



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

**Date:** THURSDAY, 3 SEPTEMBER 2020  
**Time:** 9.00 am  
**Venue:** VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

**Members:** Tijds Broeke (Chair)  
Roy Blackwell (Vice-Chair)  
Peter Bennett  
Caroline Haines  
Deputy Clare James  
Deputy Edward Lord  
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

### Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:  
[https://youtu.be/iIHfc\\_qhDHg](https://youtu.be/iIHfc_qhDHg)

## **AGENDA**

1. **APOLOGIES**
2. **DECLARATIONS**
3. **ELECTION OF CHAIR**  
To elect a Chair for the 2020-21 academic year in line with Article 82.  

**For Decision**
4. **ELECTION OF VICE-CHAIR**  
To elect a Vice-Chair for the 2020-21 academic year in line with Article 82.  

**For Decision**
5. **MINUTES**  
To agree the public minutes of the meeting held on 9 July 2020.  

**For Decision**  
(Pages 1 - 8)
6. **APPOINTMENT OF COMMITTEES 2020-21**  
Report of the Town Clerk.  

**For Decision**  
(Pages 9 - 24)
7. **COLPAI WASTE MANAGEMENT CONSULTATION: UPDATE**  
The Director of Community and Children's Services to be heard.  

**For Information**
8. **POLICIES FOR THE TRUST**  
Report of the Chief Financial Officer.  

**For Decision**  
(Pages 25 - 40)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
10. **ANY OTHER BUSINESS**
11. **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**

12. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 9 July 2020.
- For Decision**  
(Pages 41 - 48)
- a) Delegated Actions Digest
- For Information**  
(Pages 49 – 50)
- b) Annual Attendance Register
- For Information**  
(Pages 51 - 52)
13. **OUTSTANDING ACTIONS**  
Report of the Town Clerk.
- For Information**  
(Pages 53 - 54)
14. **APPOINTMENTS TO LOCAL GOVERNING BODIES**  
Report of the Town Clerk.
- Trustees are asked to note two confidential appendices at Agenda Item 24.
- For Decision**  
(Pages 55 - 56)
15. **ICT UPDATE**  
Report of the Director of Information and Communication Technology.
- For Information**  
(Pages 57 - 66)
16. **ESTATES AND FACILITIES UPDATE ON TRUST SCHOOLS**  
Report of the Director of Estates and Facilities Management.
- For Information**  
(Pages 67 - 70)
17. **CEO EXECUTIVE SUMMARY**  
Report of the Chief Executive Officer.
- For Decision**  
(Pages 71 - 96)
18. **UNVALIDATED EXAMINATION AND TEST RESULTS 2019-20 (TO FOLLOW)**  
Report of the Chief Executive Officer.
- For Information**

19. **CFO UPDATE**

Report of the Chief Financial Officer.

Trustees are asked to note two confidential appendices at Agenda Item 25.

**For Decision**  
(Pages 97 - 174)

20. **HUMAN RESOURCES UPDATE**

Report of the Human Resources Director.

**For Decision**  
(Pages 175 - 302)

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

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

**Confidential Agenda - Circulated Separately**

23. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 9 July 2020.

**For Decision**

24. **APPOINTMENTS TO LOCAL GOVERNING BODIES - CONFIDENTIAL APPENDICES**

Report of the Town Clerk.

Confidential appendices to be read in conjunction with Agenda Item 14.

**For Information**

25. **CFO UPDATE AND APPROVALS - CONFIDENTIAL APPENDICES**

Report of the Chief Financial Officer.

Confidential appendices to be read in conjunction with Agenda Item 19.

**For Information**

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

**Thursday, 9 July 2020**

**Minutes of the virtual meeting of the Board of Trustees of the City of London Academies Trust held via Microsoft Teams at 9.00 am**

### **Present**

#### **Members:**

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

#### **Officers:**

Kerry Nicholls	- Clerk
Chandni Tanna	- Media Officer (COL)
Bukola Soyombo	- Senior Technology Support Partner (COL)
Gerald Mehrtens	- Director of Academy Development (COL)
Mark Emmerson	- Chief Executive
Claire Hersey	- Chief Financial Officer
Katyryna Zamulinskyj	- Human Resources Director
Smith Umoren	- Director of Estates and Facilities Management
Billy Harvey	- Director of ICT

#### **Also Present:**

Caroline Haines

#### **1. APOLOGIES**

There were no apologies.

#### **2. DECLARATIONS**

Roy Blackwell declared that he was the Chair of the Local Governing Body of the City of London Academy Highgate Hill.

Tijs Broeke declared that he was the Deputy Chair of the Board of Governors of the City Academy, Hackney.

Dawn Elliott declared that she was the Chair of the Board of Governors of the City Academy, Hackney.

Lucas Green declared that he was the Chair of the Local Advisory Board of Galleywall Primary City of London Academy.

Caroline Haines declared that she was the Chair of the Local Governing Body of Newham Collegiate Sixth Form.

Ann Holmes declared that she was the Chair of the Local Governing Body of the City of London Primary Academy Islington.

3. **ELECTION OF CHAIR**

An election for Chair was conducted in line with Article 82. Tijs Broeke, being the only Trustee willing to serve, was elected Chair for the remainder of the academic year.

The Chair led the Board of Trustees in thanking Andrew McMurtrie, the outgoing Chair, for his outstanding leadership of the City of London Academies Board of Trustees. Ann Holmes would also be standing down as a Trustee shortly and the Chair offered his thanks for her excellent contribution. It was noted that Caroline Haines was attending the meeting as an Observer with a view to becoming a Sponsor Trustee for the 2020-21 academic year and would bring a wealth of experience of education to the Board of Trustees.

4. **MINUTES**

**RESOLVED**, that the public minutes and non-public summary of the meeting held on 19 March 2020 be approved as a correct record.

5. **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 1 July 2020 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 30 April 2020 be received.

6. **APPOINTMENT 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 her four-year term and served as the Chair of the Board of Governors of the City Academy, Hackney which was anticipated to join the City of London Academies Trust for the 2020-21 academic year.

**RESOLVED**, that Dawn Elliott be reappointed as a Co-opted Trustee of the City of London Academies Trust for a term of four years commencing 9 July 2020.

7. **POLICIES FOR THE TRUST**

Trustees considered a report of the Chief Financial Officer presenting policies for the Trust for approval and the following point was made:

- The Finance, Audit and Risk had considered the proposed finance policies for the Trust at its meeting on 1 July 2020 and had requested

that the new Expenses Claim Policy be re-drafted and presented to the meeting of the Board of Trustees on 3 September 2020 for approval.

