting out outstanding actions from previous meetings.
13. **APPOINTMENT OF CHAIR TO LOCAL GOVERNING BODY**
Trustees considered a report of the Clerk regarding the appointment of a Chair to a Local Governing Body.
14. **APPOINTMENTS TO LOCAL GOVERNING BODIES**
Trustees considered a report of the Clerk regarding appointments to Local Governing Bodies.
15. **CEO EXECUTIVE SUMMARY**
Trustees considered an Executive Summary of the Chief Executive Officer.
16. **CFO UPDATE**
Trustees considered an update report of the Chief Financial Officer.
17. **2019 YEAR-END FINANCIAL STATEMENTS AND EXTERNAL AUDIT**
Trustees considered a report of the Chief Financial Officer presenting the 2019 Year-End Financial Statements and External Audit.
18. **COLAT SCHOOLS ICT**
Trustees considered an update report of the Director of Information and Communications Technology.
19. **IMPACT VISITS - AUTUMN TERM SUMMARIES**
Trustees considered a report of the Chief Executive Officer presenting the Autumn Term summaries of the Impact visits.
20. **COLAT SCHOOLS SAFEGUARDING MONITORING UPDATE**
Trustees considered a report of the Chief Executive Officer providing an update on Safeguarding Monitoring across Trust schools.
21. **TRUST EXCLUSIONS UPDATE**
Trustees considered a report of the Chief Executive Officer presenting an update on Trust exclusions.
22. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
There were no non-public questions.
23. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND TRUSTEES AGREE SHOULD BE CONSIDERED WHEN THE PUBLIC ARE EXCLUDED**
There was no other business.
24. **APPOINTMENTS TO LOCAL GOVERNING BODIES - APPENDICES**
Trustees considered confidential information regarding appointments to Local Governing Bodies.

25. COLAT SCHOOLS SAFEGUARDING MONITORING UPDATE - EXTRACT FROM NON-PUBLIC REPORT

Trustees considered confidential information on Safeguarding Monitoring across Trust schools.

26. HUMAN RESOURCES UPDATE

Trustees considered a confidential update report of the Human Resources Director.

27. CONFIDENTIAL MINUTES OF THE FINANCE, AUDIT AND RISK COMMITTEE MEETING ON 5 DECEMBER 2019

RESOLVED, that the confidential minutes of the Finance, Audit and Risk Committee meeting held on 5 December 2019 be received.

The meeting closed at 10.55 am

Chair

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

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FINANCE, AUDIT AND RISK COMMITTEE OF THE CITY OF LONDON **ACADEMIES TRUST**

Thursday, 27 February 2020

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
Smith Umoren	- Director of Estates and Facilities Management
Kerry Nicholls	- Clerk

1. APOLOGIES

Apologies for absence were received from Deputy Clare James.

2. DECLARATIONS

There were no declarations.

3. MINUTES

With regard to Minute 4: Audit Strategy and Annual Internal Audit Plan, the Chief Financial Officer confirmed that the findings of the review of asset management would be reported to the next meeting of the Finance, Audit and Risk Committee on 1 July 2020.

RESOLVED, that the minutes of the meeting held on 5 December 2019 be approved as a correct record.

4. STRATEGIC PLAN REVIEW

Trustees considered a report of the Chief Executive Officer presenting the Strategic Plan Review and the following points were made:

- Work was underway to review the City of London Academies Trust Strategic Plan 2016-20 and develop a new plan for the 2020-24 period, with the aim of presenting the final proposed Strategic Plan to the meeting of the Board of Trustees on 9 July 2020 for approval.
- In considering Objective 3: Outstanding Resource Management of the draft Strategic Plan, the Chairman requested that Task 3.4 be expanded to, 'Outstanding Estates and Facilities Management' and that a Proposed Next Step Action be included on annual contracts management. The Chairman further emphasised that it was critical that there was a good understanding across the Trust of the roles and responsibilities within contracts management.

- A Trustee noted how the Trust had benefitted from its close working relationship with the City of London Corporation, particularly in accessing central services such as legal services as well as office space. The Trustee suggested that an action on continuing to work alongside the City of London Corporation be reflected in the Strategic Plan.
- With regard to Objective 4: Outstanding Leadership of CoLAT Expansion, the Chief Executive Officer observed that the Trust was likely to have expanded to ten academies by September 2020, and that there was a need to review the Trust's ambitions for further expansion under Task 4.1: Examining Expansion Opportunities. If it was decided to pursue further expansion beyond the current agreed scope of 12 academies in the longer term, it might also be necessary to review whether the CoLAT Central Team should relocate to a school premises and the financial, resource and risk implications of this.
- In response to a question from a Trustee, the Chief Executive Officer clarified that the existing ambition of twelve academies did not include the planned alternative provision model which was being developed as a shared resource for the Trust; however, there remained issues around where the alternative provision offer could be located and consideration was being given to whether this could be accommodated within the Trust's existing estate.

