



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

**Date:** THURSDAY, 12 DECEMBER 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. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 5 September 2019.

**For Decision**  
(Pages 1 - 6)

4. **COMMITTEE MINUTES**

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

To receive the public minutes of the Finance, Audit and Risk Committee meetings held on 4 October 2019 and 5 December 2019 (To Follow).

b) **Standards and Accountability Committee**

To receive the public minutes of the Standards and Accountability Committee meeting held on 7 November 2019.

**For Information**  
(Pages 7 – 14)

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

Report of the Town Clerk.

**For Decision**  
(Pages 15 - 18)

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

Report of the Chief Executive Officer.

**For Information**  
(Pages 19 - 26)

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

8. **ANY OTHER BUSINESS**

9. **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**

10. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 5 September 2019.
- For Decision**  
(Pages 27 - 32)
11. **NON-PUBLIC COMMITTEE MINUTES**
- a) **Finance, Audit and Risk Committee**  
To receive the non-public minutes of the Finance, Audit and Risk Committee meeting held on 4 October 2019 and 5 December 2019 (To Follow).
- b) **Standards and Accountability Committee**  
To receive the non-public minutes of the Standards and Accountability Committee meeting held on 7 November 2019.
- For Information**  
(Pages 33 – 44)
12. **OUTSTANDING ACTIONS**  
Report of the Town Clerk.
- For Information**  
(Pages 45 - 46)
13. **APPOINTMENT OF CHAIR TO LOCAL GOVERNING BODY**  
Report of the Town Clerk.
- For Decision**  
(Pages 47 - 48)
14. **APPOINTMENTS TO LOCAL GOVERNING BODIES**  
Report of the Town Clerk.
- For Decision**  
(Pages 49 - 50)
15. **CEO EXECUTIVE SUMMARY**  
Report of the Chief Executive Officer.
- For Information**  
(Pages 51 - 60)
16. **CFO UPDATE**  
Report of the Chief Financial Officer.
- For Decision**  
(Pages 61 - 80)

17. **2019 YEAR-END FINANCIAL STATEMENTS AND EXTERNAL AUDIT**  
Report of the Chief Financial Officer.
- For Decision**  
(Pages 81 - 202)
18. **COLAT SCHOOLS ICT**  
Report of the Director of Information and Communications Technology.
- For Information**  
(Pages 203 - 206)
19. **IMPACT VISITS - AUTUMN TERM SUMMARIES**  
Report of the Chief Executive Officer.
- For Information**  
(Pages 207 - 218)
20. **COLAT SCHOOLS SAFEGUARDING MONITORING UPDATE**  
Report of the Chief Executive Officer.
- For Decision**  
(Pages 219 - 230)
21. **TRUST EXCLUSIONS UPDATE**  
Report of the Chief Executive Officer.
- For Information**  
(Pages 231 - 242)
22. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
23. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND TRUSTEES AGREE SHOULD BE CONSIDERED WHEN THE PUBLIC ARE EXCLUDED**
- Part 3 - Confidential Agenda - Circulated Separately**
24. **APPOINTMENTS TO LOCAL GOVERNING BODIES - APPENDICES**  
Report of the Town Clerk.
- For Decision**
25. **COLAT SCHOOLS SAFEGUARDING MONITORING UPDATE - EXTRACT FROM NON-PUBLIC REPORT**  
Report of the Chief Executive Officer.
- For Decision**
26. **HUMAN RESOURCES UPDATE**  
Report of the Human Resources Director.
- For Decision**

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

Thursday, 5 September 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)	Ann Holmes
Roy Blackwell (Vice-Chair)	Deputy Clare James
Peter Bennett	Edward Benzecry

#### **Officers:**

Kerry Nicholls	- Clerk
Mark Emmerson	- Chief Executive
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
Gerald Mehrtens	- Sponsor - Director of Academy Development

#### **1. APOLOGIES**

Apologies for absence were received from Tijs Broeke and Dawn Elliott.

#### **2. DECLARATIONS**

There were no declarations.

#### **3. ELECTION OF CHAIRMAN**

An election for Chairman was conducted in line with Article 82. Andrew McMurtrie, being the only Trustee willing to serve, was elected Chairman for the ensuing year.

The Chairman advised the Board that it was his intention to serve one further academic year on the Board of Trustees.

#### **4. ELECTION OF VICE-CHAIRMAN**

An election for Vice-Chairman was conducted, in line with Article 82. Roy Blackwell, being the only Trustee willing to serve, was elected Vice Chairman for the ensuing year.

#### **5. MINUTES**

**RESOLVED**, that the minutes of the meeting held on 11 July 2019 be approved as a correct record.

#### **6. APPOINTMENT OF COMMITTEES 2019-20**

Trustees considered a report of the Clerk regarding the appointment of the Board's committees for the 2019-20 academic year.

Trustees agreed the following amendments to the terms of reference of committees:

#### Finance Audit and Risk Committee

- Remove the requirement for the Deputy Chairman of the Board of Trustees to act as Chairman;
- Remove references to the company names of the current providers of audit services to the Trust; and,
- Amend the composition of the committee membership to allow 'at least three Trustees'.

