



Board of Trustees of the City of London Academies Trust

Date: THURSDAY, 16 DECEMBER 2021

Time: 9.00 am

Venue: VIRTUAL MEETING

Members:

Tijs Broeke, Sponsor Trustee (Chair)	Rehana Ameer, Co-Opted Trustee
Roy Blackwell, Sponsor Trustee (Co-optee) (Vice-Chair)	Edward Benzecry, Co-Opted Trustee
Peter Bennett, Sponsor Trustee	Dawn Elliott, Co-Opted Trustee
Caroline Haines, Sponsor Trustee	Lucas Green, Co-Opted Trustee
Alderman Robert Howard, Sponsor Trustee	Professor Richard Verrall, Co-opted Trustee
Benjamin Murphy, Sponsor Trustee	

Enquiries: Jayne Moore
jayne.moore@cityoflondon.gov.uk

Accessing the virtual public meeting

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<https://youtu.be/LvPrdS85qTw>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

Public Items

1. **APOLOGIES**

2. **DECLARATIONS**

3. **REGISTER OF INTERESTS**

4. **MINUTES**

To agree the public minutes of the meeting of 10 September 2021.

For Decision
(Pages 7 - 12)

5. **COMMITTEE MINUTES - AUDIT & RISK**

To receive the public minutes of the Audit & Risk Committee meeting of 30 September 2021.

For Information
(Pages 13 - 16)

6. **COMMITTEE MINUTES - FINANCE & OPERATIONS**

To receive the public minutes of the Finance & Operations Committee meeting of 30 September 2021

For Information
(Pages 17 - 20)

7. **COMMITTEE MINUTES - STANDARDS & ACCOUNTABILITY**

To receive the public minutes of the Standards & Accountability Committee meeting of 10 November 2021

For Information
(Pages 21 - 22)

8. **OUTSTANDING PUBLIC ACTIONS**

To receive the list of outstanding public actions

For Information
(Pages 23 - 24)

9. **APPOINTMENTS TO LOCAL GOVERNING BODIES**

Report of the Clerk

For Decision
(Pages 25 - 34)

10. **ACADEMIES DEVELOPMENT PROGRAMME - UPDATE**

To receive the report of the Director of Community and Children's Services

For Information
(Pages 35 - 42)

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

12. **ANY OTHER BUSINESS**

13. **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

14. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting of 10 September 2021

For Decision
(Pages 43 - 48)

15. **COMMITTEE MINUTES - AUDIT & RISK**

To receive the non-public minutes of the Audit & Risk Committee meeting of 30 September 2021

For Information
(Pages 49 - 52)

16. **COMMITTEE MINUTES - FINANCE & OPERATIONS**

To receive the non-public minutes of the Finance & Operations Committee meeting of 30 September 2021

For Information
(Pages 53 - 56)

17. **COMMITTEE MINUTES - STANDARDS & ACCOUNTABILITY**

To receive the non-public minutes of the Standards & Accountability Committee meeting of 10 November 2021.

For Information
(Pages 57 - 60)

18. **OUTSTANDING NON-PUBLIC ACTIONS**

To receive the outstanding non-public actions

For Information
(Pages 61 - 62)

19. **AUDIT UPDATE**

Report of the Chief Financial Officer.

For Decision
(Pages 63 - 214)

20. **CFO UPDATE**

Report of the Chief Financial Officer.

For Information
(Pages 215 - 226)

21. **CEO EXECUTIVE SUMMARY**

Report of the Chief Executive Officer.

For Information
(Pages 227 - 242)

22. **SPONSORSHIP AGREEMENT UPDATE**

Report of the Chief Executive Officer.

For Information
(Pages 243 - 270)

23. **SIXTH FORM UPDATE**

To receive the report of the Chief Executive Officer

For Information
(Pages 271 - 320)

24. **ESTATES AND FACILITIES MANAGEMENT DIRECTOR UPDATE**

Report of the Director of Estates and Facilities Management

For Information
(Pages 321 - 326)

25. **SAFEGUARDING MONITORING AUTUMN TERM 2021**

To receive the Safeguarding Report of the Chief Standards Officer.

For Information
(Pages 327 - 342)

26. **STANDARDS UPDATE**

To receive the Report of the Chief Standards Officer.

For Information
(Pages 343 - 368)

27. **ICT DIRECTOR UPDATE**

Report of the Director of Information and Communication Technology.