The Chief Executive Officer requested Trustees provide any further comments on the Strategic Plan to the CoLAT Central Team as they were identified.

RESOLVED, that:

- The agreed timeline and approach be noted; and,
- The draft plan be amended in line with Trustee's comments.

5. **SCHOOL CONDITION ALLOCATION 2019-20**

Trustees considered a report of the Chief Financial Officer outlining the School Condition Allocation 2019-20 and the following points were made:

- Multi-Academy Trusts with at least five academies and more than 3000 pupils received an annual allocation of School Condition funding to support schools to maintain and improve their school estates and resolve building compliance, health and safety and energy efficiency issues. School Condition Allocation funding enabled the Trust to plan future programmes of works and, as it was calculated on a per pupil basis, would increase as the Trust expanded.
- The City of London Academy Trust had been allocated a School Condition Allocation of £573,886 for 2019-20 with every academy being given the opportunity to bid for funds. Bids totalling £482,500, including a 5% contingency, had been received from the City of London Highgate Hill, Newham Collegiate Sixth Form, Redriff Primary City of London Academy and the City of London Academy Southwark which the Committee was requested to approve. It was proposed the remaining

£91,386 of School Condition Allocation funding be retained until 31 August 2020 to fund any emergency works that might arise.

- The remaining academies within the Trust had not submitted bids as Galleywall Primary City of London Academy school estate was newly refurbished, the City of London Academy Highbury Grove's school estate was part of a Private Finance Initiative (PFI) and the City of London Academies Islington and Shoreditch Park were based in temporary accommodation.

RESOLVED, that:

- The use of the 2019-20 School Condition Allocation funding to support projects totalling £482,500, including a 5% contingency be approved; and,
- The remaining School Condition Allocation funding totalling £91,386 be retained until 31 August 2020 to fund any emergency works arising in Trust schools.

6. QUESTIONS

In response to a question from a Trustee, the Chief Financial Officer confirmed that per pupil spending and Post-16 funding was expected to increase as a result of increased Government funding for education. Additional funding had already started to feed through with Newham Collegiate Sixth Form receiving a significant increase to its funding allocation for the 2019-20 academic year.

7. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

8. EXCLUSION OF THE PUBLIC

RESOLVED, that the public be excluded and that Trustees move into private session.

9. NON-PUBLIC MINUTES

RESOLVED, that the non-public minutes of the meeting held on 5 December 2020 be approved as a correct record.

10. OUTSTANDING ACTIONS

Trustees considered a report of the Clerk regarding outstanding actions arising from previous meetings.

11. TRUSTEE TRAINING REQUIREMENTS

Trustee training requirements were considered.

12. BENEFITS AND RISKS OF THE CITY ACADEMY, HACKNEY AND CITY OF LONDON ACADEMY ISLINGTON JOINING THE TRUST

Trustees considered a report of the Chief Executive Officer on the benefits and risks of the City Academy Hackney and City of London Academy Islington joining the City of London Academies Trust.

13. **CHIEF FINANCIAL OFFICER'S UPDATE**
Trustees considered an update report of the Chief Financial Officer.
14. **SCHOOL CONDITION ALLOCATION 2019-20 - APPENDIX 1**
Trustees considered a non-public appendix for Item 5: School Condition Allocation 2019-20.
15. **TRUST STRATEGIC RISK REGISTER**
Trustees considered a report of the Chief Financial Officer regarding the Strategic Risk Register for the Trust.
16. **INTERNAL AUDIT UPDATE**
Trustees considered a report of the Chief Financial Officer providing an internal audit update and requesting the Committee review and approve the Annual Internal Audit Plan.
17. **HEALTH AND SAFETY MONITORING IN TRUST SCHOOLS**
Trustees considered a report of the Director of Estates and Facilities management regarding health and safety monitoring in City of London Academies Trust schools.
18. **ESTATES AND FACILITIES MANAGEMENT UPDATE**
Trustees considered an update report of the Director of Estates and Facilities Management.
19. **NON-PUBLIC QUESTIONS**
There were no questions.
20. **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.
21. **CONFIDENTIAL MINUTES**
RESOLVED, that the confidential minutes of the meeting held on 5 December 2020 be approved as a correct record.
22. **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 10.40 am

Chairman

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

STANDARDS AND ACCOUNTABILITY COMMITTEE OF THE CITY OF LONDON ACADEMIES TRUST

Thursday, 6 February 2020

Minutes of the meeting of the Standards and Accountability Committee of the City of London Academies Trust held at the Guildhall EC2 at 9.00 am

Present

Members:

Tijs Broeke (Chair)
Edward Benzecry
Roy Blackwell

Ann Holmes
Andrew McMurtrie

Officers:

Mark Emmerson
Kerry Nicholls

- Chief Executive Officer
- Town Clerk's Department

1. APOLOGIES

There were no apologies for absence.