#### Standards and Accountability Committee

- Replace the reference to 'Chief Operations Officer' to 'Chief Standards Officer'; and,
- Amend the composition of the committee membership to allow 'at least three Trustees'.

Trustees agreed that the election of Chairmen to these committees would be undertaken at the first meeting of each committee convened during the 2019-20 academic year.

#### **RESOLVED,**

- That the terms of reference of the Finance, Audit and Risk Committee be approved, subject to the above amendments;
- That the terms of reference of the Standards and Accountability Committee be approved, subject to the above amendments;
- That the terms of reference of the Remuneration Committee, Academy LGB Pay Committees and City of London Academies Trust Executive Team Pay Committees be noted;
- That Peter Bennett, Edward Benzecry, Dawn Elliott, Deputy Clare James Andrew McMurtrie and Mark Emmerson (the latter for Finance matters only) be appointed to the Finance, Audit and Risk Committee for the 2019-20 academic year;
- That Edward Benzecry, Roy Blackwell, Tijs Broeke, Ann Holmes and Andrew McMurtrie be appointed to the Standards and Accountability Committee for the 2019-20 academic year; and,
- That Roy Blackwell, Deputy Clare James and Andrew McMurtrie be appointed to the Remuneration Committee for the 2019-20 academic year.

7. **COLAT SCHEME OF DELEGATION AND LGBS TERMS OF REFERENCE REVIEW**

Trustees considered a report of the Chief Executive Officer presenting the Trust Scheme of Delegation and Local Governing Bodies Terms of Reference Review.

Trustees agreed that authority be delegated to the Chief Executive Officer to consult with the Education Board on the final wording of Item 24 within the Trust Scheme of Delegation which related to the Board's oversight of governor appointments to Local Governing Bodies and Local Advisory Boards and which Trustees agreed should be worded as 'ratify'.

**RESOLVED**, that Trustees:

- Approve the Trust Scheme of Delegation and Terms of Reference Template 2019-20, subject to consultation with the Education Board; and,
- Delegate authority to the Chief Executive Officer to consult with the Education Board on the final wording of Item 24 within the Trust Scheme of Delegation which related to the Board's oversight of governor appointments to Local Governing Bodies and Local Advisory Boards.

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

There were no questions.

9. **ANY OTHER BUSINESS**

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 and the following points were made:

- An ambitious capital build programme was underway for academies across the Trust and was in various stages of completion with works at Galleywall Primary City of London Academy and the City of London Academy Highbury Grove due to be completed shortly.
- Discussions were ongoing with the Department for Education, Historic England and the London Borough of Newham to resolve challenges around the planned expansion of Newham Collegiate Sixth Form on the former East Ham Police Station site. A Trustee would provide information to the Director of Academy Development on how a planning issue relating to a similar development had been resolved following the meeting.

**RESOLVED**, that Trustees note the update.

10. **EXCLUSION OF THE PUBLIC**  
**RESOLVED**, that the public be excluded from the following items of business.
11. **NON-PUBLIC MINUTES**  
**RESOLVED**, that the non-public minutes of the meeting held on 11 July 2019 be approved as a correct record.
12. **OUTSTANDING ITEMS**  
Trustees considered a report of the Clerk setting out outstanding actions from previous meetings.
  - a) **Delegated Actions Digest**  
  
Trustees considered a summary of the Clerk providing details of one action taken under Delegated Authority since the meeting of the Board of Trustees on 11 July 2019.
13. **FINANCE, AUDIT AND RISK COMMITTEE: REVIEW OF EFFECTIVENESS**  
Trustees heard the Chairman regarding a proposed review of effectiveness of the Finance, Audit and Risk Committee.
14. **CEO EXECUTIVE SUMMARY**  
Trustees considered an Executive Summary of the Chief Executive Officer.
15. **UNVALIDATED EXAMINATION AND TEST RESULTS 2018-19**  
Trustees considered a report of the Chief Executive Officer setting out unvalidated examination and test results for the 2018-19 academic year.
16. **CFO UPDATE**  
Trustees considered an update report of the Chief Financial Officer.
17. **HR DIRECTOR UPDATE AND APPROVALS**  
Trustees considered an update report of the Human Resources Director.
18. **COLAT SCHOOLS ICT UPDATE**  
Trustees considered an update report of the Director of Information Communication and Technology.
19. **TRUST ANNUAL GENERAL MEETING**  
Trustees heard the Chief Executive Officer regarding the scheduling of the Trust Annual General Meeting.
20. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**  
There were no non-public questions.
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND TRUSTEES AGREE SHOULD BE CONSIDERED WHEN THE PUBLIC ARE EXCLUDED**  
There was no other business.