**RESOLVED**, that:

- The following updated policies be approved:
  - Finance Policy;
  - Procurement and Tendering Policy;
  - Gifts and Hospitality Policy;
  - Charging and Remissions Policy;
  - Reserves Policy;
  - Investment Policy;
  - Whistleblowing Policy;
  - Freedom of Information Policy;
  - Data Protection Policy;
  - Records Retention;
  - Code of Conduct;
  - No Smoking policy (new); and
  - Policy for Supporting Pupils with Medical Conditions.
  
- The Expenses Claim Policy be re-drafted and considered at the meeting of the Board of Trustees on 3 September 2020 for approval.

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

Trustees considered a report of the Director of Academy Development on the Academies Development Programme and the following points were made:

- Arrangements for the transfer of the City of London Corporation's two co-sponsored academies, the City Academy, Hackney and the City of London Academy Islington to the City of London Academies Trust were underway and the following points were made:
  - A Trustee reported that the Finance, Audit and Risk Committee had discussed outstanding matters on property and pensions issues at its meeting on 1 July 2020, and had been advised that work was underway to resolve these, including the transfer of the schools' leases to the Trust. The freeholders of both schools had given consent for the transfer of leases and this work was on target to be completed by the end of July 2020, when the Department for Education would be approached for final sign-off. The pension scheme liabilities of the two academies would be underwritten by the Education and Skills Funding Agency. Updates on agreeing the transfer of the leases would be reported to the Chairs of the Board of Trustees and the Finance, Audit and Risk Committee when available.
  - Condition surveys of the two schools had identified that they were in generally good condition, but a separate fire risk assessment would be completed for both academies. The Trust's School Condition

Allocation funding would increase for future years to fund capital works across the Trust's increasing number of academies.

- In considering the size of the Local Governing Body of the City of London Academy Islington, Trustees noted how this varied from the Trust's recommended model. The Chief Executive Officer suggested that the Trust put its case for a smaller Governance model at the annual meeting with the strategic partners. A Governance Self-Review was underway across the Trust which could offer a vehicle by which the new academies could review current arrangements and the Scheme of Delegation also promoted consistency of practice across the Trust.
- Trustees discussed the commitment of the City, University of London and KPMG to continue as 'Strategic Partners' to the City of London Academy Islington and the City Academy, Hackney respectively. Discussions were underway on how these organisations could best be supported to maintain strong links with both their individual academy partners and the wider Trust moving forward.
- Discussions on the progress of academy capital builds would be considered in the non-public agenda under Item 16: CoLAT Academies Development Programme - Update - Non-Public Appendices.

**RESOLVED**, that:

- The Legal Due Diligence reports for the City of London Academy Islington and the City Academy, Hackney to inform the Board of Directors and Board of Trustees decision to transfer these academies undertakings into the City of London Academies Trust be noted;
- The necessary resolutions to accept the transfer of the City of London Academy Islington and the City Academy, Hackney undertakings to the City of London Academies Trust by 1 September 2020 be approved;
- The proposed membership of the Local Governing Bodies of the City of London Academy Islington and the City Academy, Hackney, which would be outside the 'model' for Local Governing Bodies within the City of London Academies Trust as previously endorsed by the City of London Corporation be approved and the appointment of the Chair of governors for each Local Governing Body be approved (subject to the decision of the Education Board); and,
- It be agreed that City, University of London in respect of the City of London Academy Islington, and KPMG in respect of the City Academy, Hackney, should continue as 'Strategic Partners' to these academies after the undertakings are transferred to the City of London Academies Trust and that authority be delegated to the Chief Executive Officer in consultation with the Chair and Deputy Chair of the Board of Trustees to negotiate and agree the terms of the Memorandum of Understanding,



and to sign the document, in each case on behalf of the City of London Academies Trust, subject to the decision of the Education Board.

9. **SCHOOL PLACES DEMAND PROJECTIONS**

Trustees considered a report of the Director of Academy Development on school places demand projections and the following point was made:

- The demand for school places was projected to be variable across the geographical area covered by the City of London Academies Trust in the short to medium term but it was anticipated that demand would continue to be strong for schools judged to be an “Outstanding” provision.

**RESOLVED**, that the demand for school places for primary and secondary schools in relation to existing City of London academies, and potential further academy expansion be noted.

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

There were no questions.

11. **ANY OTHER BUSINESS**

There was one item of other business.

The Chair expressed gratitude to Trustees and the CoLAT Central Team for the excellent work undertaken over the 2019-20 academic year. The Chair gave particular thanks to both teaching and support staff within the Trust’s academies for their work in keeping schools open and helping both pupils and their local communities during the COVID-19 pandemic.

12. **EXCLUSION OF THE PUBLIC**

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

13. **NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 19 March 2020 be approved as a correct record.

14. **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 1 July 2020 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 30 April 2020 be received.

15. **OUTSTANDING ITEMS**

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

16. **COLAT ACADEMIES DEVELOPMENT PROGRAMME - UPDATE - NON-PUBLIC APPENDICES**  
Trustees considered non-public appendices for Item 8: CoLAT Academies Development Programme – Update.
17. **APPOINTMENTS TO LOCAL GOVERNING BODIES AND APPOINTMENT OF CHAIRS TO LOCAL GOVERNING BODIES**  
Trustees considered a report of the Clerk setting out proposed appointments to Local Governing Bodies and appointment of Chairs to Local Governing Bodies.
18. **CEO EXECUTIVE SUMMARY**  
Trustees considered an Executive Summary of the Chief Executive Officer.
19. **COVID-19 UPDATE AND RECOVERY PLAN**  
Trustees considered a report of the Chief Executive Officer providing a COVID-19 update and proposed recovery plan.
20. **SCHEME OF DELEGATION ANNUAL UPDATE**  
Trustees considered a report of the Chief Executive Officer setting out the annual update of the Scheme of Delegation.
21. **STRATEGIC PLAN REVIEW 2020-24**  
Trustees considered a report of the Chief Executive Officer presenting the Strategic Plan Review 2020-24.
22. **CHIEF FINANCIAL OFFICER'S UPDATE**  
Trustees considered an update report of the Chief Financial Officer.
23. **HUMAN RESOURCES UPDATE**  
Trustees considered an update report of the Human Resources Director.
24. **COLAT SCHOOLS SAFEGUARDING MONITORING UPDATE**  
Trustees considered a report of the Chief Executive Officer providing an update on safeguarding monitoring.
25. **TRUST SCHOOLS' CALCULATED GRADES**  
Trustees considered a report of the Chief Executive Officer on Trust Schools' calculated grades.
26. **PRE-APPRENTICESHIP PROVISION UPDATE**  
Trustees considered a report of the Chief Executive Officer presenting an update on the proposed Pre-Apprenticeship provision.
27. **ICT UPDATE**  
Trustees considered an update report of the Director of Information Communication and Technology.
28. **ESTATES AND FACILITIES UPDATE ON TRUST SCHOOLS**  
Trustees considered a report of the Director of Estates and Facilities Management.