2. DECLARATIONS

There were no declarations.

3. MINUTES

RESOLVED, that the minutes of the meeting held on 7 November 2019 be approved as a correct record.

4. OUTSTANDING ACTIONS

Trustees considered a report of the Clerk regarding outstanding actions arising from previous meetings and it was noted that all outstanding actions had been completed.

5. COLAT STRATEGIC PLAN REVIEW

Trustees considered a report of the Chief Executive Officer on the City of London Academies Trust Strategic Plan Review and the following points were made:

- Work was underway to develop the City of London Academies Trust Strategic Plan 2020-2024 which would be presented to the meeting of the Board of Trustees on 9 July 2020. Trustees would be consulted on key aspects of the draft City of London Academies Trust Strategic Plan 2020-2024 as it was developed, including the timeline and stakeholder engagement proposals.
- The Trust's core mission to support all its academies to be rated as outstanding within three years would continue to be articulated within the strategic plan, although it was possible that timescales might be affected following the introduction of the new Ofsted framework. A Trustee

supported the Trust's aspiration but observed that individual schools required different levels of support to reach outstanding and that there should be some flexibility in timescales. School improvement could also be affected by external factors, such as staff turnaround.

- It was anticipated that the Trust would continue to expand during the period of the next strategic plan from the current eight academies up to a possible twelve. In the longer term, consideration would need to be given to whether there was an argument for any further expansion. Another area for review could include how the Trust might build links with other Trusts for the joint delivery of services including back-office services and procurement processes.

The Chair underlined the need to engage the Trust Sponsor in developing the City of London Academies Trust Strategic Plan 2020-2024, which should include a review of the Trust's Sponsorship Agreement to ensure it was able to meet the requirements of what was now an established and growing Trust as well as reflect the evolving educational aims of the Sponsor. Trustees agreed to request the Education Board consider a report outlining work being undertaken to develop the City of London Academies Trust Strategic Plan 2020-2024 at its meeting on 21 May 2020. A Trustee emphasised the importance of clarifying the roles and responsibilities of the Board of Trustees and the Education Board, and the Committee agreed to request that this be taken forward as part of the Corporation of London's wider governance review, as well in the context of the Tomlinson Review.

RESOLVED, that:

- Trustee's comments on the proposed timeline and approach be noted;
- The Strategic Plan be amended to reflect comments by Trustees;
- The Education Board be requested to consider a report outlining work being undertaken to develop the City of London Academies Trust Strategic Plan 2020-2024 at its meeting on 21 May 2020; and,
- A request be made for the roles and responsibilities of the Board of Trustees and the Education Board to be clarified as part of the Corporation of London's wider governance review, as well in the context of the Tomlinson Review.

6. PARENT, COMMUNITY AND COMMERCIAL LINKS SURVEY

Trustees considered a report of the Chief Executive Officer presenting the proposed Parent, Community and Commercial Links survey for the 2019-20 academic year and the following points were made:

- The Parent, Community and Commercial Links survey had been introduced during the 2018-19 academic year to identify and review the activities and processes in place to promote and maintain parent, community and commercial links across the Trust. In reviewing the findings of the survey, the Standards and Accountability Committee had

agreed that the exercise be carried out on an annual basis to track progress being made in this area with a view to identifying best practice.

- Trustees discussed the proposed format for the Spring 2020 survey and agreed the following changes:
 - Question 2: 'Meetings with the Governors' to be added as a check-box option and 'Other' to be moved into a distinct question asking, 'What other activities and events does your academy deliver during the year?'.
 - Additional question to be added asking, 'Does your academy undertake an annual parent and student survey?'
- A Trustee asked whether there was a code of conduct for parents and carers in place at schools across the Trust. The Chief Executive Officer confirmed that this was available at an operational level and the Trustee suggested that the code of conduct for parents and carers be uploaded to academy websites. Another Trustee noted that parents and carers signed a pupil contract when their child joined an academy within the Trust which outlined basic expectations around children attending school ready to learn. The code of conduct for parents and carers would be circulated to Trustees following the meeting.
- In response to a question from a Trustee, the Chief Executive Officer advised that Ofsted did not encourage schools to provide more than three academic reports to parents/carers during the academic year.