**The meeting closed at 10.35 am**

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Chairman

**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

Friday, 4 October 2019

**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)	Deputy Clare James (via conference call)
Edward Benzecry	Andrew McMurtrie
Dawn Elliott (via conference call)	Mark Emmerson (Chief Executive Officer – for Finance matters only)

#### **Officers:**

Claire Hersey	Chief Financial Officer
Smith Umoren	Director of Estates and Facilities Management
James England	Director, Data Protection Education (Item 17)
Thanzil Khan	Senior Audit Manager, TIAA (Item 11)
Arrienne Stanyon	Data Protection Consultant and Director, Data Protection Education (Item 17)
Kerry Nicholls	Clerk

#### **1. ELECTION OF CHAIRMAN**

An election for Chairman was conducted. Peter Bennett being the only Trustee willing to serve, was elected Chairman for the ensuing year.

#### **2. APOLOGIES**

There were no apologies for absence.

#### **3. DECLARATIONS**

There were no declarations.

#### **4. MINUTES**

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

#### **5. ALLOCATION OF TRUST CAPITAL FUNDING ACROSS THE ACADEMIES**

Trustees considered a report of the Chief Financial Officer providing details of the 2019-20 application process for the allocation of Trust capital funding across the academies and the following points were made:

- Due to the Trust's size, it now qualified for a School Condition Allocation from the Education and Skills Funding Agency and had received £574k to fund capital works across the Trust for 2019-20. The CoLAT Central

Team had developed an application process by which its academies could apply for a share of this funding, and applications would be reviewed and prioritised against range of criteria including health and safety issues, energy efficiency and teaching and learning requirements.

- The Chairman requested that the CoLAT Central Team provide advice to academies regarding capital funding applications. It was important for the highest priority works to be taken forward and any planning requirements or approvals should be identified at an early stage. The progress of approved capital schemes should be monitored closely to ensure the full capital allocation was spent effectively.
- A Trustee suggested that greater weighting be given to project need when scoring schools' applications for capital projects. The Chief Financial Officer confirmed that project need was recognised as a key factor, but that any implications for delivery should also be factored in.
- The proposed distribution of the School Condition Allocation 2019-20 would be presented to a future meeting of the Finance, Audit and Risk Committee for approval.

**RESOLVED**, that the 2019-20 application form and supporting guidance for schools be noted.

## 6. **QUESTIONS**

In response to a question from a Trustee, the Chief Financial Officer advised that the external audit process was underway and that planning for this had commenced in July 2019.

A Trustee observed that increases in employer contributions related to recent changes to the Teacher Pension Scheme should be reflected in the Trust's budget planning going forward. The Chief Financial Officer confirmed that growing pension and salary costs would be factored into all future budget planning processes. Another Trustee suggested that the financial risk posed by changes to the Teacher Pension Scheme be included in the risk register.

In reviewing the agenda, the Chairman underlined the importance of ensuring that reports were heard in public wherever possible.

## 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 4 July 2019 be approved as a correct record.

10. **OUTSTANDING ACTIONS**  
Trustees considered a report of the Clerk regarding outstanding actions arising from previous meetings.
11. **CHIEF FINANCIAL OFFICER'S UPDATE**  
Trustees considered an update report of the Chief Financial Officer.
12. **TRUST STRATEGIC RISK REGISTER**  
Trustees considered a report of the Chief Financial Officer regarding the Strategic Risk Register for the Trust.
13. **HEALTH AND SAFETY MONITORING IN TRUST SCHOOLS**  
Trustees considered a report of the Chief Financial Officer regarding health and safety in City of London Academies Trust schools.
14. **HUMAN RESOURCES AND STAFFING UPDATE**  
Trustees considered an update report of the Human Resources Director regarding Human Resources and Staffing.
15. **ESTATES AND FACILITIES UPDATE PAPER**  
Trustees considered an update report of the Director of Estates and Facilities Management.
16. **SELF REVIEW OF EFFECTIVENESS IN MEETING THE REQUIREMENTS OF THE ACADEMIES FINANCIAL HANDBOOK 2019**  
Trustees considered a report of the Chief Financial Officer and undertook a review of the effectiveness of the Finance, Audit and Risk Committee during the 2018-19 financial year.
17. **DATA PROTECTION UPDATE**  
Trustees considered an update report from the Trust's Data Protection Officer.
18. **NON-PUBLIC QUESTIONS**  
There were no non-public questions.
19. **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.

**The meeting closed at 10.27 am**

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Chairman

**Contact Officer: [Kerry.Nicholls@cityoflondon.gov.uk](mailto:Kerry.Nicholls@cityoflondon.gov.uk)**

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## STANDARDS AND ACCOUNTABILITY COMMITTEE OF THE CITY OF LONDON ACADEMIES TRUST

Thursday, 7 November 2019

**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  
Andrew McMurtrie

#### **Officers:**

Mark Emmerson  
Kerry Nicholls

- Chief Executive Officer
- Town Clerk's Department

### **1. ELECTION OF CHAIR**

An election for Chair was conducted. Tijs Broeke being the only Trustee willing to serve, was elected Chair for the ensuing year.

The Chair led the Committee in thanking Roy Blackwell for his excellent work as Chair of the Standards and Accountability Committee for the 2018-19 academic year.

### **2. APOLOGIES**

Apologies were received from Ann Holmes.