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

There were no non-public questions.

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

There was no other business.

**31. CONFIDENTIAL MINUTES**

**RESOLVED**, that the confidential minutes of the meeting held on 19 March 2020 be approved as a correct record.

**32. CONFIDENTIAL COMMITTEE MINUTES**

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

**RESOLVED**, that the confidential minutes of the Finance, Audit and Risk Committee meeting held on 1 July 2020 be received.

b) **Confidential Minutes of the Standards and Accountability Committee on 30 April 2020**

**RESOLVED**, that the confidential minutes of the Standards and Accountability Committee meeting held on 30 April 2020 be received.

**33. APPOINTMENTS TO LOCAL GOVERNING BODIES AND APPOINTMENT OF CHAIRS TO LOCAL GOVERNING BODIES - CONFIDENTIAL APPENDICES**

Trustees considered confidential appendices for Item 17: Appointments to Local Governing Bodies and Appointment of Chairs to Local Governing Bodies.

**34. CHIEF FINANCIAL OFFICER'S UPDATE - EXTRACT FROM NON-PUBLIC REPORT**

Trustees considered a confidential extract from Item 22: Chief Financial Officer's Update.

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

Trustees considered a confidential extract from Item 24: CoLAT Schools Safeguarding Monitoring Update.

**36. HUMAN RESOURCES UPDATE – CONFIDENTIAL STAFFING UPDATE**

Trustees heard an update of the Human Resources Director.

**The meeting closed at 11.10 am**

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Chair

**Contact Officer: Kerry Nicholls**  
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# Agenda Item 6

<b>Committee:</b>	<b>Date:</b>
City of London Academies Trust Board of Trustees	3 September 2020
<b>Subject:</b> Appointment of Committees 2020-21	<b>Public</b>
<b>Report of:</b> Clerk	<b>For Decision</b>
<b>Report author:</b> Kerry Nicholls, Clerk	

## 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 appointed to three committees for the 2019-20 academic year which comprised the Finance, Audit and Risk Committee, the Standards and Accountability Committee and the Remuneration Committee; however following its recent expansion, the Trust's annual revenue has now increased to a point where it is required by the Academies Financial Handbook to establish a dedicated audit and risk committee which is separate from the Trust's financial scrutiny function.

Trustees are therefore invited to agree the proposed terms of reference of the Audit and Risk Committee and the Finance and Operations Committee and review the membership and terms of reference of the Standards and Accountability Committee and the Remuneration Committee ahead of appointing those committees for the 2020-21 academic year. The Board of Trustees is also requested to review the terms of reference of the Academy LGB Pay Committees and City of London Academies Trust Executive Team Pay Committees for the 2020-21 academic year for which no appointments are made.

## Recommendations

The Board of Trustees is asked to:

1. Review and approve the proposed terms of reference of the Audit and Risk Committee and the Finance and Operations Committee;
2. Review and approve the terms of reference of the Standards and Accountability Committee, Remuneration Committee, Academy LGB Pay Committees and City of London Academies Trust Executive Team Pay Committees;

3. Appoint the membership of the following Committees:

- Audit and Risk Committee (proposed);
- Finance and Operations Committee (proposed);
- Standards and Accountability Committee; and,
- Remuneration Committee.

## **Main Report**

### **Background**

1. This report sets out the 2019-20 membership and terms of reference of the Board's committees which comprise the Finance, Audit and Risk Committee (to be separated into the Audit and Risk Committee and the Finance and Operations 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 1-4 to this report.

### **Audit and Risk Committee**

2. In Trusts with an annual income of over £50m, a dedicated Audit Committee must be appointed which is separate to the Trust's financial scrutiny function. The Committee's role is to advise the board on the adequacy of the Trust's internal control framework, including financial and non-financial controls and risk management arrangements, to direct a programme of internal scrutiny and to consider the results and quality of external audit. The Committee must also review the overall risk profile of the Trust for appropriateness, monitoring risk management techniques employed at all levels within the Trust and receive the Auditor's report before Board Approval.
3. Trustees are invited to review and approve the proposed terms of reference at Appendix 1 and appoint committee members for the 2020-21 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).
4. The Chair of Trustees should not be the Chair of the Audit and Risk Committee.
5. In 2019-20 the membership of the Finance, Audit and Risk Committee (the previous arrangement for delivering this function) comprised:
  - Peter Bennett (Chairman)
  - Edward Benzecry
  - Dawn Elliot
  - Deputy Clare James
  - Andrew McMurtrie

- Mark Emmerson (for Finance matters only)

### **Finance and Operations Committee**

6. In Trusts with an annual income of over £50m, the financial scrutiny function must be delivered separately to the Trust's Audit Committee. The Committee's role is one of financial scrutiny and oversight and supporting the Board in maintaining the Trust as a going concern. It is tasked with reviewing the overall financial position of the Trust for appropriateness, monitoring the financial management techniques employed at all levels within the Trust and receiving the annual financial statements before Board Approval.
7. Trustees are invited to review and approve the proposed terms of reference at Appendix 2 and appoint committee members for the 2020-21 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).
8. In 2019-20 the membership of the Finance, Audit and Risk Committee (the previous arrangement for delivering this function) comprised:
  - Peter Bennett (Chairman)
  - Edward Benzecry
  - Dawn Elliot
  - Deputy Clare James
  - Andrew McMurtrie
  - Mark Emmerson (for Finance matters only)

### **Standards and Accountability Committee**

9. 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 provides a performance profile to the Trust Board and agrees/monitors the effectiveness of interventions to support relative under-performance.
10. Trustees are invited to review and approve the terms of reference at Appendix 3 and appoint committee members for the 2020-21 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).
11. In 2019-20 the membership of the Standards and Accountability Committee comprised:
  - Tijs Broeke (Chairman)
  - Edward Benzecry
  - Roy Blackwell
  - Ann Holmes
  - Andrew McMurtrie

## **Remuneration Committee**

12. The Committee's role is primarily to propose remuneration ranges for leaders within the Trust, approve the pay awards of Executive Principals, Principals and Headteachers made by LGB Pay Committees with appropriate challenge, approve the pay award of the Trust Executive Team with appropriate challenge, and to performance manage the CEO, making a pay award recommendation to the Board.

