



Education Board

Date: THURSDAY, 20 JULY 2017

Time: 3.00 pm

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members: Henry Colthurst (Chairman)
Ann Holmes (Deputy Chairman)
Deputy John Bennett
Sheriff & Alderman Peter Estlin
Stuart Fraser
Caroline Haines
Christopher Hayward
Deputy Catherine McGuinness
The Lord Mountevans
Sheriff & Alderman William Russell
Ian Seaton
Deputy Philip Woodhouse
Roy Blackwell (Co-Opted)
Tim Campbell (Co-Opted)
Helen Sanson (Co-Opted)
Veronica Wadley (Co-Opted)

Enquiries: Alistair MacLellan
Alistair.MacLellan@cityoflondon.gov.uk

PART B

**SUPPLEMENTARY REPORTS AGENDA PACK
TO BE READ IN CONJUNCTION WITH PART A MAIN REPORTS AGENDA PACK**

NB: Part of this meeting could be the subject of audio video recording.

**John Barradell
Town Clerk and Chief Executive**

AGENDA

8. **REVENUE OUTTURN 2016/17**
Report of the Chamberlain and the Director of Community and Children's Services.
- For Information**
(Pages 1 - 4)
10. **REVISED ELIGIBILITY CRITERIA FOR THE CITY EDUCATIONAL TRUST FUND AND THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY**
Report of the Chief Grants Officer.
- For Decision**
(Pages 5 - 10)
11. **APPOINTMENT OF GOVERNORS TO NEW SCHOOLS' LOCAL GOVERNING BODIES**
Report of the Director of Community and Children's Services.
- For Decision**
(Pages 11 - 18)
15. **STEM AND POLICY EDUCATION PROGRAMME LEGACY - POLICY INITIATIVES FUND APPLICATION**
Report of the Director of Open Spaces.
- For Information**
(Pages 19 - 24)
16. **EMPLOYABILITY STRATEGY 2017-20**
Report of the Director of Economic Development.
- For Information**
(Pages 25 - 44)
22. **ADDITIONAL FUNDING FOR CITY ACADEMIES**
Report of the Director of Community and Children's Services.
- For Decision**
(Pages 45 - 46)
23. **QUALITY ASSURANCE AND ACCOUNTABILITY FRAMEWORK MONITORING VISITS SUMMER 2016 - PREDICTED OUTCOMES**
Report of the Director of Community and Children's Services.
- For Information**
(Pages 47 - 50)

24. **PROVISION OF ADDITIONAL PRIMARY SCHOOL PLACES AND SOCIAL HOUSING ON THE FORMER RICHARD CLOUDESLEY SCHOOL SITE, GOLDEN LANE, EC1**
Report of the Director of Community and Children's Services and the City Surveyor.

For Information
(Pages 51 - 56)

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Revenue Outturn 2016/17 Efficiency & Sustainability Plan - Appendix 1

CORE MESSAGES ON THE CITY OF LONDON CORPORATION'S FINANCES – January 2017

Our aim:

Our funds are there to help the City of London Corporation promote financial, professional and business services, provide excellent public services and support the City, capital and country as a whole.

They must be used economically, efficiently and effectively to maintain the City's underlying infrastructure and services and so we can prioritise paying for initiatives which meet our long-term ambitions.

How we do this:

The City has four funds.

Two of these are paid for by ratepayers and taxpayers:

- City Fund - money used to cover local authority activities in the square mile and beyond.
- Police Fund – the money used to pay for the City of London Police Force

Two are provided at no cost to the taxpayer:

- City's Cash - an endowment fund built up over 800 years and passed from generation to generation used to fund services that benefit London and the nation as a whole.
- Bridge House Estates - the money used to look after five bridges over the Thames with any surpluses being used for charitable purposes and awarded through the City Bridge Trust.

It is a duty on us to make the best use of the resources we have. This can only be done through continually reviewing the economy, efficiency and effectiveness of our services, the outcomes that are achieved and how they meet our long-term ambitions.

Everyone has a role to play in constantly challenging what we do and thinking about how we could do things better.

Are there further cuts being made?

Yes, but only 2% and only to ensure continuous improvement. In 2014, we estimated that due to cuts in government funding City Fund would be facing deficits

approaching £11m by 2017/18 so we had to deal with this by scrutinising all our activities in what we called the Service Based Review.