For Information
(Pages 369 - 370)

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

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

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BOARD OF TRUSTEES OF THE CITY OF LONDON ACADEMIES TRUST **Friday, 10 September 2021**

Minutes of the virtual meeting of the Board of Trustees of the City of London Academies Trust held on Friday, 10 September 2021 at 9.00 am

Present

Members:

Tijs Broeke (Chair)
Roy Blackwell (Vice-Chair)
Peter Bennett
Caroline Haines
Alderman Robert Howard
Rehana Ameer
Edward Benzecry
Lucas Green

Officers:

Mark Emmerson	- Chief Executive Office
Claire Hersey	- Chief Financial Officer
Clare Verga	- Chief Standards Officer
Billy Harvey	- Director of ICT
Smith Umoren	- Director of Estates and Facilities Management
Katyryna Zamulinskyj	- HR Director
Anne Bamford	- Strategic Education & Skills Director
Gerald Mehrtens	- Director of Academy Development
Antoinette Duhaney	- Clerk

1. APOLOGIES

Apologies for absence were received from Dawn Elliott and Professor Richard Verrall.

2. DECLARATIONS

There were no declarations.

3. ELECTION OF CHAIR

RESOLVED – That Tijs Broeke be appointed as Chair of the Board of Trustees for the 2021/22 academic year.

4. ELECTION OF VICE-CHAIR

RESOLVED – That Roy Blackwell be appointed as Deputy Chair of the Board of Trustees for the 2021/22 academic year.

5. REGISTER OF INTERESTS

There were no updates.

6.1 Minutes

RESOLVED, That the public minutes of the previous meetings held on 8th and 21st July 2021 be approved as a correct record.

Matters arising

The Chair reported that a skills audit of Trustees was in progress and a replacement would be sought following Edward Lord's resignation from the Board and it was anticipated that a new trustee would be appointed in time for the next Board meeting to be held on 16th December 2021.

6.2 Public Outstanding Actions (September 2021)

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

Officers reported that link Trustees for each school would be allocated at scrutiny meetings and the logistics of roving Board meetings was also being considered. Trustees suggested that the December 2021 Board meeting could be held at City of London Academy Shoreditch Park and the March 2022 meeting held at City of London Primary Academy Islington.

The Chair requested Officers to agree a schedule as soon as possible so that the necessary arrangements could be put in place. As a general rule, it was suggested that Board meetings should be held in person and that Committee Chairs should have the flexibility to decide whether to hold meetings in person/hybrid/virtually.

RESOLVED,

1. That the report be noted.
2. That Officers make arrangements for the December 2021 Board meeting to be held at City of London Academy Shoreditch Park and the March 2022 meeting held at City of London Primary Academy Islington.
3. That as a general rule Board meetings should be held in person and Committee Chairs should have the flexibility to decide whether to hold meetings in person/hybrid/virtually.

7. **POLICIES FOR THE TRUST**

Trustees considered a report of the Chief Financial Officer setting out key Trust policies for review to ensure that policies are appropriate for Trust operations and consistent across the Trust.

Officers reported that most policies had not changed much and subject to approval by the Board, would be circulated to all Trust schools, uploaded to the Trust and school websites and also made available in a shared document drive. Consultation would take place in respect of policies with a significant impact on schools (eg staff benefits)

RESOLVED, That the following policies be approved:

- Safeguarding and Child Protection
- Complaints Procedures - addition
- Freedom of Information
- Data Protection

8. **APPOINTMENT OF COMMITTEES**

Trustees considered a report of the Town Clerk seeking to establish Committee for the 2021/22 academic year and also agree terms of reference.

Trustees agreed the committees, terms of reference and membership.

RESOLVED,

1. That the committees and terms of reference as appended to the report be agreed.

2. That Trustees be appointed to committees as set out below:

- **Audit & Risk Committee**
Peter Bennett, Edward Benzecry, Tijs Broeke, Dawn Elliott, Alderman Robert Howard (Chairman).
- **Finance & Operations Committee**
Peter Bennett (Chairman), Edward Benzecry, Tijs Broeke, Dawn Elliott.
- **People, Equality & Inclusion Committee**
Roy Blackwell, Tijs Broeke, Dawn Elliott (Chairman), Lucas Green.
- **Remuneration Committee**
Roy Blackwell, Tijs Broeke (Chairman), Dawn Elliott.
- **Standards & Accountability Committee**
Edward Benzecry, Roy Blackwell (Chairman), Tijs Broeke, Caroline Haines, Professor Richard Verrall.

9.1 **Audit and Risk Committee Minutes**

RESOLVED – That the public minutes of the Audit & Risk Committee meeting held on 1st July 2021 be noted.

9.2 **Finance and Operations Committee Minutes**

RESOLVED – That the public minutes of the Finance & Operations Committee meeting held on 1st July 2021 be noted.