RESOLVED, that:

- The proposed survey questions be noted;
- The proposed survey questions be amended as per comments by Trustees; and,
- The timeline for the circulation of the survey be agreed as outlined below:
 - Survey circulated to Trust schools (w/c 24 February 2020)
 - Deadline for responses (16 March 2020)
 - Chase missing responses (16-20 March 2020)
 - Summary report to Committee (30 April 2020)

7. QUESTIONS

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no other business.

9. **EXCLUSION OF THE PUBLIC**
RESOLVED, that the public be excluded from the following items of business.
10. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 7 November 2019 be approved as a correct record.
11. **ANNUAL SPRING DATA SUMMARY UPDATE**
Trustees considered a report of the Chief Executive Officer providing the annual Spring Data Summary.
12. **PRE-APPRENTICESHIP PROGRAMME PROPOSALS**
Trustees considered a report of the Chief Executive Officer outlining pre-apprenticeship programme proposals for the Trust.
13. **ACADEMIES AT A GLANCE - ACADEMIES SUMMARY**
Trustees considered a report of the Chief Executive Officer presenting the 'Academies at a Glance' summary.
14. **IMPACT VISITS - SPRING 1 SUMMARIES - TERMLY REPORT**
Trustees considered a report of the Chief Executive Officer presenting the IMPACT Visits Spring 1 Summaries termly report.
15. **COLAT SCHOOLS SAFEGUARDING MONITORING UPDATE AND UPDATE ON GOVERNOR PARTICIPATION IN SAFEGUARDING TRAINING**
Trustees considered a report of the Chief Executive Officer providing an update on safeguarding monitoring across the Trust, including Governor participation in safeguarding training.
16. **NON-PUBLIC QUESTIONS**
There were no non-public questions.
17. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT THAT THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**
There was no urgent business.
18. **LEADERSHIP PERFORMANCE MANAGEMENT JUDGEMENTS 2018/19 AND TARGETS FOR 2019-20**
Trustees considered a confidential report on Leadership Performance Management Judgements 2018/19 and Targets for 2019-20.

The meeting closed at 10.42 am

Chair

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

Committee:	Date:
City of London Academies Trust Board of Trustees	19 March 2020
Subject: City of London Academies Trust Academies Development Programme - Update	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Gerald Mehrtens, Director of Academy Development, Department of Community and Children's Services	

Summary

This report is to update the Board of the progress of the Academies Development Programme, academy expansion and capital builds for the City of London Academies Trust (CoLAT).

The two academies co-sponsored by the City of London Corporation (CoLC) have requested to join CoLAT. Progress on this is detailed in separate report to this board.

Six academies have capital developments, with a projected total capital investment presently of circa £80m. Two of these developments have completed and four are at various stages of construction. Attached as **Appendix 1** (non-public) shows an overview of the capital build programme for academies.

Recommendations

Members are asked to:

- Note the progress reported in this report.

Main Report

Background

1. Under the Academies Development Programme, the number of sole sponsored City academies has increased from two to eight since September 2016, with the date of opening listed below.

• Galleywall Primary, City of London Academy	September 2016
• City of London Primary Academy Islington	September 2017
• City of London Academy Highgate Hill	September 2017
• City of London Academy Shoreditch Park	September 2017
• City of London Academy Highbury Grove	November 2017
• Newham Collegiate Sixth Form	January 2018

2. On the 17 May 2018 the CoLC Education Board reiterated its decision of March 2016 to limit the sponsor exposure through the expansion of the CoLAT to a maximum of 12 schools in the next few years. On 29 March 2019 the CoLAT Board approved a strategy of expansion to a maximum of 12 schools with 3 priorities, priority 1 being CoLC co-sponsored academies joining CoLAT either through full or associate membership.