We could, of course, have just made efficiencies in those areas paid out of public funds. But we decided it was not fair or equitable to ask some parts of our organisation to be more efficient and not others.

Proposals totalling £20m in efficiencies/extra income were identified and are well underway to being implemented. Following the completion of the Service Based Review programme, a continuous 2% per annum budget reduction target will be introduced across all our services. Departments will be expected to meet this through efficiency and performance improvements.

Why are we continuing to make budget reductions?

Firstly, we have a duty to ensure the most effective and efficient use of our resources.

Secondly, we continue to have big cost pressures. We live in an historic and ageing City. Many of our properties are deteriorating which requires an increased level of investment, and our IT infrastructure and service needs investment. In addition the City of London Police needs to address the changing nature of policing and the increasing demands placed on the service in the context of increased security threats from terrorism, growing cybercrime and online economic crime and intelligence requirements.

Thirdly, by being economic, efficient and making savings and focusing our efforts where we are most effective we can enhance existing services and pursue new priorities and increasingly ambitious outcomes for the benefit of the City, London and the nation.

Why not utilise the City's Cash fund endowment?

This is money which has been passed down to us over the years, produces income for us and is not to be used lightly as we want to pass it on to future generations to sustain services in the medium to longer term. Its income comes mainly from property and investments and is used to finance activities for the benefit of the City, London and the nation as a whole. Any sale of the underlying investments reduces the ability of the fund to generate income in future years.

The City's Cash budget will be running a deficit over the next three years to allow us to carry out essential investment before returning to a small surplus in 2020/21.

So what does the future look like for these funds?

The financial forward look for two of our funds is relatively healthy but uncertainties remain.

- City Fund: we have been planning for a continuing reduction in government grant and the underlying budget position is robust. We will be using the

headroom to invest in essential repairs and maintenance and to fund the building of the new Museum of London to the benefit of all Londoners and the country as a whole.

- **City's Cash:** The forecast deficit over the next three years reflects our commitment to carry out essential investment and to support cultural development before returning to a small surplus in 2020/21.
- **Bridge House Estates:** the rising surplus will increase the resources available to the City Bridge Trust for charitable giving across London.
- **The Police Fund:** The underlying financial position remains very challenging with the recent Police core grant settlement marginally lower than anticipated. Additional cost pressures have meant the fund has moved into deficit, utilising the remaining ring fenced reserves in 2016/17 and 2017/18. An interim strategy has been developed and proposed for dealing with the deficit to the end of 2017/18. The Town Clerk, the Chamberlain and the Commissioner, have commissioned a review of the Police operating model, focusing on future demand modelling and how best to secure VFM, to identify options to address the, as yet unfunded, projected deficits of £5.6m in 2018/19 and £3.8m in 2019/20.

What are your total assets?

The City of London Corporation has assets of around £4bn. Income from these assets fund our services and any sale of assets to fund on-going services in the short term would harm our ability to protect services in the medium to longer term. Sale of many of our local authority assets to fund day to day services is also effectively prohibited by Local Government accounting rules.

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Appendix 1

City of London Corporation Combined Education Charity (312836)

Charitable objects

The objects of the Charity are for the public benefit:

1. To further the education of persons (including persons born or resident in the City of London and those attending educational institutions in the City of London or the other London Boroughs) attending or proposing to attend secondary, further or higher educational institutions by the provision of grants or financial assistance and by arranging or supporting education and training to extend or complement courses provided by such institutions.
2. To provide grants for staff at maintained schools and Academies in the City of London and the other boroughs of London to undertake studies either at educational institutions or at other establishments provided that such study furthers their development as teachers.

The City of London Corporation Combined Education Charity is a small charity and operates by making grants. In normal years approximately £25,000 is available for distribution. Grants will be made twice a year. The charity makes grants ranging between £5,000 and £25,000 per grant as per the following criteria:

Smaller grants (of around £5,000) will need to be spent within 1 year of being awarded. Larger grants (of around £25,000) will need to be spent within 2 years of being awarded.

Eligibility

Grants will be given to organisations. Grants may also be given directly to individuals in exceptional circumstances.

Organisations include, but are not limited to, the following

- Education Charity
- Education Establishment

Beneficiaries must be (1) resident and studying at secondary, further or higher educational institutions in the City of London or London Boroughs or (2) teaching in the City of London or London Boroughs.