10. **SCHOOL PLACES PROJECTIONS FOR CITY ACADEMIES**

Trustees considered a report of the Director of Academy Development outlining projections for demand in school places across Trust Schools. In presenting the report, Officers highlighted that

- There was increased demand for primary places in Planning Area 2 where Galleywall and Redriff Schools were located and this increased demand was projected to continue in the medium term;
- Overall, there were 540 Sixth Form vacancies across Trust Schools;
- If Trust schools continued to outperform neighbouring schools, this would maintain demand for places.
- There were concerns regarding the lower secondary admission numbers for Highbury Grove, Southwark and Hackney

In response to observations and questions from Trustees, Officers suggested that the admissions data should be considered by Local Governing Bodies and that discussions should take place at the earliest opportunity regarding scope for Galleywall School becoming a feeder school.

RESOLVED, That the projected demand for primary and secondary school places in local authorities where there are existing City sponsored Academies, as well as the trends in parental preference for each City sponsored academy be noted.

11. **ACADEMIES DEVELOPMENT PROGRAMME - UPDATE**

Trustees considered a report of the Director of Academy Development providing details of progress on the Trust's ambitions for the Academy development programme

Officers reported that City of London Primary Academy Islington had now opened on the new site and pupils, parents and staff were happy with the new facilities.

RESOLVED – That the progress of the Academies Development Programme to date be noted.

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

There were no questions.

13. **ANY OTHER BUSINESS**

There was no other business.

14. **EXCLUSION OF THE PUBLIC**

RESOLVED, That the public be excluded from the remaining items of business which relate to individuals and/or is commercially sensitive.

15.1 **Non-Public Minutes**

The non-public minutes of the meetings held on 8th and 21st July 2021 were approved.

15.2 **Non-Public Outstanding Actions (September 2021)**

Trustees considered a report of the Town Clerk listing outstanding non-public actions from previous meetings.

15.3 Delegated Actions Digest

Trustees considered an update on action taken under delegated authority.

16.1 Non-Public Minutes of the Audit and Risk Committee

The non-public minutes of the Audit & Risk Committee meeting held on 1st July 2021 were noted.

16.2 Non-Public Minutes of the Finance and Operations Committee

The non-public minutes of the Finance & Operations Committee meeting held on 1st July 2021 were noted.

17. CEO EXECUTIVE SUMMARY

Trustees considered an Executive Summary of the Chief Executive Officer outlining key issues for the Board.

18. CFO UPDATE AND APPROVALS

Trustees considered a report of the Chief Financial Officer flagging key financial and operational issues the Trust.

19. UNVALIDATED EXAMINATION AND TEST RESULTS 2021

Trustees considered a report of the Chief Standards Officer summarising examination results based on centre assessed grades across Trust schools.

20. HR DIRECTOR UPDATE AND APPROVALS

Trustees considered a report of the Human Resources Director regarding key HR matters.

21. ESTATES AND FACILITIES MANAGEMENT DIRECTOR UPDATE AND APPROVALS

Trustees considered a report of the Director of Estates and Facilities Management flagging estates and facilities management issue across Trust schools.

22. ICT DIRECTOR UPDATE AND APPROVALS

Trustees considered an update from of the Director of Information Communication and Technology.

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

There were no non-public questions.

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

There was one item of urgent business.

25. CONFIDENTIAL MINUTES

The meeting ended at 10.57 am

Chairman

Contact Officer: Antoinette Duhaney, Antoinette.Duhaney@cityoflondon.gov.uk

AUDIT AND RISK COMMITTEE OF THE CITY OF LONDON ACADEMIES TRUST **Thursday, 30 September 2021**

Minutes of the meeting of the Audit and Risk Committee of the City of London Academies Trust held at Virtual Public Meeting (Accessible Remotely) on Thursday, 30 September 2021 at 10.00 am

Present

Members:

Peter Bennett
Tijs Broeke
Dawn Elliott
Alderman Robert Howard (Chairman)

Officers:

Mark Emmerson	- Chief Executive Officer
Billy Harvey	- Director of ICT
Claire Hersey	- Chief Financial Officer
Smith Umoren	- Director of Estates and Facilities Management
Katyryna Zamulinskyj	- HR Director

1. ELECTION OF CHAIRMAN

RESOLVED – That Alderman Robert Howard be elected as Chairman for the ensuing year.

2. APOLOGIES

Apologies for absence were received from Edward Benzecry.

3. DECLARATIONS

There were no declarations.

4. TERMS OF REFERENCE

RESOLVED – That the terms of reference be noted.

5. MINUTES

RESOLVED - That the public minutes of the meeting held on 1st July 2021 be approved as a correct record subject to Dawn Elliott being record in the list of apologies.

6. QUESTIONS

There were no questions.

7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
The Chairman requested that an outstanding actions/forward plan report be presented to future meetings and this was supported by Members.

