

Committee:	Date:
City of London Academies Trust Standards and Accountability Committee	6 February 2020
Subject: Strategic Plan Review	Public
Report of: Chief Executive Officer	For Decision
Report Author: Mark Emmerson, CEO	

Summary

At the Trust Board meeting in December 2019, it was agreed that Trustees would review the Trust four-year Strategic Plan (2016-2020) at the next Board meeting in March 2020. A new plan needs to be constructed, written and approved for the next four years (2020-2024) at the Board meeting in July 2020.

The process and timeline for this review is outlined in this paper so that Trustees are aware of the process we are undertaking and to ensure that all key stakeholders are engaged. We aim to ensure that all stakeholders contribute to the formulation of a clear and manageable forward plan which identifies key actions, timelines, monitoring processes and appropriate performance indicators.

Recommendation(s)

Trustees are asked to:

- Review the proposed timeline and approach, suggesting amendments as necessary.

Main Report

Current Position

1. The current Strategic Plan is due to expire in September 2020.
2. The CEO, central Trust team and the Directors of Standards have reviewed and evaluated the current plan and objectives. They have also undertaken a SWOT analysis to inform thinking around the shape and key objectives of the future plan.
3. The CEO, central team and Directors of Standards will be shaping a draft outline plan which will then pass through reviews before being finalised and agreed at the Board meeting in July 2020.

Process

4. Several stages and key meetings have been identified for the purpose of strategic review and forward planning. These meetings and dates are shown in the Timeline table below.

Timeline

Date	Activity	Purpose
20/01/20	CoLAT Strategic Team Meeting	Review of 16-20 plan and SWOT analysis
22/01/20	Heads' Forum	Outline process to school leaders
03/02/20	Team Meeting	First draft of outline plan to be drawn up
06/02/20	Standards and Accountability	Agree process of Trustee engagement
27/02/20	Finance, Audit and Risk	Consider and amend draft plan
28/02/20	Governors' Forum	Consider and amend draft plan
19/03/20	Trust Board	Extended meeting to consider and amend draft plan
26/03/20	Heads' Forum	Consider and amend draft plan
30/04/20	Standards and Accountability	Consider and amend draft plan
03/06/20	Governors' Forum	Consider and amend draft plan
02/07/20	Heads' Forum	Consider and amend draft plan
09/07/20	Trust Board	Final consideration and ratification of plan

Recommendations

5. Trustees are asked to:
 - Review the proposed timeline and approach, suggesting amendments as necessary.

Appendices

- Appendix 1 – Strategic Plan Review

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Appendix 1

Vision and 4 Year Strategic Plan 2020 – 2024 (Review and Proposals Template)

Shared Vision

The City of London Academies draw upon the best traditions, institutions, heritage and historical successes of the City Corporation and London. We will deliver life-transforming learning experiences allowing all our pupils, whatever their background, to make a positive contribution to their local, national and global communities.

Our academies are characterised by:

High expectations, aspirations, excellence and a belief that all can succeed - Combining creativity, innovation & enterprise, alongside tradition and continuity - Developing people who are confident, resilient, compassionate and democratic

Objective 1: Outstanding CoLAT Strategic Leadership						
Task	Action	Whether achieved	Proposal 20-24	Proposal next step actions 20-24	Timescale	Mon/Eval
1.1 Implement vision, KPIs, plans & perf mgt	<ul style="list-style-type: none"> Establish MAT vision CoLAT KPIs and targets agreed annually Draw up and implement strategic plan Implement accountability framework MAT perf management system supporting delivery of KPIs 	Y Y Y Not consistently		•		Board Mtgs Sept-Oct
1.2 Effective governance arrangements	<ul style="list-style-type: none"> Appoint directors + committee Establish committees and terms of reference Secure effective clerking 	Y Y Y		•		Board Mtg Aut/Spr annually
1.3 Develop + implement effective quality assurance system	<ul style="list-style-type: none"> Establish clear due diligence process engaging all stakeholders Efficient and robust monitoring of performance and leadership Establish strong lines of accountability Review school leadership in the light of outcomes 	Y Y Y but still being developed Y		•		Standards + Acct committee
1.4 Establish central functions and policies	<ul style="list-style-type: none"> Establish central CoLAT shadow staffing structure Recruitment of high quality Staff as CoLAT grows Draw up and ratify key central policies Develop corporate image and CoLAT website 	Y Y Y Y		•		Board Mtgs