Grants will be primarily given to organisations, and organisations applying on behalf of individuals or groups of individuals. Applicants will need to provide proof of financial need, and to demonstrate how the grant, if awarded, will achieve the desired educational outcomes for the beneficiary/ies.

Exceptional applications from individuals may also be considered. Such applications should be supported by proof that the individual applicant is unable to access funds elsewhere.

Applications that benefit groups of individuals will be given priority over applications that benefit one individual.

Funded activities

The Charity will fund:

- Applications that deliver education in cultural arts and Science and Technology subjects to the first group of beneficiaries **or** enable the first group of beneficiaries to access education and training opportunities in cultural arts and Science and Technology subjects which extend or complement courses provided by secondary, further or higher educational institutions. This may include course costs and necessary expenses such as travel, equipment, material and maintenance costs.
- Applications for courses and study for the purposes of professional development of the second group of beneficiaries.

Application Guidelines

How do you apply for a grant?

To apply for a City of London Corporation (“CoLC”) grant, applicants need to complete an online application form by the corresponding deadline and submit this electronically with supporting documents to the Central Grants Unit. Applications should be sent to the Central Grants unit ahead of the stated deadline to allow applications to be processed in time. Only one application from an organisation or individual (in exceptional circumstances) will be considered at any one time. All application forms should be completed through the online CoLC Grants web portal. Application forms in large print, Braille or audio tape are available to applicants by special request.

How are applications assessed?

All completed applications will be assessed by one of the CoLC’s Grant Officers. As part of this process, applicants may be contacted for more information. Receipt of applications will be acknowledged within 10 working days of it being received. Incomplete applications will be returned, and applicants will have a further 10 working days to send the missing information to the CoLC. After being assessed, applications are referred to the decision-making Committee. The timescale to process applications will vary; however, CoLC endeavours to ensure applications are assessed within 12 weeks of the closing date.

How do we monitor and evaluate grant recipients once an award has been made?

Grant recipients will be requested to complete an end of grant monitoring report to confirm how the grant has been spent and what was achieved. Please make sure receipts are kept for all the items or services bought with the grant as we may ask for them to be provided. Please keep CoLC up to date if contact details change at any stage during the period of the grant.

If your grant application is successful

Successful applicants will be sent an initial offer letter detailing the level of grant awarded. This may contain special conditions relating to the grant award or pre-agreement grant conditions. Grant acceptance terms and conditions will be subsequently issued which should be signed and returned within 20 working days. Once all documentation has been received and approved you would be asked to formally request payment of your grant award.

If your grant application is unsuccessful

Unfortunately, due to the limited budget available and the number of applications for funding we receive, the CoLC cannot provide funding to every applicant that applies for a grant and no further correspondence will be entered into in respect of unsuccessful grants. Grants are therefore awarded on a discretionary basis, there is no appeal process and the decision of the CoLC is final.

Support with your application

We urge all applicants that are unsure about whether to submit an application to read all available eligibility criteria on the CoLC website and attend one of our Grant Officer led workshops; dates for which will be publicised on our website throughout the year. If you have an enquiry that is not covered within the online guidance, please contact the Grants Unit directly, who will be able provide answers to general queries regarding the application process.

Can you reapply for funding?

Individuals who are awarded a grant from the Charity (which may be directly or through an organisation) will not be eligible for further funding within **5 (five) years** of the decision to award the grant. Organisations applying on behalf of groups, individuals and groups of individuals are not subject to this restriction, although these organisations should note that the individuals benefiting from the grant are.

Further information

If you have questions about how to apply or about the status of an application, you can contact us on 020 7332 3722, email us at grants@cityoflondon.gov.uk, or visit our website www.cityoflondon.gov.uk/centralgrantsprogramme to find out more.

Appendix 2

City Educational Trust Fund (290840)

Charitable objects

The purposes of the charity are for the advancement of education for the public benefit by:

1. The advancement of the objects of The City University or for other educational purposes connected with or related to the University; and
2. The advancement of:
 - (i) education in science and technology, business management and commerce by the promotion of research, study, teaching and training in any of them; or
 - (ii) the study and teaching of biology and ecology; or
 - (iii) research, study and teaching in the cultural arts.

The City Educational Trust Fund is a small charity and operates by making grants. In normal years approximately £82,000 is available for distribution. Grants will be made twice a year. The charity makes grants ranging between £5,000 and £25,000 per grant as per the following criteria:

Smaller grants (of around £5,000) will need to be spent within 1 year of being awarded. Larger grants (of around £25,000) will need to be spent within 2 years of being awarded.