RESOLVED - an outstanding actions/forward plan report be added as a standing item for future meetings.
8. **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.
9. **NON-PUBLIC MINUTES**
The non-public minutes of the meeting held on 1st July 2021 were approved.
10. **OUTSTANDING ITEMS**
Trustees considered a report of the Town Clerk regarding outstanding actions arising from previous meetings.
11. **REVIEW OF EFFECTIVENESS OF THE AUDIT AND RISK COMMITTEE DURING 2020-21**
Trustees considered a report of the Chief Finance Officer reviewing the Committee's effectiveness during 2020/21.
12. **INTERNAL AUDIT UPDATE**
Trustees considered a report of the Chief Finance Officer regarding findings of an internal audit of Health & Safety compliance.
13. **EXTERNAL AUDIT**
Trustees considered a report of the Chief Finance Officer regarding findings from the 2020 year end audit.
14. **TRUST STRATEGIC RISK REGISTER**
Trustees considered a report of the Chief Finance Officer setting out strategic risks for the Trust. Officers stated that the current focus was on OFSTED inspections at secondary schools and impact visits.
15. **HEALTH AND SAFETY MONITORING IN TRUST SCHOOLS**
Trustees considered a report of the Director of Estates and Facilities Management regarding findings from a recent TIAA Health & Safety Audit.
16. **NON-PUBLIC QUESTIONS**
There were no non-public questions.
17. **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 11.11 am

Chairman

Contact Officer: Antoinette Duhaney
Antoinette.Duhaney@cityoflondon.gov.uk

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**FINANCE AND OPERATIONS COMMITTEE OF THE CITY OF LONDON
ACADEMIES TRUST
Thursday, 30 September 2021**

Minutes of the meeting of the Finance and Operations Committee of the City of London Academies Trust held at Virtual Public Meeting (Accessible Remotely) on Thursday, 30 September 2021 at 9.00 am

Present

Members:

Peter Bennett (Chairman)
Tijs Broeke
Dawn Elliott
Alderman Robert Howard

Officers:

Mark Emmerson	- Chief Executive Officer
Claire Hersey	- Chief Financial Officer, City of London Academies Trust
Katryna Zamulinskyj	- HR Director

1. ELECTION OF CHAIRMAN

RESOLVED – That Peter Bennett be appointed as Chairman for the ensuing year.

2. APOLOGIES

Apologies for absence were received from Edward Benzecry.

3. DECLARATIONS

There were no declarations.

4. TERMS OF REFERENCE

Members discussed the skill set required for the various CoLAT Committees and it was suggested that the Board should consider the possibility of co-opting Committee Members to fill identified skill gaps.

RESOLVED –

1. That the terms of reference be noted.

2. That the Board be recommended to consider the possibility of co-opting Committee Members to fill identified skill gaps.

5. MINUTES

RESOLVED - That the public minutes of the meeting held on 1 July 2021 be approved as a correct record.

6. **QUESTIONS**
There were no questions.
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 from the remaining items of business.
9. **NON-PUBLIC MINUTES**
The non-public minutes of the meeting held on 1 July 2021 were approved.
10. **OUTSTANDING ITEMS**
Trustees considered a report of the Town Clerk regarding outstanding actions arising from previous meetings.
11. **CHIEF FINANCIAL OFFICER'S UPDATE**
Trustees considered a report of the Chief Financial Officer highlighting key financial and operational issues for the Committee.
12. **REVIEW OF COMMITTEE EFFECTIVENESS IN 2020-21**
Trustees considered a report of the Chief Financial Officer reviewing the Committee's effectiveness for 2020/21.
13. **ALLOCATION OF TRUST CAPITAL FUNDING ACROSS THE ACADEMIES**
The Committee considered a report of the Chief Financial Officer outlining bids for School Condition Allocation funding.
14. **UPDATES ON ESTATES OPERATIONS**
The Committee considered a report of the Director of Estates & Facilities Management on estate's services operations across Trust Schools.
15. **ICT UPDATE**
The Committee considered a report of the Director of IT providing an update on IT operations across the Trust.
16. **NON-PUBLIC QUESTIONS**
There were no non-public questions.
17. **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

Chairman

Contact Officer: Antoinette Duhaney, Antoinette.Duhaney@cityoflondon.gov.uk

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**STANDARDS AND ACCOUNTABILITY COMMITTEE OF THE CITY OF LONDON
ACADEMIES TRUST
Wednesday, 10 November 2021**

Minutes of the virtual meeting of the Standards and Accountability Committee of the City of London Academies Trust held on Wednesday, 10 November 2021 at 9.00 am

Present

Members:

Edward Benzecry
Roy Blackwell (Chair)
Tijs Broeke
Caroline Haines
Professor Richard Verrall

Officers:

Mark Emmerson	- Chief Executive Officer
Clare Verga	- Chief Standards Officer
Antoinette Duhaney	- Clerk

- 1. ELECTION OF CHAIRMAN**
RESOLVED, That Roy Blackwell be elected as Chairman for the ensuing year.
- 2. APOLOGIES**
There were no apologies for absence.
- 3. DECLARATIONS**
There were no declarations.
- 4. TERMS OF REFERENCE**
RESOLVED, That the terms of reference be noted.
- 5. MINUTES**
RESOLVED, That the public minutes of the meeting held on 29 April 2021 be approved as a correct record subject to a correction to show that Edward Benzecry Chaired the meeting.
- 6. OUTSTANDING ACTIONS**
None reported.
- 7. QUESTIONS**
There were no questions.
- 8. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There was no other business.
- 9. EXCLUSION OF THE PUBLIC**

RESOLVED, That the public be excluded from the remaining items of business.

10. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 29 April 2021 were approved.

11. **NON-PUBLIC OUTSTANDING ACTIONS**

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

12. **REPORT OF THE CHIEF STANDARDS OFFICER ON KEY PERFORMANCE INDICATORS SUMMER 2021, SCRUTINY MEETINGS AND IMPACT PLUS VISITS**

The Committee considered a report of the Chief Standards Officer on KPIs, Scrutiny Meetings and IMPACT Plus visits.

13. **NON-PUBLIC QUESTIONS**

There were no non-public questions.

14. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT THAT THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

The Committee considered one item of urgent business.

The meeting ended at 9.57 am

Chairman

Contact Officer: Antoinette Duhaney, Antoinette.Duhaney@cityoflondon.gov.uk

CITY OF LONDON ACADEMIES TRUST
Board of Trustees – Public Outstanding Actions (September 2021)

Action Number	Date	Action	Responsible Officer	Progress Update
6	19.03.21	That representatives from Shoreditch Park be invited to give a presentation to Trustees/Education Board on the school's Capital Build project		
5	08.07.21	That Officers explore scope for roving Board/Committee meetings at Trust Schools.		

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Committee Board of Trustees of the City of London Academies Trust	Date 16th December 2021
Subject: Local Governing Body Changes	Public
Report of: Claire Hersey, CFO	For Decision
Summary COLAHG, COLAI and COLPAI are each seeking to reappoint existing or appoint new governors to their local governing body, and these require approval from the Board of Trustees.	

Recommendations

The Trustees are asked to approve:

1. Approve The Governing Body Succession Plan for COLA Highbury Grove to include:
 - the reappointment of four co-opted and one parent governor;
 - the appointment of a new governor;
 - the phased reduction in the number of co-opted governors on the LGB;
2. Approve the appointment of two new staff governors at COLPAI
3. Approve the reappointment of two governors at COLAI, including the Chair of the LGB.

Main Report

COLAHG

1. The COLAHG LGB has developed a Governing Body Succession Plan, which is attached as an appendix to this paper. This paper includes the following recommendations, for which COLAHG are seeking Trust approval:
 - the reappointment of four co-opted and one parent governor, with different term lengths so that the new terms of appointment do not all finish at the same time
 - the appointment of a new governor Nick Durack (biography is included in the Succession Plan document)
 - the phased reduction in the total number of co-opted governors on the LGB

Colette Bowen

2. Dame Colette is the chairman of the Banking Standards Board and is also the chairman of the Associated Board of the Royal Schools of Music and the Tablet Trust. She serves on the boards of the UK Statistics Authority and the

Nuffield Foundation. She is a Visiting Fellow of Nuffield College. She has previously chaired the Council of Queen Mary University of London. She was born in Liverpool and has been an Islington resident for many years. She has a PhD in Economics.

Maggie Elliott

3. Maggie Elliott has been involved with Islington schools for many years. She was Chair of Governors at Highbury Grove School from July 2015 until November 2017, at Montem Primary School from 2006 until September 2016 and a governor at Hargrave Park School for five years. She is a governor representative on Islington Schools Forum and a member of Islington's Education Improvement Steering Group. She has supported governors in other schools as a National Leader of Governance. She chairs several charities committed to alleviating poverty and ill-health in Islington and London. She is a partner in a marketing consultancy, providing support to banks, investment management and other professional firms.

Joe Calouri

4. Councillor Calouri was elected to Islington Council in 2010. Having served as Vice Chair of Planning and Chair of Licensing, Joe joined the Cabinet of the Council in May 2013 as Lead Member for Children and Families. Joe is the recipient of the 2013 Bruce-Lockhart Scholarship for leadership in local government and the author of 'Childcare and the Recession' (Daycare Trust, 2008).

Neale Coleman

5. Neale Coleman is a parent governor with a daughter in Year 8. Neale was a parent governor of Highbury Grove School from October 2016 to November 2017. Neale worked as an advisor to successive Mayors of London from 2000 to 2015 working in particular on the delivery and legacy of the 2012 Olympic and Paralympic Games. In 2012 he was awarded the CBE for services to the Olympic and Paralympic Games. He now works as a consultant advising on housing, regeneration, development and public policy.