13. Trustees are invited to review and approve the terms of reference at Appendix 4, giving particular consideration to the proposal that the membership include the Chair of the Standards and Accountability Committee, and appoint committee members for the 2020-21 academic year. Trustees should appoint sufficient membership of the Committee that they are confident a quorum of two committee members can be achieved at each meeting.

14. In 2019-20 the membership of the Remuneration Committee was as follows.

- Roy Blackwell
- Deputy Claire James
- Andrew McMurtrie

## **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 4.

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

## **Appendices**

- Appendix 1 – Audit and Risk Committee Proposed Terms of Reference
- Appendix 2 – Finance and Operations Committee Proposed Terms of Reference
- Appendix 3 – Standards and Accountability Committee Terms of Reference
- Appendix 4 – 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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**AUDIT AND RISK COMMITTEE  
TERMS OF REFERENCE (PROPOSED)**

**Composition**

The Audit and Risk Committee will consist of at least three Trustees. The Chair of the Committee must not be the Chair of the Board of Trustees.

**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 to advise the board on the adequacy of the Trust's internal control framework, including financial and non-financial controls and risk management arrangements, to direct a programme of internal scrutiny and to consider the results and quality of external audit.

It is tasked with reviewing the overall 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 Audit**

The Committee will:

- review the external auditor's plan each year
- review the annual report and accounts
- review the auditor's findings and actions taken by the trust's managers in response to those findings
- assess the effectiveness and resources of the external auditor to provide a basis for decisions by the trust's members about the auditor's reappointment or dismissal or retendering.
- produce an annual report of the Committee's conclusions to advise the Board of Trustees and members, including recommendations on the reappointment or dismissal or retendering of the external auditor, and their remuneration.

**2. Internal Scrutiny**

The Committee will:

- direct the Trust's programme of internal scrutiny
  - review the ratings and responses on the risk register to inform the programme of work, ensuring checks are modified as appropriate each year
  - ensure that risks are being addressed appropriately through internal scrutiny
  - agree a programme of work annually to deliver internal scrutiny that provides coverage across the year
  - agree who will perform the work
  - consider reports at each meeting from those carrying out the programme of work
  - consider management's response and action taken in respect of recommendations and progress in addressing recommendations
  - monitor to ensure that there are no unjustified restrictions or limitations on the work being performed
- report to the board on the adequacy of the Trust's internal control framework, including financial and non-financial controls and management of risks.

The Committee's oversight **must**:

- extend to the financial and non-financial controls and risks at constituent academies.
- ensure information submitted to DfE and ESFA that affects funding, including pupil number returns and funding claims (for both revenue and capital grants) completed by the trust and by constituent academies, is accurate and in compliance with funding criteria.

### **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 Health and Safety Committees and consider health and safety risk management procedures across the academies.

### **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.

#### **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.

**FINANCE AND OPERATIONS COMMITTEE  
TERMS OF REFERENCE (PROPOSED)**

**Composition**

The Finance and Operations Committee will consist of at least three Trustees and the Accounting Officer.

**Frequency of Meetings and Proceedings**

The Committee will meet three times each year:

- November – post year-end process and Financial Statements preparation;
- Spring;
- Summer – budget 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 financial scrutiny and oversight and supporting the Board in maintaining the Trust as a going concern. It is tasked with reviewing the overall financial position of the Trust for appropriateness, monitoring the financial management techniques employed at all levels within the Trust and receiving the annual financial statements 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. Finance**

- a) To receive regular financial reports on the Academies within the MAT and report on the Trust's 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

**2. Operations**

To receive regular reports on the key operational issues across the Academies within the MAT to include:

- a) Human resources
- b) Facilities and Estates

- c) Information Technology
- d) Health and Safety

**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
- At least three MAT Directors
- Chief Standards Officer

The Chairman to be elected by the committee members at the first meeting of the academic year.