Eligibility

Grants will be given to organisations rather than individuals (however, please note organisations can apply on behalf of individuals, or groups of individuals).

Organisations include, but are not limited to, the following:

- Educational Charity
- Educational Establishment

Beneficiaries must be resident and studying in the City of London or London Boroughs.

Applicants will need to provide proof of financial need, and to demonstrate how the grant, if awarded, will achieve the desired educational outcomes for the beneficiary/ies.

Applications that benefit groups of individuals will be given priority over applications that benefit one individual.

Funded activities

The Charity will fund:

- Applications that advance education in the cultural arts or Science and Technology subjects. This may include course costs and necessary expenses such as travel, equipment, material and maintenance costs.

Application Guidelines

How do you apply for a grant?

To apply for a City of London Corporation (“CoLC”) grant, applicants need to complete an online application form by the corresponding deadline and submit this electronically with supporting documents to the Central Grants Unit. Applications should be sent to the Central Grants unit ahead of the stated deadline to allow applications to be processed in time. Only one application from an organisation or individual (in exceptional circumstances will be considered at any one time. All application forms should be completed through the online CoLC Grants web portal. Application forms in large print, Braille or audio tape are available to applicants by special request.

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How do we monitor and evaluate grant recipients once an award has been made?

Grant recipients will be requested to complete an end of grant monitoring report to confirm how the grant has been spent and what was achieved. Please make sure receipts are kept for all the items or services bought with the grant as we may ask for them to be provided. Please keep CoLC up to date if contact details change at any stage during the period of the grant.

If your grant application is successful

Successful applicants will be sent an initial offer letter detailing the level of grant awarded. This may contain special conditions relating to the grant award or pre-agreement grant conditions. Grant acceptance terms and conditions will be subsequently issued which should be signed and returned within 20 working days. Once all documentation has been received and approved you would be asked to formally request payment of your grant award.

If your grant application is unsuccessful

Unfortunately, due to the limited budget available and the number of applications for funding we receive, the CoLC cannot provide funding to every applicant that applies for a grant and no further correspondence will be entered into in respect of unsuccessful grants. Grants are therefore awarded on a discretionary basis, there is no appeal process and the decision of the CoLC is final.

Support with your application

We urge all applicants that are unsure about whether to submit an application to read all available eligibility criteria on the CoLC website and attend one of our Grant Officer led workshops; dates for which will be publicised on our website throughout the year. If you have an enquiry that is not covered within the online guidance, please contact the Grants Unit directly, who will be able provide answers to general queries regarding the application process.

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Further information

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City of London Academy Shoreditch Park

Name	Appointed as	Skill Set
1. Robert Howard	Chair	<ul style="list-style-type: none"> • Senior manager of regulatory policy, Charles Stanley & Co Ltd and Chair of Regulatory Committee at the Wealth Management Association. • Has experience in investments, finance and regulatory issues. • Has been a governor at Capel Manor College, Enfield, Trustee at Central Foundation Schools of London, Trustee at United Westminster School Foundation.
2. Mark Malcolm	Approved by Trust	<ul style="list-style-type: none"> • Principal of the City Academy Hackney, worked in education for 25 years. • Extensive experience in teaching and learning, monitoring and accountability, strategic leadership, raising student outcomes and financial management, building work and building management, and safeguarding.
3. Barbara Hamilton	Approved by Trust	<ul style="list-style-type: none"> • Head of Adult Skills and Apprenticeship at the City of London Corporation. • Has worked in local authorities to deliver education and training to disadvantaged young people. Has experience in business development, funding strategies, and further education supporting community education strategies.
4. Ryan Shorthouse	Approved by Trust	<ul style="list-style-type: none"> • Founder and Director of Brightblue, a conservative think tank. Trustee at Young Women's Trust, Visiting Fellow at King's College London. • Extensive experience in education policy as education advisor to the Conservative Party. • Experience in financial management of for-profit and not-for profit companies.
5. Shiela Scales	Approved by Trust	<ul style="list-style-type: none"> • Retired, working as a volunteer advisor at Hackney Citizen's Advice • Has 39 years' experience in various roles at the Department for Education, including introducing legislation and establishing OFSTED. • Extensive experience in education policy, people and financial management. • Extensive knowledge of the Hackney area, and has been a co-opted governor at the City Academy Hackney since 2008.
6. Rita Krishna	Approved by Trust	<ul style="list-style-type: none"> • Local authority councillor at the London Borough of Hackney, 2002-2014, including roles as Chair of Education Scrutiny, Cabinet Member for Education, and Cabinet Member for Children's Services • Was the developer/editor of distance learning courses and programmes for various further and higher education institutions from 1987 – 2002. • Has extensive experience in the education sector