Nick Durack

6. After studying Engineering and Business in Australia Nick commenced his career at Goldman Sachs in Sydney in 2002, before transferring to London in 2004. He found himself in Islington somewhat by chance, but enjoyed living there so much he shortly thereafter came to consider London his new permanent home. He continued to work at Goldman Sachs, and later Credit Suisse, working with a range of international financial institutions across most sectors of capital markets. Outside of work he completed a further Bachelors and then Masters in law, and is also CFA charterholder. He is currently a portfolio manager for a UK based asset management firm, and continues to live in North London with his wife and young son (who now has a little sister on the way).

COLPAI

7. COLPAI are seeking Trust approval for the appointment of two new staff governors (previous staff governors have left COLAT employment):

Aaron Spencer - Support Staff

8. Aaron holds a BA (Hons) In Physical and Sport Education and has worked as a teaching assistant across a range of key stages since joining COLPAI in 2019. Previous to joining COLPAI, Aaron gained experience within a variety of primary and secondary schools delivering physical education lessons. He has also held voluntary roles at disability sports clubs as well as community-based sports schemes within the Waltham Forest Borough.

Aaron is keen to help build an environment where COLPAI children experience a positive and healthy relationship with physical activity that encourages lifelong participation and nurtures key physical, mental and emotional skills.

Alex Tsoi - Teaching Staff

9. Alexandra holds a First-Class BA (Hons) in Media Communications from London College of Communication, UAL. After having been in the PR and Marketing industry for two years, she wanted to begin her career in education. She joined COLPAI as a volunteer in December 2020 and has not looked back since! As a member of staff and of the Governing Board, Alexandra's focus is to ensure the health and happiness of all pupils, enabling them to learn and flourish within the school and the community.

COLAI

10. COLAI are seeking Trust approval for the reappointment of two governors whose term of office ended 31 August:

Russell Willmer (Chair)

11. Russell graduated from Wadham College, Oxford with a First in Chemistry in 1981. From there he has spent over 35 years in the reinsurance industry in the City of London as both a broker and an underwriter. He founded the London operations of a US reinsurance company and has also been a non-executive director of a Lloyds Managing Agency. He is keen to support COLAI's staff in their aim of delivering the best educational outcomes for the pupils and to aid the financial management of the Academy as Deputy Chair of the Personnel, Finance and Premises Committee. Russell has lived in Islington for the past 12 years and is a keen cricketer with 2 children

Ron Zeghibe

12. Ron has 25 years' experience in leading management buyouts, start-ups and corporate turn-around situations. He joined Xenomorph Software Holdings Ltd., as Chairman, at the beginning of 2016 to assist its rapid growth and to help it maximize the opportunities presented by the rapidly changing regulations in the Global Capital Markets. Currently, he is also the Non-Executive Chairman of The

Money Cloud, a cloud-based solution for the price comparison and execution of foreign exchange transactions as well as a member of the Investment Committee of New Model Venture Capital. In 2016, he became a member of the Governing Council of City, University of London. He joined the Governing Board of City of London Academy in September of 2017. Previously, he spent 8 years as the Chairman of the Friends of the Royal Academy of Art.

Appendix

1. COLAHG Governing Body Succession Plan

By virtue of paragraph(s) 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Committee:	Dated:
CoLAT Board	16/12/2021
Subject: Academies Development Programme - Update	Public
Contribute to a flourishing society	3 & 4
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Andrew Carter, Director of Community and Children's Services	For information
Report authors: Gerald Mehrtens, Director of Academy Development	

Summary

This report is to update the CoLAT board on the progress of the Academies Development Programme, since it was last reported to this board on 10 September 2021.

The City of London Corporation (CoLC) now sponsors 10 academies, all within the City of London Academies Trust (CoLAT), from a mixture of Free School applications, an existing academy joining, an academy conversion, and the two previously City co-sponsored academies joining CoLAT in September 2020. Of the six academies embarked on capital builds, four have completed with a further two capital builds in progress.

Regarding Newham Collegiate Sixth Form (NCS) capital build, planning permission has been achieved, the contractor has been appointed, with the legal agreements (S106) currently being concluded for planning determination to formally be issued. With the current state of the construction industry, and with delays to date, the Department for Education (DfE) will need to approve an uplift in the budget to remain within the present design. If the DfE are able to get into contract before the new year current projects are delayed delivery of the scheme in quarter 2, 2023.

Regarding the City of London Academy (COLA) Highgate Hill capital build, early works are nearly completed with conclusion of the legal agreements (S106) expected within the next few weeks. Delays in the contractor being able to provide a compliant fire design, and finalising costs, has resulted in being unable to proceed with demolition. Current projected completion of the build is a delay until late 2022/early 2023. Also, approval of an uplift in the budget will be required to remain within the present design.