### **3. DECLARATIONS**

There were no declarations.

### **4. MINUTES**

**RESOLVED**, that the minutes of the meeting held on 2 May 2019 be approved as a correct record.

### **5. PILOT ALTERNATIVE PROVISION, RESPITE AND MANAGED MOVES PROTOCOL**

Trustees considered a report of the Chief Executive Officer outlining the pilot Alternative Provision, Respite and Managed Moves Protocol and the following points were made:

- The Protocol had been developed to reduce permanent exclusions, fixed-term exclusions and external sixth day provision across the Trust by establishing a brokerage system between Trust schools for respite and managed moves in which existing resources could be better managed. It was anticipated that the proposed arrangements would reduce the number of short fixed-term exclusions as a stronger

behaviour culture developed across the Trust, and that an efficient transfer arrangement between schools sharing a similar ethos would create a more positive experience for affected pupils. It was hoped to involve the two City-sponsored academies the City Academy Hackney and the City of London Academy Islington in the proposed new arrangements. The City of London Academy Southwark would continue to work with neighbouring schools to broker respite and managed moves and was also planning to build closer working links with Redriff Primary City of London Academy where Year 7 pupils might benefit from engaging in active support with younger children.

- By increasing access to respite, more preventative work could be undertaken with pupils identified as being at risk of exclusion which would also help build understanding with parents and carers over Trust-wide expectations around behaviour. A Governor observed that respite placements could be used as a pathway to successful managed moves. The increased use of managed moves between schools within the Trust would also minimise the time students spent out of formal education and would provide a positive means of maintaining the mainstream education of pupils who displayed persistently disruptive behaviour. The Chief Executive Officer explained that dual registration would be maintained for pupils joining a new school under a managed move which would enable them to transfer back to their original school if this was felt appropriate. The exam results of dual-registered pupils would be attributed to their original school unless their dual-registration was removed by mid-January. The current arrangements for lagged funding meant that schools would not receive funding for pupils joining via a managed move for approximately 18 months; however, the cost of pupils joining existing classes would be marginal.
- The Trust was looking for opportunities to establish longer term alternative provision arrangements to avoid the necessity to permanently exclude students. There was an ambition for such a provision to draw on best practice and become a centre of excellence which, following initial start-up costs, would eventually be self-financing. The Chief Executive Officer observed that, as a Regional National Behaviour Advisor for the Department for Education, he was well-placed to identify best practice in effective out-of-school provision as well as any potential funding opportunities in this area.

In concluding, Trustees requested that an update on the Trust's plans to establish its own alternative provision be reported to the meeting of the Standards and Accountability Committee on 30 April 2020. Trustees also requested that a reporting mechanism be developed to assess the impact of the Alternative Provision, Respite and Managed Moves Protocol, which could include key metrics around the number of exclusions. The Chief Executive Officer confirmed that a termly audit would be undertaken on pupils being moved via the Protocol, the findings of which would be reported to the Standards and Accountability Committee and the Board of Trustees, and that



this would provide valuable context for Ofsted in assessing school performance.

**RESOLVED**, that the Alternative Provision, Respite and Managed Moves Protocol be supported and that its effectiveness in reducing permanent exclusions, fixed-term exclusions and external sixth day provision be reviewed.

6. **QUESTIONS**

There were no questions.

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

Trustees noted that the next meeting of the Standards and Accountability Committee would be held at 9.00am on Thursday 6 February 2020.

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 2 May 2019 be approved as a correct record.

10. **OUTSTANDING ACTIONS**

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

11. **PILOT ALTERNATIVE PROVISION, RESPITE AND MANAGED MOVES PROTOCOL - NON-PUBLIC INFORMATION**

Trustees considered non-public information alongside Item 5: Pilot Alternative Provision, Respite and Managed Moves Protocol.

12. **ACADEMIES AT A GLANCE**

Trustees considered a report of the Chief Executive Officer presenting the 'Academies at a Glance' summary.

13. **COLAT SCHOOLS SAFEGUARDING MONITORING UPDATE**

Trustees considered a report of the Chief Executive Officer reporting the outcome of the first safeguarding monitoring exercise for the 2019-20 academic year.

14. **SCRUTINY MEETINGS - LINES OF ENQUIRY**

Trustees considered a report of the Chief Executive Officer regarding the outcomes of scrutiny meetings for the City of London Corporation's academies held on 30 October 2019 in accordance with the City of London Corporation's accountability framework.

15. **NON-PUBLIC QUESTIONS**

There was one non-public question.

16. **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.

**The meeting closed at 10.30 am**

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Chair

**Contact Officer: [Kerry.Nicholls@cityoflondon.gov.uk](mailto:Kerry.Nicholls@cityoflondon.gov.uk)**

<b>Committee:</b> Board of Trustees of the City of London Academies Trust	<b>Date(s):</b> 14 November 2019
<b>Subject:</b> Reappointment of Co-opted Trustee	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Kerry Nicholls, Town Clerk's Department	

## Summary

The Articles of Association of the City of London Academies Trust specify under Article 58 that the Board of Trustees may appoint Co-opted Trustees, subject to the requirement in Article 47 for Trustees appointed under Articles 46a and 50 to be in the majority.