7. Sue Roberts	Approved by Trust	<ul style="list-style-type: none"> • Leadership and Management Advisor for Hackney Learning Trust • Teacher at various schools for over 30 years • Extensive experience in SEND, general school improvement, school budgets and governance
8. Holly Arles	Principal	
To be appointed		
Staff Governor		
Staff Governor		
Parent		
Parent		

City of London Primary Academy Islington

Name	Appointed as	Skill Set
1. Ann Holmes	Chair	<ul style="list-style-type: none"> Part time Management Consultant, extensive experience in housing and planning Common Councillor at the City of London Corporation, Deputy Chair of Education Board, experience as a school governor Extensive experience in project delivery and governance
2. Nick Bensted Smith	Approved by Trust	<ul style="list-style-type: none"> Common Councillor at the City of London Corporation, experience in investment management for over 30 years. Extensive experience in financial management, regulation, risk analysis and HR Governor at the City of London School for Girls, and r previously at Christ's Hospital
3. Ena Harrop	Approved by Trust	<ul style="list-style-type: none"> Headteacher at the City of London School for Girls, and has been in the education sector since 1999. Extensive experience in the education sector, including leadership, financial management, and safeguarding.
4. Mary Robey	Approved by Trust	<ul style="list-style-type: none"> Retired teacher, governor at the City of London School for Girls, Chair of Governors at Cavnedish school Extensive experience in governance, safeguarding, health and safety, recruitment, finance, and curriculum development.
5. Frazer Swift	Approved by Trust	<ul style="list-style-type: none"> Head of learning at the Museum of London and Associate Tutor at School of Museum Studies, University of Leicester Extensive experience in cultural education
6. Gerald Mehrrens	Approved by Trust	<ul style="list-style-type: none"> Academies Programme Director at the City of London Corporation Experience in project management and building projects
7. Norma Dews	Approved by Trust	<ul style="list-style-type: none"> Local authority experience Extensive experience in governance and leadership, financial planning and management, and strong links to the communitiy
8. Kim Clapham	Headteacher	
To be appointed		
Staff Governor		
Staff Governor		
Parent		
Parent		

City of London Academy Highgate Hill

Name	Appointed as	Skill Set
1. Kristin Baumgartner	Approved by Trust	<ul style="list-style-type: none"> Worked in the compliance department of an international company in London, strong experience in project management.
2. Mark Emmerson	Approved by Trust	<ul style="list-style-type: none"> Chief executive of the City of London Academies Trust, previously principal at three schools over 16 years. Extensive experience in governance, school improvement, financial management, and safeguarding.
3. Josh Burton	Approved by Trust	<ul style="list-style-type: none"> Had worked at the City of London Corporation as Education Policy Manager Strong understanding of education policy, knowledge of the City Corporation, and governance.
4. Simon Turner	Approved by Trust	<ul style="list-style-type: none"> Assistant Headteacher at the Haberdasher's Aske' School for Girls, previously worked in a design company before entering the education sector. Experience in education sector, curriculum management, risk assessment, child safety and trouble shooting. Strong interest in making links between Haberdashers and other schools.
5. Julie Robinson	Approved by Trust	<ul style="list-style-type: none"> General Secretary at the Independent Schools Council, previously a teacher and headmistress at Ardingly College Junior School and Vinehall Prep school, and Director of Education at the Independent Association of Preparatory Schools Extensive experience in education sector, safeguarding, regulatory issues, and the effects of politics with respects to education
6. Richard Crossan	Approved by Trust	<ul style="list-style-type: none"> Common Councillor at the City of London Corporation, and is a public relations consultant
7. Peter Bremner	Staff Governor	
8. Nicole Haynes	Principal	
To be appointed		
Parent		
Parent		
Staff Governor		
Chairman		