With regards to the two recently completed capital build scheme, City of London Primary Academy Islington (COLPAI) and City of London Academy (COLA) Shoreditch Park, opening events were held on 1 October 2021 and 26 November 2021 respectively.

With regards to the two previously co-sponsored City academies which joined CoLAT in September 2020, confirmation has now received that TCAH has also been struck off the Companies Register with the dissolution date of the Company being 12 October 2021.

The work of the Academies Development Programme to date has achieved the CoLC now sponsoring 10 academies, all within the City of London Academies Trust. On completion of the capital build programme a total capital investment in excess of £96m, and when the academies are operating at full occupancy, in excess of 9,000 pupils being educated in City sponsored academies each academic year.

Recommendations

Members are asked to:

- Note the progress of the academy's development programme

Main Report

Background

1. CoLC first became a sole academy sponsor in 2003 with the City Academy (Southwark). This was followed by CoLC becoming a co-sponsor for City of London Academy Islington in 2006 (with City, University of London), and the City Academy Hackney in 2008 (with KPMG). In 2014, Redriff Primary School in Southwark, already an academy, joined as a City academy under The City Academy (Southwark) Master Funding Agreement.
2. The increasing need for school places across London from 2010 onwards, and conversations between CoLC and 4 surrounding local authorities, led to the start of the Academies Development Programme with CoLC submitting 2 DfE Wave 8 Free School applications for primary academies in Southwark and Islington in 2014 which were confirmed as successful in 2015. This was followed by four Free School applications for academies in Wave 13 of the DfE application process in 2016, in Hackney (2 secondary academies), Newham (sixth academy) and Islington (secondary academy), all of which were successful. However, following further projections on pupil numbers in Hackney a decision was made in 2019 not to proceed with the second secondary academy.
3. In January 2016, the CoLC Court of Common Council approved the establishment of a multi-academy trust which all 'new' City academies would fall under. In addition, in March 2017 the CoLC Policy and Resources committee approved CoLC becoming the sponsor for a failing secondary school, following a request for support from the London borough of Islington.
4. On the 17 May 2018, the CoLC Education Board reiterated its decision of March 2016 to limit the sponsor exposure through the expansion of the CoLAT to a maximum of 12 schools in the next few years. On 16 January 2020 Members of the Education Board supported the recommendation to the expansion of CoLAT by the transfer of TCAH and COLAI to CoLAT, consent required from the CoLC under the CoLAT/CoLC Sponsorship Agreement.

5. There are now 10 CoLC sponsored academies, all within CoLAT, which are listed below along with their date of opening within CoLAT.

• The City of London Academy (Southwark)	September 2003
• Redriff Primary – City of London Academy	September 2014
• Galleywall Primary, City of London Academy	September 2016
• City of London Primary Academy Islington	September 2017
• City of London Academy Highgate Hill	September 2017
• City of London Academy Shoreditch Park	September 2017
• City of London Academy Highbury Grove	December 2017
• Newham Collegiate Sixth Form, City of London Academy	January 2018
• City of London Academy Islington	September 2020
• The City Academy Hackney	September 2020
6. There are 6 academy capital builds within the Academies Development Programme with present projections showing a capital investment in excess of £96.5m. from a variety of funding sources, notably the DfE, LB Hackney, LB Islington and CoLC. This figure does not include the significant funding for temporary accommodation for COLA Shoreditch Park and COLPAI, nor the uplift of budget needed for NCS and COLA Highgate Hill capital builds.

Current Position

7. Of the six academies embarked on capital builds, four have completed with a further two capital builds in progress.
8. Regarding NCS capital build, planning permission has been achieved, the contractor has been appointed and currently concluding the legal agreements (S106) for planning determination to formally be issued. The legal process is taking longer than anticipated in working with London Borough of Newham (LB Newham) regarding some of their requirements. The DfE are considering the contractor's request for an uplift to the budget due to the cost of materials, which is hoped will be concluded soon but inevitably is adding some time to the project. If the DfE are able to get into contract before the new year it is projected delivery of the scheme will be Quarter 2 2023. The key risk presently is the costs against the budget and the impact of the market, which the DfE are progressing internally. Also, there is a risk with LB Newham in terms of approvals to undertake works to the Library as despite early dialogue of the works, LB Newham they have recently stated that they are going to undertake some works that could clash with the lift position. In addition, squatters have moved into the former East Ham Police Station building and whilst the DfE are already dealing with this, there is a time and cost risk attached to this issue. The next steps for this capital build are the DfE to resolve budget against costs situation, secure additional funding approval and entering into the build contract for delivery stage.
9. Regarding COLA Highgate Hill capital build, planning permission has been achieved, early works are nearing completion and the S106 agreement is expected to be completed within the next few weeks. However due to the delays in the contractor being unable to provide and submit a compliant fire design until the beginning of November, and finalising costs, has resulted in being unable to

proceed with demolition until the DfE have cost certainty. This has in turn led to a delay in the contract start and completion date, now projected as late 2022/early 2023. Discussions are beginning now with school about how the DfE deliver requisite accommodation for September 22 until completion. The Main risk is financial approval for the revised budget which is being sought as soon as costs confirmed. Next steps for this capital build are secure additional funding approval, complete S106 agreement, and the DfE to get into contract, or extension of early works contract, to get on site as soon as possible. The board may wish to consider how progress on both these remaining capital builds, and their risks, are regularly monitored and reported to the board.