The Board of Trustees agreed the appointment of Lucas Green as a Co-opted Trustee to the City of London Academies Trust Board of Trustees for a four year term commencing 27 January 2016 that is due to end on 26 January 2020. It is requested that the Board of Trustees consider the reappointment of Mr Green as a Co-opted Trustee of the City of London Academies Trust Board of Trustees for a further four year term commencing 27 January 2020.

## Recommendation

The Board of Trustees is asked to consider the reappointment of Lucas Green as a Co-opted Trustee of the City of London Academies Trust Board of Trustees for a further four year term commencing 27 January 2020.

## Main Report

### Background

1. The Articles of Association of the City of London Academies Trust specify under Article 58 that the Board of Trustees may appoint Co-opted Trustees, subject to the requirement in Article 47 for Trustees appointed under Articles 46a and 50 to be in the majority. In appointing Co-opted Trustees, the Trustees must have regard to the need for the Board of Trustees to have a balance of skills and experience and to appoint suitably qualified individuals who support the purposes of the Academy Trust and can commit the time necessary to fulfil the role of Trustee.
2. Lucas Green was appointed as a Co-opted Trustee to the City of London Academies Trust Board of Trustees for a four year term commencing 27 January 2016 that is due to end on 26 January 2020. Mr Green has expressed a willingness to stand for reappointment as a Co-opted Trustee of the Board of Trustees for a further four year term. Since his last appointment to the Board of Trustees, Mr Green has attended 10 out of a possible 17 meetings.

3. Mr Green has provided a short statement in support of his candidature which is set out in Appendix 1.
4. Andrew McMurtrie, Chairman of the City of London Academies Trust Board of Trustees has been consulted and supports the reappointment of Lucas Green as a Co-opted Trustee of the Board of Trustees.

### **Appendices**

- Appendix 1 – Trustee Statement

### **Kerry Nicholls**

Committee and Member Services Officer, Town Clerk's Department

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**TRUSTEE STATEMENT**

I have been a Trustee of the MAT since its inception, dating back to 2012 when we created the original body via a federation between Redriff Primary School and COLA Southwark. At the time I was the Chair of Governors of Redriff (which we had recently converted to Academy status to facilitate the MAT's creation) and since then I have also served as the first Chair of Governors of Galleywall School, leading the school through its successful Free School bid in 2014 right through to its opening in 2016. This journey has been a very successful one, culminating in the Outstanding Ofsted verdict for Galleywall in 2019; in itself a very rare achievement for a new free school. I also led Redriff through its most recent Ofsted which also resulted in an Outstanding judgement, as its Chair in October 2011 (this makes me one of the very few Chairs of Governors to have overseen two top ranking inspections within different schools).

I have undertaken extensive Governor training, including the most recent Safer Recruitment for Governors. I have excellent links in the local community, having served as a Ward Councillor in the London Borough of Southwark between 2014-18. I am also a Trustee of the United Charities of Bermondsey. In my professional career I am Head of Content for Banijay Group, now the world's largest television production company outside the US studios. I have skills in media, communications, events, leadership, performance management, conflict resolution and creative diplomacy. I live in SE17 within a 2-mile radius of the Southwark family of schools.

It would be an honour and a privilege to continue our important work with the City of London family of schools.

Lucas Green  
1 November 2019

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# Agenda Item 6

<b>Committee:</b>	<b>Date:</b>
City of London Academies Trust Board of Trustees	12 December 2019
<b>Subject:</b> Pilot Managed Moves Protocol and Pre-Apprenticeship Pathway	<b>Public</b>
<b>Report of:</b> Chief Executive Officer	<b>For Information</b>
<b>Report Author:</b> Mark Emmerson, CEO	

## Summary

At the Standards and Accountability Committee meeting on 2 May 2019, it was agreed that the proposals for managed moves respite and sixth day provision would be shared with the Committee and the Trust Board.

In addition, there is a proposal for an internal alternative provision arrangement that is being shared to seek views and support in taking this additional arrangement forward.

## Recommendations

Trustees are asked to:

- Support the protocol and review its effectiveness in reducing on exclusions, fixed term exclusions and external sixth day provision; and,
- Consider the proposal for a CoLAT alternative pre-apprenticeship pathway for students at risk of permanent exclusion.

## Current Position

1. The exclusions across Trust academies in 2018/19 are shown in a separate report but the findings show that:
  - Fixed term exclusions at secondary academies are very high with twice as many students being excluded than the national average.
  - By contrast, Trust primary schools did not exclude any children in 2018/19.
  - It should be noted that Highbury Grove, Southwark and Highgate Hill are all schools with high proportions of pupil premium students; these range between 60-70% and indicates a level of deprivation that is four times the national average (about 15%).
  - Two of these schools are converter academies, one being in special measures while another is a fresh start. The other, Southwark, also suffered from a crisis in leadership over the previous 18 months. In all these schools, leaders are working to set higher expectations which in turn requires them to set higher standards of behaviour to support the expected culture of learning. This has led to a spike in the exclusion figures particularly, at Highbury Grove and Southwark.
2. However, it is acknowledged by all that the levels of exclusions are not acceptable and must be addressed. The executive team, in partnership with school leaders, have worked on developing a protocol to reduce exclusions and the inherent disruption to individual children's education, without compromising the standards of behaviour we wish to establish in schools.