Current Position

3. Regarding academy expansion, the governing body of City of London Academy Islington (COLAI) on 2 December 2019, and the governing body of The City Academy Hackney (TCAH) on 22 January 2020, resolved to support proposals to join the CoLAT and to enter into formal discussions to that end. These proposals have the support of all co-sponsors, the Regional Schools Commissioner, and both Hackney and Islington local authorities for the respective academies. Progress on this is the subject of a separate report to this board.
4. With regards to academy capital builds, present projections show circa £80m investment across the six schools from a variety of funding sources, notably the DfE, LB Hackney, and the LB of Islington. This figure does not include the significant amounts associated for temporary accommodation, nor does it separate out the contribution being made by CoLC. Attached as **Appendix 1 (non-public)** is a table showing an overview of the capital build programme for academies as well as a summary below of key dates, potential risks, and next steps.
5. **City of London Academy Galleywall**
 - a. Progress to date: Build completed August 2019.
 - b. Projected completion: Build completed August 2019
 - c. Potential risk(s): Remediation works required to UKPN substation.
 - d. Next steps: Defects period commenced
6. **City of London Primary Academy Islington (COLPAI)**
 - a. Progress to date: On track for completion in December 2020.
 - b. Projected completion: December 2020
 - c. Potential risk(s): Planning conditions approval delays
 - d. Next steps: Consultation on planning conditions, and putting in place temporary accommodation arrangements for September 2020
7. **City of London Academy Highgate Hill**
 - a. Progress to date: DfE Feasibility Process complete.
 - b. Projected completion: April 2022
 - c. Next steps: Procurement of contractor via the DfE Framework
 - d. Potential risk: Securing planning through LB Islington.
8. **City of London Academy Shoreditch Park**
 - a. Progress to date: On track for completion by May 2021
 - b. Projected completion: May 2021
 - c. Potential risk: None reported by LB Hackney
 - d. Next steps
9. **City of London Academy Highbury Grove**

- a. Progress to date: Build completed August 2019.
- b. Projected completion: Build completed August 2019
- c. Potential risk(s): None identified
- d. Next Steps: Defects period commenced.

10. Newham Sixth Form Colligate

- a. Progress to date Feasibility study finalised
- b. Next steps. Appointment of specialist architects
- c. Projected completion December 2022/Early 2023
- d. Potential risk(s): The constraints of the Grade Two listing of the building, to achieve an outstanding learning environment, causing delays.

11. There are two areas of medium risk in the academy capital builds.

- a. For COLPAI, members will note the permanent build completion date is December 2020, requiring the CoLC to secure further temporary accommodation from September 2020. CoLC Policy and Resources Committee have approved additional funding for elements of the permanent build which officer's and members feel is essential but the DfE consider not to be necessities, as well as for temporary accommodations requirements. Regular meetings for CoLC and CoLAT members of relevant committees take place to keep members updated. Also the temporary site for the school has been secured, refurbishments works are scheduled to take place during the Easter break, and transport arrangements are in place.
- b. For NCS, Following completion of the feasibility study and the recognition that the scheme will not be able to achieve planning approval in its current form the DfE have instructed its technical advisors to appoint a more specialist architectural practice ahead of procuring a main building contractor. The DfE will attempt to complete the first phase ready for occupation by September 2022, but the complete works could well run until December 2022 or early 2023. NCS are aware of the potential delay and have sufficient space within the existing buildings to accommodate some expansion from September 2022.

CoLAT Implications

- 12. All free schools are funded directly by the Education and Skills Funding Agency, with any 'new' academies joining CoLAT requiring 'new' Supplementary Funding Agreements falling within a CoLAT Master Funding Agreement.
- 13. There is no financial liability to the CoLC in respect to the CoLC co-sponsored academies joining CoLAT as the proposed schools would become part of the City of London Academies Trust, which is a charity and company limited by guarantee. These schools however would have new Supplementary Funding Agreement which come under the CoLAT Master Funding Agreement

CoLC Strategic Implications

- 14. This proposal delivers on the following strategic objectives of the CoLC:
 - a. to contribute to the outcomes within the CoLC's Corporate Plan to 'Promote effective progression through fulfilling education and employment', and 'to contribute to a flourishing society' as its aim;

- b. the CoLC Education Strategy for pupils in the City family of schools to have access to transformative education, enabling to achieve their potential, flourish and thrive.
- c. the Department of Community and Children's Services Business Plan's priority objective 'Potential', which states: "People of all ages can achieve their ambitions through education, training and lifelong learning", with the outcome to be achieved by "Delivering an outstanding education offer through the City of London family of schools"

Conclusion

- 15. TCAH and COLAI are the only two of ten academies sponsored by the City of London Corporation which are not within the City of London Academies Trust. These academies joining CoLAT would enable the benefits provided by the existing co-sponsors to be retained while also gaining the economies of scale, support and expertise CoLAT offers.
- 16. The academy development programme through the CoLC sponsorship of CoLAT continues to be an ambitious expansion of the City's support for education consistent with the City's commitment in its Education Strategy. These ambitions remain consistent with those of CoLAT and are being successfully progressed as noted in this report, as well as the significant circa £80m capital investment.
- 17. Members will particularly note the continued challenges for the COLPAI build, arrangements for further temporary accommodation, as well as the measures in place to keep relevant members updated.

Appendices

- Appendix 1 - CoLAT Capital Builds table – Update March 2020 (Non-Public).

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