10. In terms of the broader risks, the projected changing demand for pupil places across London is showing areas of surplus school places with the majority of London local authorities having to seek reduction of the Pupil Admission Numbers for some secondary schools in the coming years, Pupil Place Planning being the subject of a separate report to this board 8 July 2021. Also, there is increasing competition as schools improve the provision they offer. CoLAT will wish to consider these in terms of the City's academies ability to fill its places and/or further expansion. The Current occupancy for City academies is attached as Appendix 1.

Corporate & Strategic Implications

11. Strategic implications

This proposal delivers on the following strategic objectives of the CoLC:

- a. to contribute to the outcomes within the CoLC's Corporate Plan to 'Promote effective progression through fulfilling education and employment', and 'to contribute to a flourishing society' as its aim.
- b. the CoLC Education Strategy for pupils in the CoLC's family of schools to have access to transformative education, enabling them to achieve their potential, flourish and thrive.
- c. the Department of Community and Children's Services Business Plan's priority objective 'Potential', which states: "People of all ages can achieve their ambitions through education, training and lifelong learning", with the outcome to be achieved by "Delivering an outstanding education offer through the CoLC's family of schools."

12. Legal implications

Contained within the report

13. Financial implications

All free schools are funded directly by the Education and Skills Funding Agency, with any 'new' academies joining CoLAT requiring 'new' Supplementary Funding Agreements falling under the CoLAT Master Funding Agreement(s). There is no direct financial liability to the CoLC in respect to the CoLAT sponsored academies, which is a separate legal entity (being a charitable company limited by guarantee). However, the CoLC remains accountable to the DfE as sponsor for the on-going successful operation of CoLAT and the delivery of high-quality education at each of the academies sponsored by the CoLC, and this will be of strategic importance to the CoLC. In terms of financial implications for the capital builds managed by CoLC,

this is the subject of a separate report to Policy and Resources committee on 16 December 2021.

14. Risk implications

The risks are detailed in paragraphs 8, 9, & 10 of the report,

Conclusion

15. Ten academies are now sponsored by the CoLC within the City of London Academies Trust (CoLAT), six of which are judged as 'Outstanding' by Ofsted. The work of the Academies Development Programme will see on completion of the remaining capital builds a total capital investment in excess £96m, and when the academies are operating at full occupancy, over 9,000 pupils being educated in City sponsored academies each academic year.
16. For the two remaining capital builds in progress, risks on delays for completion, budget to match costs of design, and therefore potential for compromises in the completed capital builds should value engineering need to be undertaken to bring builds within budget, and the board may wish to consider how progress on both these remaining capital builds, and their risks, are regularly monitored and reported on to this board. The board will also note the broader issue of reducing demand for school places in future years, as reported to this board on 1 July 2021.
17. The academy development programme through the CoLC's sponsorship of CoLAT has been an ambitious expansion of the City's support for education consistent with the CoLC's commitment in its Education Strategy. These ambitions remain consistent with those of CoLAT. The contents of this report evidence the significant progress that has been made in contributing this ambition.

Appendices

- City of London Academies occupancy table

Background Papers

- *Academies Development Programme - Update, CoLAT Board, 19 March 2020*
- *Academies Development Programme - Update, CoLAT Board, 10 September 2021*
- *School places projections for City academies, CoLAT Board, 10 September 2021*

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		PAN	<i>If full</i>	Primary	Secondary	Post-16	Total	Notes
CAH		190	1,250		955	207	1,162	300 post-16 per funding agreement
GAL		60	360	335			335	Up to year 5
HGA		240	1,250		1,000	117	1,117	150 post-16 per funding agreement
HHA		140	700		638		638	
IPA		60	240	219			219	Up to Year 4 but with PAN reduced to 30 for two successive years
ISL		165	925		796	88	884	100 post-16 per funding agreement
NCS		300	600			658	658	
RED		60	510	503			503	PAN increased to 90 for three successive years
SOU		240	1,600		1,192	376	1,568	400 post-16
SPA		180	740		712		712	PAN reduced to 100 for two successive years
			8,175				7,796	

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