Objective 2: Outstanding Outcomes for Learners						
Proposal to Change to – Objective 2 Outstanding Leadership of Standards and Effectiveness						
Task	Action	Whether achieved	Proposal 20-24	Proposal next step actions 20-24	Timescale	Mon/Eval
2.1 Embed the principles of 'CoL Foundations of Excellence'	<ul style="list-style-type: none"> All schools to reflect Foundations of Excellence Establish 5 FoE strand support progs Schools work collaboratively to improve performance Resources to support school improvement 	Not consistent Y Not consistent Y but limited		•		Board Standards + Acct committee
2.2 Outstanding School Leadership	<ul style="list-style-type: none"> Executive model of Leadership development Robust Leadership appointments process fit for purpose. Building leadership capacity strategies in each cluster 	Y Y Not embedded				Board Standards + Acct com
2.3 Outstanding Behaviour	<ul style="list-style-type: none"> Strategies developed to promote engagement in learning Explicit behaviour improvement strategies in all schools Staff training to support high behavioural standards Engagement with hard to reach parents 	Y Not consistent Not embedded Not consistent				LGB Standards + Acct committee
2.4 Outstanding Teaching	<ul style="list-style-type: none"> Establish/ adopt teaching standards Robust teaching appointments 6 month probationary period for all staff Models & strats promote outstanding teaching for progress Strategies to ensure engagement & creativity drive learning Sharing excellent practice across the CoLAT 	Not consistent Not always Y Y Y Not yet embedded	"			LGB Standards + Acct committee
2.5 Outstanding Assessment, Intervention and outcomes	<ul style="list-style-type: none"> Exceptional improvement expectation for all Develop consistent approach to levels within the MAT Assessment driven intervention Outcomes leading to evaluation and review of effectiveness 	Not at S or HG Started Y Not consistent in sec				LGB Standards + Acct com
2.6 Outstanding Curriculum	<ul style="list-style-type: none"> Annual review of Curriculum undertaken in each Academy Best practice used from local/national high perf schools Models to support national expectations 	Y Not consistent in sec Not embedded in sec				LGB Standards + Acct com

Objective 3: Outstanding Resource Management		Proposal to change to Objective 3: Outstanding Leadership of Finance, Resources and Risk Management				
Task	Action	Whether achieved	Proposal 20-24	Proposal next step actions 20-24	Timescale	Mon/Eval
3.1 Outstanding management of finance	<ul style="list-style-type: none"> All schools and academies respond to funding changes to run appropriate budget surpluses All schools and academies meeting the requirements of the Academies Financial Handbook and the funding agreements Notional 2% budget re-charge Savings from joint procurement redistribution decisions 	<p>N - HG, NCS, S</p> <p>Y</p> <p>Y</p> <p>Y – need to go further</p>	Board	•		Board Audit and Resources
3.2 Outstanding HR management	<ul style="list-style-type: none"> Rev policy/procedures in line with legn & best practice. Work in partnership with the unions on policy development. Create a culture aligned to the vision and the need for change Ensure induction is comprehensive, relevant & supportive Ensure a pro-active approach to apprenticeships Provide training/advice & info on equality/diversity to key staff Ensure leaders/mgrs use best practice in selection, devt & retn Set CoLAT Pay Policy, Remuneration & LGB pay com with ToR Establish clear and transparent pay structures with rationale 	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y but not consistent</p> <p>Not really as yet</p> <p>N</p> <p>Y but not embedded</p> <p>Y</p> <p>Y</p>		•		Board Audit and Resources
3.3 Outstanding ICT provision	<ul style="list-style-type: none"> Develop a rolling 4 yr CoLAT strategy and action plan Provide cost effective ICT systems Establish central guidance, policies and protocols 	<p>Y</p> <p>Planned</p> <p>Y</p>		•		Board Audit and Resources
3.4 Outstanding Estates Management	<ul style="list-style-type: none"> Development of an Estates Management Plan Prioritise annual capital improvement programmes Secure funding from reserves, capital allocation or bidding 	<p>In progress</p> <p>Y</p> <p>Y</p>		•		Board Audit and Resources
3.5 Establishing best value central contracts to reduce schools' unit costs	<ul style="list-style-type: none"> Web Presence Facilities Management Human Resource functions Cloud based ICT storage and services Financial management, audit and control methodology Clerking Insurance External accountability, leadership coaching and support 	<p>Y</p> <p>Partial</p> <p>Y</p> <p>Partial</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y to be reviewed</p>		•		Board Audit and Resources

Objective 4: Outstanding Leadership of CoLAT expansion		Proposal to change to Objective 4- Outstanding Leadership of Central CoLAT Functions				
Task	Action	Whether achieved	Proposal 20-24	Proposal next step actions 20-24	Timescale	Mon/Eval
4.1 Examining expansion opportunities	<ul style="list-style-type: none"> Current expansion fulfilled – map to CoLAT shadow structure Establish a clear CoLAT strategy to priorities opportunities Due diligence – maintaining/promoting excellence Application process Interview and approval/rejection 	<p>N</p> <p>Y</p> <p>Process Y outcome N</p> <p>Y</p> <p>Y</p>		•		Board Mtgs
4.2 Fulfilling individual Academy milestones to opening	<ul style="list-style-type: none"> Capital projects undertaken to deliver buildings on time Project management board leading development Budgets set within revenue projections Marketing and admissions processes Statutory policies in place i.e. Safeguarding/Prevent, Equalities, Health and Safety, recruitment, employment etc. LGB Established any variations agreed Principal/ school leader Appointment process Revise staffing structure and initiate TUPE transfers Staff appointments made to structure Key operational policies and systems in place, i.e. Behaviour, uniform, teaching and learning, assessment and curriculum Academy projects open to schedule 	<p>N</p> <p>Y</p> <p>N</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Ongoing process</p> <p>Y</p> <p>N</p>		•		Board Mtgs Proj Mtgs LGB Mtgs