### 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;

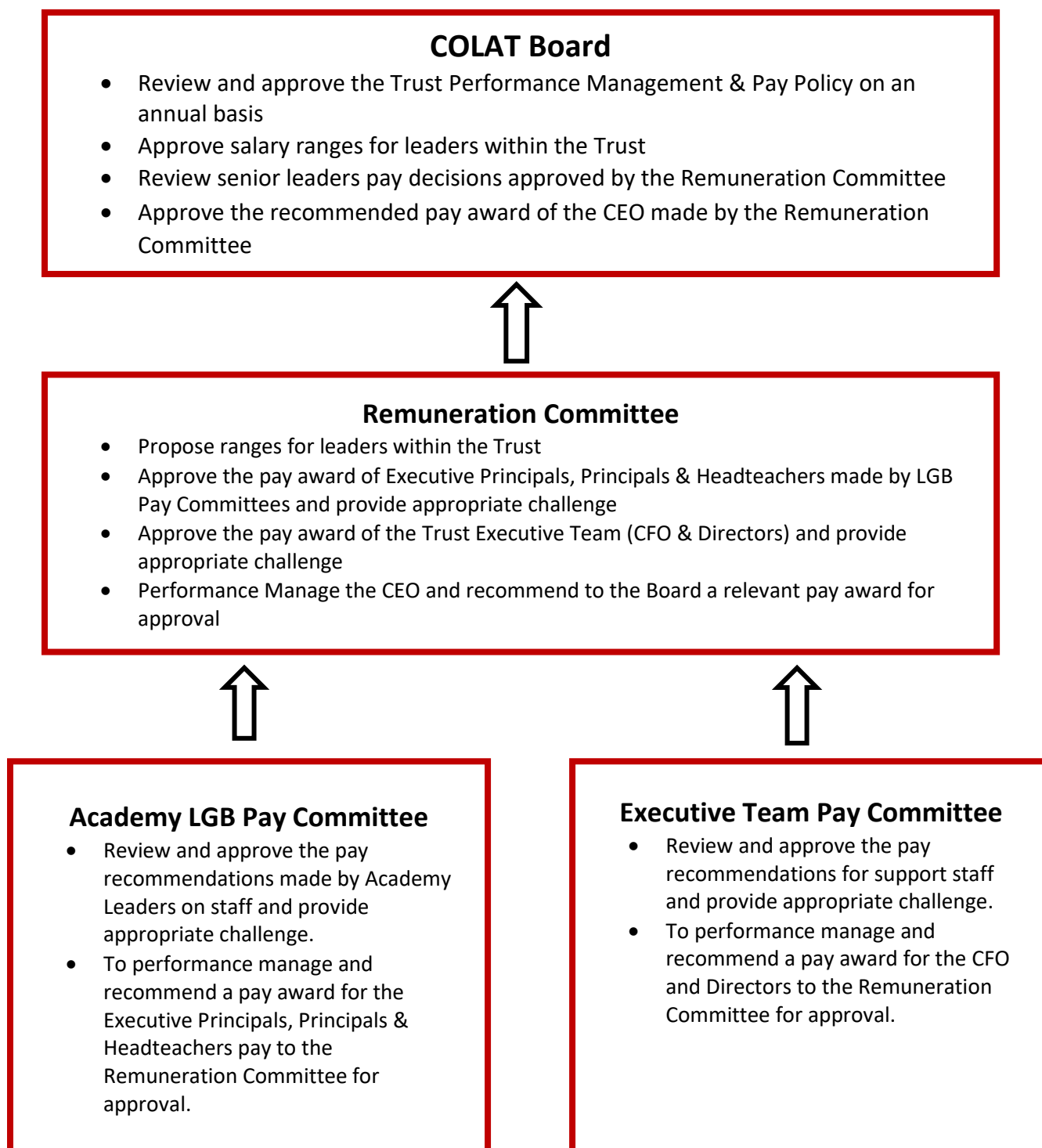
## **Authority**

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 the Chair of the Board and at least two other Trust Board members, **including the Chair of the Standards and Accountability Committee**, 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 the Local Governing Body Chair and at least two other Local Governing Body Members 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.

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# Agenda Item 8

<b>Committee:</b>	<b>Date:</b>
City of London Academies Trust Board of Trustees	3 September 2020
<b>Subject:</b> Policies for the Trust	<b>Public</b>
<b>Report of:</b> Chief Financial Officer	<b>For Decision</b>
<b>Report Author:</b> Claire Hersey, CFO	

## Summary

The Trust has a suite of key policies which should be reviewed regularly to ensure they remain appropriate for the Trust's current operations and provide consistency across the Trust where possible.

## Recommendations

The Board of Trustees is asked to approve the following policies:

- Expenses, Travel and Subsistence Policy (new); and,
- Safeguarding and Child Protection Policy

## **Main Report**

### **Overview**

The Trust has a suite of key policies which should be reviewed regularly to ensure they remain appropriate for the Trust's current operations and provide consistency across the Trust where possible.

The documents have been written with the aim of providing policies only (i.e. what should be done) at a Trust level so that processes and procedures (i.e. how it should be done) can be determined locally according to the needs, resources and structure in each of the individual academies.

### **Safeguarding and Child Protection Policy**

Trustees must ensure that arrangements are made to safeguard and promote the welfare of children in all Trust Academies in line with their duty as 'proprietors' under the Education (Independent School Standards) Regulations 2014. With this in mind, the overall responsibility for the Trust's safeguarding policy sits with the Board of Trustees. However, each academy must have their own local safeguarding and child protection policy, outlining how the academy delivers safeguarding at a local level, which is reviewed on an annual basis by the Local Governing Body. This means that each academy can tailor its safeguarding approach to meet the needs of its pupils (e.g. differences between primary and secondary) and to comply with the guidance and the arrangements and procedures agreed and published by the 3 safeguarding partners in the local authority where it's located.

### **Appendices**

- Appendix 1 - Expenses, Travel and Subsistence Policy (new)
- Appendix 2 – Safeguarding and Child Protection Policy



**CITY OF LONDON  
ACADEMIES TRUST**

# Expenses, Travel and Subsistence Policy

Responsibility:	Chief Financial Officer
Approved by Board:	
Next Review Date:	

**TABLE OF CONTENTS**

1 Introduction ..... 3

2 Process ..... 3

3 Travel expenses ..... 4

4 Accommodation ..... 5

5 Other expense ..... 5

6 Freedom of Information/Data Protection ..... 6

Appendix A - Subsistence rates & personal incidental expenses ..... 7

Appendix B - Mileage rates ..... 8

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## 1 Introduction

- 1.1 This document provides detailed guidance on COLAT's policy for the reimbursement of expenses necessarily incurred by employees in the performance of their duties. It is designed to assist staff in identifying what COLAT will reimburse and to guide staff through the policy for reclaiming expenses.
- 1.2 Implicit throughout this document is the obligation that staff will obtain value for money when incurring expenditure on behalf of COLAT.
- 1.3 This policy applies to all employees of COLAT, including those seconded through a Service Level Agreement.
- 1.4 Employees should neither gain nor lose financially in relation to expenditure and reimbursement on business travel and other expenses arrangements.

## 2 Process

- 2.1 Claims for reimbursement must be made on an Expenses Claim form and (save as stated below) must be supported by receipts.

Receipts are not required for the following travel-related expenses:

- Mileage
- Where receipts are not normally issued (e.g. underground travel; parking meters). Here, employees should make every effort to obtain and submit some form of appropriate corroborative documentation

- 2.2 Prior authorisation (from the person specified in brackets) is required for the following:

- Any expenditure in excess of £25 (budget holder)
- Any expenditure in excess of £50 (budget holder and Academy's Head of Finance)
- International travel (budget holder and Academy's Head of Finance)
- Advance payments of anticipated expenses (Academy's Head of Finance)
- Overnight accommodation (Academy's Head of Finance)
- Travel expense of a Partner where their presence is required for a bona fide business purpose (Chief Executive Officer)

- 2.3 Claims for reimbursement should be made as soon as possible and, in any case, not later than two months after the expenditure has been incurred. Claims older than two months will **not** be paid unless exceptional circumstances apply. The claim, together with an explanation for the delay should be submitted to the Academy's Head of Finance who will consider each case on its merits.

- 2.4 Claims should be signed off by an employee's line manager. Claims must not be authorised by someone more junior than the claimant.

