



## Finance and Operations Committee of the City of London Academies Trust

**Date:** THURSDAY, 30 SEPTEMBER 2021  
**Time:** 9.00 am  
**Venue:** VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

**Members:** Peter Bennett  
Edward Benzecry  
Tijs Broeke  
Dawn Elliott  
Alderman Robert Howard

**Enquiries:** Antoinette Duhaney  
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# **AGENDA**

## **Public Items**

1. **ELECTION OF CHAIRMAN**

**For Decision**

2. **APOLOGIES**

3. **DECLARATIONS**

4. **TERMS OF REFERENCE**

To note the Committee's terms of reference.

**For Information**

(Pages 5 - 6)

5. **MINUTES**

To agree the public minutes of the meeting held on 1 July 2021.

**For Decision**

(Pages 7 - 8)

6. **QUESTIONS**

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

8. **EXCLUSION OF THE PUBLIC**

**MOTION** – That the public be excluded for the remaining items of business as they are likely to involve discussion on matters deemed commercially sensitive to the City of London Academies Trust.

**For Decision**

## **Non-Public Items**

9. **NON-PUBLIC MINUTES**

To consider the non-public minutes of the meeting held on 1 July 2021.

**For Decision**

(Pages 9 - 12)

10. **OUTSTANDING ITEMS**  
Report of the Town Clerk.
- For Information**  
(Pages 13 - 14)
11. **CHIEF FINANCIAL OFFICER'S UPDATE**  
Report of the Chief Financial Officer
- For Decision**  
(Pages 15 - 46)
12. **REVIEW OF COMMITTEE EFFECTIVENESS IN 2020-21**  
Report of the Chief Financial Officer
- For Decision**  
(Pages 47 - 54)
13. **ALLOCATION OF TRUST CAPITAL FUNDING ACROSS THE ACADEMIES**  
Report of the Chief Financial Officer
- For Information**  
(Pages 55 - 66)
14. **UPDATES ON ESTATES OPERATIONS**  
Report of the Director of Estates & Facilities Management
- For Information**  
(Pages 67 - 68)
15. **ICT UPDATE**  
Report of the Director of IT
- For Information**  
(Pages 69 - 72)
16. **NON-PUBLIC QUESTIONS**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND THE COMMITTEE AGREES CAN BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

**Confidential Agenda - Circulated Separately**

18. **CONFIDENTIAL MINUTES**  
To agree the confidential minutes of the meeting held on 1 July 2021.
- For Decision**

19. **HUMAN RESOURCES AND STAFFING UPDATE**  
Report of the Director of Estates & Facilities Management

**For Information**

## FINANCE AND OPERATIONS COMMITTEE

### TERMS OF REFERENCE

#### **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 four times each year:

- Twice in the autumn term with the second meeting focussing on the post year-end process and Financial Statements preparation;
- Once in the spring term ;
- Once in the summer term, to include budget planning for the following year.

...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.
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**FINANCE AND OPERATIONS COMMITTEE OF THE CITY OF LONDON  
ACADEMIES TRUST  
Thursday, 1 July 2021**

Minutes of the meeting of the Finance and Operations Committee of the  
City of London Academies Trust held on  
Thursday, 1 July 2021 at 9.00 am

**Present**

**Members:**

Peter Bennett (Chairman)  
Edward Benzecry  
Tijs Broeke  
Alderman Robert Howard

**Officers:**

Mark Emmerson	-	Chief Executive Officer
Billy Harvey	-	Director of ICT
Claire Hersey	-	Chief Financial Officer
Clare Verga	-	Chief Standards Officer
Anne Bamford	-	Community & Children's Services
Antoinette Duhaney	-	Town Clerks

**1. APOLOGIES**

Apologies for absence were received from Dawn Elliott.

**2. DECLARATIONS**

There were no declarations.

**3. REGISTER OF INTERESTS**

There were no register of interests updates.

**4. MINUTES**

RESOLVED - That the minutes of the meeting held on 25 February 2021 be approved as a correct record.

**5. QUESTIONS**

There were no questions.

**6. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no other business.

**7. EXCLUSION OF THE PUBLIC**

RESOLVED - 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.

8. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 25 February 2021 were approved.

9. **OUTSTANDING ITEMS**

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

10. **CHIEF FINANCIAL OFFICER UPDATE**

The Committee considered a report of the CFO highlighting key financial and operational issues for the Trust.

11. **ICT UPDATE**

The Committee considered a report of the Director of IT regarding IT operations across the Trust.

12. **NON-PUBLIC QUESTIONS**

There were no non-public questions.

13. **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 ended at 10.04 am**

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Chairman

**Contact Officer: Antoinette Duhaney**  
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