## Recommendations

3. Trustees are asked to:

- Support the protocol and recording mechanism as it is described in Appendix 1; and,
- Consider, amend and support the Alternative Provision proposal as outlined in Appendix 2.

## Appendices

- Appendix 1 – Pilot Sixth Day, Respite and Managed Move Protocol
- Appendix 2 – Outline Proposal – Alternative Provision – Pre-apprenticeship offer

### **Mark Emmerson**

CEO, City of London Academies Trust

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**Pilot – COLAT Sixth Day Exclusion, Respite and Managed Move Protocol****Objectives**

The intention is to agree a protocol which ensures that:

- As far as possible, vulnerable children have the best quality education during any period of immediate or prolonged concern;
- Children who may be in danger of permanent exclusion have an opportunity for a fresh start;
- The child and their family are fully engaged and supported;
- There is a transparent, balanced and collective approach to the support of identified children.

**Protocols****Sixth Day Exclusion Provision**

1. In the cases of students excluded for periods of more than six days school leaders should, in the first instance, contact one of the other CoL academies to see if the child can be accommodated.
2. If a placement is agreed, this should be communicated to the Director of Standards (Secondary).
3. If a placement cannot be found, advice on alternative options should be sought from the Director of Standards.
4. The Director of Standards will record the placement on the appropriate tracker.
5. Students will be educated in an appropriate withdrawal room with work provided by the home school.
6. Whilst excluded, the child will wear their full, home school's uniform and follow the direction, rules and timings of the host school.
7. Students will be dual-registered for this time.
8. Attendance and conduct will be monitored and reported to the home school and parents.
9. A tracker document will be kept of managed moves, respite and sixth day provision and circulated for information and comment at each Trust Heads' Forum.

**Respite Provision**

1. If, in the opinion of school leaders, a student would benefit by a period of respite in another school they should, in the first instance, contact one of the other CoL academies to see if the child can be accommodated.
2. The option of a respite move must be discussed and agreed with parents.
3. If a placement is agreed, this should be communicated to the Director of Standards (Secondary).
4. If a placement cannot be found, advice on alternative options should be sought from the Director of Standards.
5. The Director of Standards will record the decision on the appropriate tracker.
6. Students will be processed as if they are new starters. There will be an admissions interview with parents, an agreed start date, timetable and the assignment of a student buddy and/or adult mentor.
7. Whilst at the placement school, the child will wear their full, home school's uniform and follow the direction, rules and timings of the host school.
8. Students will be dual registered for this time, attendance and conduct will be monitored and reported to the home school and parents.
9. A tracker document will be kept of managed moves, respite and sixth day provision and circulated for information and comment at each Trust Heads' Forum.

**Managed Moves**

1. Where a student is likely to be permanently excluded, either because of a specific incident or a pattern of behaviour which indicates an exceptionally high risk of imminent permanent exclusion, school leaders must consider the alternative of a managed move. Normally this would only be a consideration

after a long fixed-term exclusion (>15 days) or an incident where a permanent exclusion recommendation has already been made.

2. The option of a managed move must be discussed and agreed with parents.
3. In such cases, the Headteacher/Principal should in the first instance, contact one of the other CoL academies to see if the child can be accommodated.
4. If a placement cannot be found, advice on alternative options should be sought from the Director of Standards.
5. The Director of Standards will record the placement on the appropriate tracker.
6. The Headteacher/Principal of the child's current school/academy will inform their local authority that the move has been agreed. This may enable them to count this against any fair access placements. Arrangements will then need to be made to induct the student into the new school. This will involve:
  - an admissions meeting at the new academy with the child and parents;
  - attendance of an appropriate member of staff from the existing school at this meeting;
  - an induction programme for the child at the new school;
  - dual registration for an agreed period dependent on the nature of the behavioural concerns (dual registration will be for no less than one term and no more than two terms).
7. A tracker document will be kept of managed moves, respite and sixth day provision, and circulated for information and comment at each Trust Heads Forum.
8. The academic results and achievements of students who are subject to managed moves at any time during year 6, 11 or 13 will be held by the originating school and will remain as dual registered students until at least the appropriate census date has passed.

#### COLAT Alternative provision

1. Where a fresh start through a managed move is unsuccessful, impractical or, in the judgement of the Headteacher/Principal and the appropriate Director of Standards, would not be appropriate, the option of enrolling the student at the Trust alternative provision centre should be considered. In such cases the standard form must be completed and approved by the CEO and Head of Provision, ensuring that it is an agreed alternative with parental support. Arrangements will then need to be made to induct the student into the new school. This will involve:
  - a. an admissions meeting with the child and parents;
  - b. attendance of an appropriate member of staff from the existing school at this meeting;
  - c. an induction programme for the child;
  - d. dual registration arrangements and communication with the originating school need to be agreed.
2. While at the placement school the child will wear their full, home school's uniform and follow the direction, rules and timings of the host school.
3. A tracker document will be kept of alternative provision students and circulated for information and comment at each Trust Heads' Forum.
4. The academic results and achievements of students who are subject to managed moves at any time during year 6, 11 or year 13 will be held by the originating school.