The authoriser needs to be satisfied that:

- The expenses were necessarily incurred in the performance of duties
- The expenses claimed are not payable from another source
- There is sufficient money in the budget to meet the costs involved
- Due consideration has been given to achieving value for money

Any amendments made to Expenses Claim Forms should be initialled by the authoriser.

Under no circumstances will self-authorized claims be paid. In these circumstances alternative authorisation must be obtained.

Any attempt to submit false claims will be treated as a serious disciplinary offence.

### **3 Travel expenses**

3.1 A business journey is one necessarily undertaken by an employee to carry out her or his duties for COLAT, or to attend training courses or conferences necessary for the performance of those duties.

3.2 Employees will be reimbursed for actual travel and associated expenses incurred wholly, exclusively, solely and necessarily in the performance of their duties.

3.3 Wherever possible, and subject to business needs, reservations should be made in time to take advantage of cheaper fares, accommodation or “early bird discounts” etc.

3.4 Employees should travel and be accommodated in safety and reasonable comfort. However, the mode of travel should be the most cost-effective consistent with the business needs of COLAT. For instance, the use of public transport rather than a taxi.

3.5 Any expenses incurred travelling from your home to your normal place of work cannot be claimed.

Travel from your home to a different place of work or to attend a meeting, training course or conference can only be claimed if the cost exceeds the cost of your routine journey from home to your normal place of work, and only the difference can be claimed.

3.6 All public transport must be standard class.

#### *3.7 Promotional Incentives*

The purchasing decision shall not be influenced by any promotional incentives such as airline mileage credits or personal cash credit card discounts or rebates. Employees should not benefit personally from these incentives but should use them to offset the cost of the current or future business journeys.

#### *3.8 Partner’s Expenses*

Partners shall not travel at COLAT’s expense except when their presence is required and authorised for a bona fide business purpose.

A partner may accompany a member of staff for personal reasons. In such instances COLAT must not be charged for more than if the member of staff had travelled alone. Wherever possible the partner’s travel costs should be invoiced separately and paid privately. If the invoice includes both private and official travel costs the member of staff should settle the total invoice and reclaim the official element from COLAT. Private insurance must be taken out to cover the partner’s travel

#### *3.9 Holidays Linked to Business Trips*

An employee shall not claim any additional travel costs, subsistence or other expenses for days taken as holiday linked to a business trip. Private insurance must be taken out to cover the private part of the journey.

#### *3.10 Travel Bookings*

All travel bookings in excess of £50 must be authorised before the booking is made in line with paragraph 2.2 above.

#### *3.11 Travel Costs – Advance Payments*

Where advance payments against expenses have been authorised, an Expenses Claim Form, showing the amount of the advance in the appropriate place, must be submitted within two weeks of completing the business trip. Any unspent cash advanced is to be returned to COLAT, either in cash or by a personal cheque made payable to COLAT, securely attached to the authorised Expenses Claim Form. Cash must not be sent through the internal post but must be delivered by hand to a finance officer who will issue a receipt.

#### *3.12 Motor vehicles*

COLAT strongly supports use of public transport over private motor vehicles and taxis. Motor Vehicles or taxis should only be used under the following conditions:

- Where two or more COLAT people travel together, so that the combined cost of their journey by public transport would exceed that calculated using the mileage rates.
- Where the traveller is disabled or is assisting a disabled person.
- Where bulky equipment is being carried.
- Where the destination is not accessible or requires an excessively long or arduous journey by public transport.
- Where other than for the reasons above it can be shown to be cost effective.
- Where necessary for personal safety reasons

If a member of staff judges it more convenient because of shorter journey time etc. by car or taxi reimbursement will be restricted to the amount that it would have cost on public transport. Claimants must include evidence of the cost of public transport with any such claim.

Where an employee uses their own motor vehicle on COLAT business the employee must ensure that:

- the vehicle insurance policy includes cover for business use
- the vehicle is serviced to the manufacturer's specification and that where necessary a relevant MOT certificate is in force

### 3.13 *Mileage*

All claims for reimbursement of mileage must specify the following:

- Details of and reasons for the journey undertaken.
- The start and finish points of each journey and the places visited on the way, if any.
- The dates of travel.

Where unusual circumstances occur that result in a higher than expected mileage being incurred, an explanation must be provided.

Claims for purchase of fuel must not be made.

### 3.14 *Fines and Penalties*

No claims may be made for any fines or penalties incurred (such as speeding fines; parking excess charges; wheel clamp unlocking; etc). It is the employee's responsibility to ensure that they comply with all laws, rules and regulations.

## 4 **Accommodation**

4.1 When employees are necessarily away from home overnight on COLAT business they are entitled to claim for hotel or other suitable accommodation.

4.2 Maximum rates for accommodation are detailed in Appendix A. Claims in excess of these limits must be justified in writing. The authoriser of the claim has the right to reject all or part of the amount in excess of the rate if he or she is not satisfied with the justification.

### 4.3 *Staying with friends or relatives*

An allowance of up to £25 per night can be claimed to meet the cost of hospitality provided by a friend or relative as an alternative to staying in commercial accommodation. On each occasion a claim is made, it must be supported by a statement from the employee confirming that payment of the sum claimed was made to the third party.

## 5 **Other expense**

### 5.1 *Subsistence*

When employees are away from their normal place of work on COLAT business they can claim subsistence to cover the cost of food e.g. if away overnight -breakfast and dinner, within the rules and limits in Appendix A.

COLAT will not reimburse any claims for alcohol.

## 5.2 *External courses and conferences*

Expenses associated with external courses and conferences will only be reimbursed where attendance:

- Has been approved in advance by the appropriate Line Manager.
- Is a business requirement and necessary in order to carry out the duties of the employee. A token business element is insufficient.

## 6 **Freedom of Information/Data Protection**

In the event of a legitimate request under the Freedom of Information Act relating to expenses claimed by an individual member of staff or officeholder, COLAT will normally disclose outline information about the type of expenditure and the amount claimed, either per claim or for a specified period. It will not normally disclose very detailed information about claims (e.g. itemised restaurant bills) without seeking the permission of the person who submitted the claim.

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## Appendix A - Subsistence rates & personal incidental expenses

### Maximum Subsistence Rates

When employees are away from their normal place of work and incur expenses on food and (if away overnight) accommodation, the appropriate rate of subsistence can be claimed.

“Overnight” subsistence is for a period (or successive periods) of 24 hours and is intended to cover accommodation and breakfast for that period.

No subsistence is payable for any periods when meals and/or accommodation are included in the fare (e.g. for air travel or rail sleeper).

All claims for subsistence must be for actual expenditure incurred and must be supported with receipts. The maximum subsistence rates include taxes (e.g. VAT). Gratuities will not be reimbursed.

Maximum Subsistence Rates Period	Place (away from normal workplace or home)	Maximum Rate per Day
Lunch (if stayed away from home the night before)	All places	£5.50
Dinner (if staying away from home that same night)	All places	£15.00
Overnight (B&B up to 24 hours)	Accommodated by friends/relatives	£25.00
Overnight (B&B up to 24 hours)	Within London	£128.00
Overnight (B&B up to 24 hours)	Outside London	£92.00
Overnight (B&B up to 24 hours)	Overseas	See next paragraph

### Overseas Accommodation

Hotel accommodation and meals overseas should be in hotels and restaurants similar in quality to those that would be used in the UK to keep expenditure within the UK subsistence rates. As a guide, hotels should be 3-star, or 4-star in more remote/less secure areas. As the cost of such accommodation and the price of food in restaurants vary so much worldwide, no maximum rates of subsistence are laid down. However, it is expected that staff will seek best value.

## Appendix B - Mileage rates

Employees using their own vehicles on COLAT business can claim mileage allowance not exceeding the following rates:

Maximum Mileage Rates Private Vehicle	Cumulative Distance in Tax Year	Rate per Mile
Car	Up to 10,000 business miles	45p.
Car or van	Over 10,000 business miles	25p.
Motorcycle	Any distance	24p.
Bicycle	Any distance	20p.

### Additional Passengers

For each employee who travels on business as a passenger an additional 5p per mile can be claimed.

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## Safeguarding and Child Protection Policy

<b>Aims</b>	<p>City of London Academies Trust (COLAT) is committed to safeguarding and promoting the welfare of children. Safeguarding and child protection is <b>everyone's</b> responsibility. This policy applies to all staff, volunteers and governors in the Trust. Safeguarding goes beyond implementing basic child protection procedures, it is an integral part of all activities and functions of the Trust and each COLAT academy.</p> <p>The Trust aims to ensure that:</p> <ul style="list-style-type: none"> <li>• Appropriate action is taken in a timely manner to safeguard and promote children's welfare</li> <li>• All staff are aware of their statutory responsibilities with respect to safeguarding</li> <li>• Staff are properly trained in recognising and reporting safeguarding issues</li> </ul> <p>The overall responsibility for the approval of this policy sits with the Board of Trustees. However, each academy must have their own local safeguarding and child protection policy, outlining how the academy delivers safeguarding at a local level, which is reviewed on an annual basis by the Local Governing Body.</p>
<b>Targets/Outcomes</b>	<ul style="list-style-type: none"> <li>• All pupils/students at all times are fully safeguarded on each and every Trust Academy site and on any offsite trip or journey</li> <li>• All child protection matters are dealt with, in line with regulations and the best interest of the child</li> </ul>
<b>Legislation</b>	Legislation and statutory guidance at Listed in Appendix A
<b>Definitions</b>	Listed in Appendix A
<b>Roles and Responsibilities</b>	
Pupils/Students will	<ul style="list-style-type: none"> <li>• Recognise that confidentiality cannot be guaranteed</li> <li>• Raise any concerns that they might have about themselves or their peers by speaking to a trusted adult and ensure that these are taken seriously, otherwise tell another member of staff</li> <li>• Participate in appropriate classroom discussion and debates</li> </ul>
All staff will	<ul style="list-style-type: none"> <li>• Upon employment, complete all safer recruitment checks including a full disclosure of criminal background and other employment checks</li> <li>• Ensure pupils/students are aware that staff cannot guarantee confidentiality</li> <li>• Identify and act on any information given to them by pupils/students as a matter of the highest priority and inform the relevant Academy's Designated Safeguarding Lead however minor the concern</li> <li>• Read part 1 of the most recent Keeping Children Safe In Education statutory guidance.</li> <li>• Engage in annual training on how to identify neglect and abuse and how to report concerns, in accordance with the relevant Academy's safeguarding and child protection procedures</li> <li>• Have awareness of inappropriate behaviour towards pupils/students and with regards to social media settings and protocol</li> <li>• Strive to develop an atmosphere of trust and respect where pupils/students feel they can approach and talk to them about their concerns and that these will be taken seriously</li> <li>• Take all possible measures to ensure no child is at risk of harm, abuse, neglect, radicalisation or exploitation and report any concerns relating to these or any other issues to the relevant Designated Safeguarding Lead immediately</li> <li>• Follow up any and every safeguarding concern and report to the relevant Designated Safeguarding Lead immediately</li> </ul>

<p>In addition, teaching staff will:</p>	<ul style="list-style-type: none"> <li>• Promote the highest expectations of Health and Safety in every activity undertaken in and out of the classroom</li> <li>• Teach Health and Safety awareness as part of the curriculum</li> <li>• Actively engage and promote a listening culture to engage dialogue with pupils/students by seeking their views in ways appropriate to their age and understanding</li> <li>• Ensure that pupils/students are aware of where to go/what to do if they are being abused or neglected</li> <li>• Actively encourage collaboration amongst pupils/students and their families from a range of racial, cultural, religious and linguistic backgrounds</li> </ul>
<p>Parents and carers will</p>	<ul style="list-style-type: none"> <li>• Inform Trust/Academy staff and/or the relevant authorities immediately if they have concerns about their own (or another) child's safety and well-being</li> <li>• Support the Trust and the relevant Academy in their actions against those who abuse or endanger a child</li> </ul>
<p>The senior leadership team (SLT) in each Academy will:</p>	<ul style="list-style-type: none"> <li>• Nominate one member of the SLT to be a Designated Safeguarding Lead and a second member of staff to be deputy DSL and ensure that cover is provided outside of the school day and term time</li> <li>• Develop effective working relationships with the 3 Safeguarding Partners, social services and all other external agencies</li> <li>• Regularly refer to and liaise with the relevant local authority safeguarding team which provides specific training and has expertise and advice to offer in relation to emerging issues such as online safety and sexual exploitation</li> <li>• Complete regular Safer Recruitment Training</li> <li>• Undertake Prevent risk assessment</li> <li>• Ensure safeguarding checks are carried out on staff, visitors, governors, volunteers and contractor staff and update DBS checks in line with Trust requirements.</li> <li>• Promote a code of practice regarding behaviour and conduct, applicable to both staff and pupils/students</li> <li>• Ensure that there is a comprehensive safeguarding training strategy to properly equip staff and volunteers to carry out their responsibilities</li> <li>• Display key information around the Academy including NSPCC, Childline and where to go for support</li> <li>• Implement and monitor the local safeguarding and child protection policy as approved by Governors</li> </ul>
<p>The Designated Safeguarding Lead and Deputy Designated Safeguarding Lead in each Academy will:</p>	<ul style="list-style-type: none"> <li>• Refer all cases of suspected abuse to the appropriate local authority team</li> <li>• Refer all cases of suspected radicalisation to the Prevent police officer for the local authority.</li> <li>• Refer cases of allegations against staff to the Local Authority Designated Officer</li> <li>• Liaise with the Principal/Headteacher to inform him/her of issues especially ongoing enquiries under section 47 of the Children Act 1989 and police investigations</li> <li>• Refer incidents to the police where a criminal offence is believed to have been committed</li> <li>• Ensure detailed records and child protection files are kept for all students referred to the safeguarding team, even in cases where no further action has been taken</li> <li>• Monitor referrals and ensure that records are kept up to date by liaising regularly with outside agencies</li> <li>• Act as a source of support, advice and expertise to staff on matters of safety and safeguarding and when deciding whether to make a referral by liaising with relevant agencies</li> <li>• Undertake appropriate ongoing training and professional development as required</li> <li>• Liaise with the rest of the safeguarding team to ensure that all concerns are acted upon swiftly and referred to the relevant agencies and that support is put in place for all students</li> </ul>