### Outline Proposal

#### 1. Rationale

##### 1.1 The National Position

As identified in the Timpson Review of School Exclusions (May 2019), high-quality alternative provision should be an essential part of the landscape of secondary education in the UK. For some children, it is vital that they access an appropriate setting in which they can learn because, for a variety of reasons, they struggle with the curriculum or simply the scale of large secondary schools. It is also critically important that the majority of children are able to succeed at school and do not have their chances for success compromised by the persistent poor behaviour and lack of engagement of this very small minority.

The Trust is well positioned to develop a joint, coordinated approach to this long-standing and increasingly challenging problem because of the consistent approaches to behavioural standards, teaching, curriculum design and assessment. We have an opportunity as a Trust to develop outstanding provision, run cooperatively between COLAT and other partner schools.

##### 1.2 A Unique Proposition?

The proposition is relatively simple; it is to extend and support the success of the City of London academies by providing bespoke alternative curriculum pathways to cater for our most challenged or disengaged young people.

The unique proposition is to provide excellent core subject teaching supplemented with development programmes centred on behaviour modification, mentoring, work-based 'fusion' skills, sports and well-being.

##### 1.3 Overall ambition

The intention is to replicate the Trust culture in an alternative setting, thereby avoiding permanent exclusion and alternative provision, or significantly reducing their use. It is our ambition to create a model of best practice in this area which will benefit the students and communities we serve, but also demonstrate what can be achieved in this very challenging area with relentlessly high expectations.

#### 2. The Current Position

##### 2.1 COLAT Cost of External Exclusions and Alternative Provision

Externally procured alternative provision is costly to schools. Currently secondary schools, who are funded at an average rate of about £6,000 per student per annum, are being charged approximately £12,000 per pupil per annum for access to alternative provision settings. With approximately 26 COLAT students on roll with alternative provision suppliers, there is a net cost to our academies of approximately £312,000 per annum. It is worth noting that it is likely that this figure would be significantly higher if City of London Academy Islington and The City Academy, Hackney were included.

##### 2.2 Educational Quality, Student and School Outcomes

City of London secondary schools have been recognised by The Sutton Trust as having the best attainment and progress of any sponsored academies in the country, by some margin, in the Chain Effects reports in 2017 and 2018. Children from disadvantaged communities benefit from the high expectations, rigorous core curriculum and engaging cultural offer provided by Trust schools.

The educational quality of much alternative provision is inconsistent and often does not meet students' academic or personal development needs. The consequence of this is that the educational outcomes of children in alternative provision are significantly below national averages. For instance, the select committee report 'Forgotten Children' (July 18) states that only 1% of children registered at alternative provision achieved the benchmark of five good GCSEs including English and maths.

The likely outcomes of an Alternative Curriculum Pathway would be better educational achievement and prospects for all students, increasing the engagement of the most vulnerable in a smaller setting and allowing other children to learn without undue disruption.

### **2.3 City of London Corporation Policy Alignment**

The City of London Corporation is committed to social mobility through its corporate strategy. This is also reflected in the Education Strategy which actively promotes the development of curriculum and work-based skills that bring together creative and technical ('fusion') skills. The three strands of the strategy relate to education, cultural/creative learning and skills development with 'fusion' skills development being a unifying driver and delivery mechanism that draws together the Corporation, employers and schools.

Developing a fusion skills pathway for this small cohort of students would provide them with a real opportunity to work with employers and develop the qualifications and/or skills required to secure employment or progression to higher levels of education.

## **3. The Proposed Offer**

### **3.1 Vision**

COLAT will deliver secure, high-quality off-site provision for children who may be vulnerable or have experienced difficulty in our mainstream academies. These children will typically require a fresh start within in a smaller, more flexible educational setting that can provide intensive emotional, social and educational support. The same Trust standards of outstanding conduct, engaging curriculum, high-quality teaching and excellent educational outcomes would be expected.

**Students would remain on the roll of their originating school, and that school will hold their academic results. Any further exclusions from the centre would also need to be processed and recorded by the originating school as well as the host provision.**

### **3.2 Governance**

The provision will be governed by a Management Board that will meet once a term. The Board will review the leadership and outcomes of the service providing oversight and challenge to ensure the strategic objectives are met, the service is ethical, and systems are in place that assure statutory responsibilities for all aspects of safeguarding, health and safety and legal compliance are met.

The Management Board will be made up of:

- One COLAT Trustee
- One CEO
- One or more secondary Principal(s) on an annual rotation.

### **3.3 Location**

The location of this service would ideally be situated centrally to allow ease of travel for all students and the flexible use of staff and providing clear lines of accountability into the existing central leadership team.