Governors will:	<ul style="list-style-type: none"> <li>• Read part 1 of the most recent Keeping Children Safe In Education statutory guidance.</li> <li>• Receive, review and challenge safeguarding reports provided to Governors</li> </ul>
The lead governor for safeguarding at each Academy will:	<ul style="list-style-type: none"> <li>• Undertake annual link governor visits to review safeguarding and child protection procedures</li> <li>• Produce a report with recommendations for the Academy SLT and ensure that recommended actions are completed</li> <li>• Liaise with the local authority in the event of an allegation being made against the Principal</li> <li>• Liaise with the Principal and DSLs regarding serious safeguarding incidents</li> </ul>
Trustees will:	<ul style="list-style-type: none"> <li>• Ensure that arrangements are made to safeguard and promote the welfare of children in all Trust Academies in line with their duty as ‘proprietors’ under the Education (Independent School Standards) Regulations 2014</li> <li>• Read part 1 of the most recent Keeping Children Safe In Education statutory guidance.</li> <li>• Engage in relevant training on how to identify neglect and abuse and how to report concerns, in accordance with the Academies’ safeguarding and child protection procedures</li> <li>• Receive, review and challenge safeguarding reports provided to Trustees</li> </ul>
Related Policies:	Listed in Appendix A

	<b>Approval Date:</b>	<b>Monitored By:</b>	<b>Full Review Due:</b>	<b>Review By:</b>
	September 2020	Trustees	September 2021	Trustees, Local Governing Bodies, employees,

## APPENDIX A

### Legislation and statutory guidance

This policy is based on the Department for Education's statutory guidance [Keeping Children Safe in Education \(2020\)](#) and [Working Together to Safeguard Children \(2018\)](#), and the [Governance Handbook](#). We comply with this guidance and the arrangements and procedures agreed and published by our 3 safeguarding partners in each local authority where our academies are located.

This policy is also based on the following legislation:

- Part 3 of the schedule to the [Education \(Independent School Standards\) Regulations 2014](#), which places a duty on academies and independent schools to safeguard and promote the welfare of pupils at the school
- [The Children Act 1989](#) (and [2004 amendment](#)), which provides a framework for the care and protection of children
- Section 5B(11) of the Female Genital Mutilation Act 2003, as inserted by section 74 of the [Serious Crime Act 2015](#), which places a statutory duty on teachers to report to the police where they discover that female genital mutilation (FGM) appears to have been carried out on a girl under 18
- [Statutory guidance on FGM](#), which sets out responsibilities with regards to safeguarding and supporting girls affected by FGM
- [The Rehabilitation of Offenders Act 1974](#), which outlines when people with criminal convictions can work with children
- Schedule 4 of the [Safeguarding Vulnerable Groups Act 2006](#), which defines what 'regulated activity' is in relation to children
- [Statutory guidance on the Prevent duty](#), which explains schools' duties under the Counter-Terrorism and Security Act 2015 with respect to protecting people from the risk of radicalisation and extremism
- The [Childcare \(Disqualification\) and Childcare \(Early Years Provision Free of Charge\) \(Extended Entitlement\) \(Amendment\) Regulations 2018](#) (referred to in this policy as the "2018 Childcare Disqualification Regulations") and [Childcare Act 2006](#), which set out who is disqualified from working with children
- This policy also meets requirements relating to safeguarding and welfare in the [statutory framework for the Early Years Foundation Stage](#).

This policy also complies with our funding agreements and articles of association.

### Definitions

**Safeguarding and promoting the welfare of children** means:

- Protecting children from maltreatment
- Preventing impairment of children's mental and physical health or development
- Ensuring that children grow up in circumstances consistent with the provision of safe and effective care
- Taking action to enable all children to have the best outcomes

**Child protection** is part of this definition and refers to activities undertaken to prevent children suffering, or being likely to suffer, significant harm.

**Abuse** is a form of maltreatment of a child and may involve inflicting harm or failing to act to prevent harm.

**Neglect** is a form of abuse and is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development.

**Children** includes everyone under the age of 18.

The following 3 **safeguarding partners** are identified in Keeping Children Safe in Education (and defined in the Children Act 2004, as amended by chapter 2 of the Children and Social Work Act 2017). They will make arrangements to work together to safeguard and promote the welfare of local children, including identifying and responding to their needs:

- The local authority (LA)
- A clinical commissioning group for an area within the LA
- The chief officer of police for a police area in the LA area

### **Related Documents**

#### **Trust-wide policies**

- Staff Code of Conduct
- Trust Whistleblowing Policy
- Trust IT Acceptable Use Policy
- Trust Data Protection Policy
- Safer Recruitment and Selection
- Allegations Against Professionals

#### **Local Academy Policies**

- Local safeguarding and child protection policy and procedures
- Other related policies concerning:
  - Behaviour
  - Complaints
  - Health and safety
  - Attendance
  - Online safety
  - Anti-bullying
  - Equality
  - Sex and relationship education
  - First aid
  - Privacy notices

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