Because of the nature of this service and the students being catered for premises would ideally:

- be a central location away from other secondary schools;
- have a meeting space big enough for all the students and staff;
- consist of at least four classrooms with small spaces for one to one mentoring/support;
- have easy access to dining/lunch provision;
- be able to access sports facilities;
- be monitored by external and internal CCTV.

### 3.4 KS3 Curriculum – Y7-9

The service would be expected to provide the normal range of core academic subjects supported by high-quality skills, sports and mentoring provision. The curriculum would be modular to facilitate the movement of students in and out of the service as the objective would be to reintegrate the vast majority of students back into mainstream schools as dual-registered students within a 6 -12 week period.

### 3.5 KS4 Curriculum – Y10-11

It may be possible to reintegrate a small number of students back into mainstream schools under dual-registration arrangements. However, the intention at this key stage would be to secure core GCSE outcomes and alternative pathways to further study and/or meaningful employment.

#### Curriculum offer

It will be crucial to retain academic rigour but also provide an inspiring and supportive curriculum offer which would be built around the following elements.

1. GCSEs in core subjects that is English mathematics, science and humanities.
2. Options would be bespoke to the interests and aspirations of each student but are likely to include 10 hours...
  - BTEC Sport or Business (fusion)  
*or*
  - a pre-apprenticeship prog at the CoLC leading to a guaranteed 16+ apprenticeship on successful completion
3. In addition there would be individual daily mentoring and/or external agency support designed to develop bespoke support mechanisms for each child.

### 3.6 Potential Curriculum Map and Capacity

Possible Curriculum Map		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
Y7 + 8	Maths						English						Science					Humanities					Bus - Fusion	Sport/PE	Arts/Cultural	Ment/Ext agency sup								
Y9	Maths						English						Science					Humanities					Bus - Fusion	Sport/PE	Arts/Cultural	Ment/Ext agency sup								
Y10	Maths						English						Science	History/Geography	PE			BTEC Sp/BTEC Fus/Pre -App Prog										Ment/Ext agency sup						
Y11	Maths						English						Science	History/Geography	PE			BTEC Sp/BTEC Fus/Pre -App Prog										Ment/Ext agency sup						

### 3.7 Funding Framework

At present this is the most difficult thing to reconcile, but the thinking so far is:

1. There will be a membership rate to join the provision, based on student numbers within the school. This might be an appropriate shared use of the City Premium Grant. Alternatively, we may be able to bid for specific funding to support this initiative.
2. In future years, there may be a reduced membership rate and then a figure based on the previous year’s pro-rata use. This would enable schools and the service to plan finances with certainty over the next 12 months.
3. Any recharging system would need to be reviewed annually by the Management Board.

<b>Draft Funding Model - 3 Yr Growth</b>			
	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
<b>Student numbers</b>			
KS3	8	10	12
KS4	12	16	18
<b>Total students</b>	<b>20</b>	<b>26</b>	<b>30</b>
<b>Revenue</b>			
Student Funding - 6K Per student	120	156	180
SEND Funding	0	0	0
City Premium Grant (or 50K sch subs)	300	300	300
Sponsorship support from City companies	0	0	0
<b>Total Revenue</b>	<b>420</b>	<b>456</b>	<b>480</b>
<b>Projected Salary Costs</b>			
Service Lead	70	70	70
SENCO/English	25	60	60
Maths	25	25	25
Science	25	25	25
BTEC App prov	50	50	50
PE	15	15	15
Admin/Support	30	60	60
<b>Capital, FM, Comms and curric costs</b>			
Capital costs	110	30	30
FM costs	20	20	20
ICT/Comms	20	20	20
Curric Costs	10	20	20
<b>Total Cost</b>	<b>400</b>	<b>395</b>	<b>395</b>
<b>Surplus/Defecit</b>	<b>20</b>	<b>61</b>	<b>85</b>

#### 4. Pastoral Support

Comprehensive pastoral arrangements would need to be designed for each student which would include engaging school, local authority, health service, social services and Police service support.

The curriculum and support would typically include:

- A well-boundaried and carefully managed learning environment based on the highest expectations and a clear system of rewards and consequences.
- Engagement of parent/carers in the monitoring and support of academy expectations in relation to attitude, behaviour and academic rigour.
- Mentoring sessions for every child, every day.
- Planner and academy log-book to be signed by mentors and parents every day.
- Provision mapping of 'wrap around' services from social workers, CAMHS, educational welfare, police and family support.
- High-quality, carefully managed integration programmes.
- High-quality and carefully managed reintegration programmes.
- Opportunities to engage in collective COLAT activities - concerts, sports days, careers events, etc.

#### 5. Timeline

Ideally the service would be set up and operate from September 2020. This would mean that the recruitment appointment of a service lead would need to take place by April 2020 so that detailed systems planning, recruitment of staff, curriculum development and enrolment of students can be completed prior to opening.

This is nevertheless a tight timeline and decisions to move forward in principle will need to be taken before December 2019 if this ambition is to be met.

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

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