Newham Collegiate Sixth Form College

Name	Appointed as	Skill Set
1. Rachel McGowan	Chair	<ul style="list-style-type: none"> • Headteacher at Plashet School, and has worked in other leadership roles at various schools for over 20 years • Extensive experience in curriculum development and student attainment, safeguarding, HR, and financial management. • Members of the Newham Association of Secondary Headteachers and the Association of School and College Leaders
2. Ian Wilson	Approved by Trust	<ul style="list-style-type: none"> • Headteacher at Little Ilford School since 2013, previously deputy headteacher at Plashet school and has been a teacher for 29 years. • Extensive experience in leadership, financial management, recruitment, performance management and policy formation
3. Lakmini Shah	Approved by Trust	<ul style="list-style-type: none"> • Councillor at Newham Council and has been a local authority governor at Roman Road Primary, Brampton Secondary, and Plashet Girls School, and has also worked as a financial consultant. • Holds the Cabinet positions for Work and Skills and Domestic Violence. • Has experience in skills development and employability, and leads the skills agenda for the Borough.
4. Sophie Tuhey	Approved by Trust	<ul style="list-style-type: none"> • Education Partnerships Manager at University College London, and has been a governor at Harris Boys' and Girls' Academies, East Dulwich. • Experience in project management, employability, relationship management and understanding of the higher education sector.
5. Anthony Wilson	Approved by Trust	<ul style="list-style-type: none"> • Headteacher at Lister School, and has been a teacher since 1998, holding various leadership roles. • Previously he worked as a diplomat for the Foreign and Commonwealth Office. • Experience in financial management, safeguarding, leadership and HR.
6. Gerald Mehrrens	Approved by Trust	<ul style="list-style-type: none"> • Academies Programme Director at the City of London Corporation • Experience in project management and building projects
7. Caroline Haines	Approved by Trust	<ul style="list-style-type: none"> • Common Councillor at the City of London Corporation and a Members of the Education Board. Has been a Sponsor Governor at Mount Grace, City of London School and KESW, Witley. • Works as a consultant on education, including advising on 6th form set up, recruitment, UCAS and curriculum development. • She is the co-founder of the Worshipful Company of Educators and sits on its Executive Board.

8. Mouhssin Ismail	Principal	
To be appointed		
Parent Governor		
Parent Governor		
Staff Governor		
Staff Governor		

City of London Academy Highbury Grove

Name	Appointed as	Skill Set
1. Mark Boleat	Chair	
2. Maggie Elliott	Approved by Trust	
3. Neale Coleman	Parent	
4. Richard Verrall	Approved by Trust	
5. Helen Curran	Approved by Trust	
6. Clare Verga	Approved by Trust	
7. Aimee Lyall	Staff	
8. Sarah Counter	Staff	
9. Joe Caluori	Approved by Trust	
10. Rachel Sherman		
11. Michael Simpson		
To be appointed		
Parent		

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STEM and Policy Education Programme Legacy – Policy Initiatives Fund Application

Main Report

Background

1. The Ponds Project was a project at Hampstead Heath to reduce the risk of pond overtopping, embankment erosion, failure and potential loss of life downstream in line with the Reservoirs Act 1975 while meeting the obligations of the Hampstead Heath Act 1871.
2. In 2014, the Policy and Resources Committee agreed to fund a 3 year education programme to capitalise on the learning opportunities presented by the engineering project.
3. Research demonstrates that it can be difficult for young people to see links between what they learn in school and what they will be doing in the future, including the benefits of science education for future progression and career pathways.^{1,2} Using Hampstead Heath and the Ponds Project as a real case study allowed students to make stronger links between theoretical and practical learning.
4. The number of young people entering into further STEM studies and careers continues to be smaller than other areas of learning.³ There are strong indicators that young people are more likely to study STEM if they gain a broader understanding of career paths, see STEM as relevant to everyday life, and are engaged in practical activities.²

Current Position

5. Over 3000 secondary school students and 850 primary school students have participated in learning activities around STEM subjects and public debate in science using the ponds project as a case study to bring learning alive.
6. 98% of teachers participating in the sessions reported that their learning objectives were met and 88% felt that their students made substantial progress in their learning. 67% of students who participated felt they had learned more about how humans impact the environment and 57% reported their intention to take positive action for the environment in the future.
7. The project is also developing legacy resources which raise career aspirations for young people studying STEM through a set of online films and resources for teachers and students.
8. However, learning from the current 3 year project has identified that barriers still exist with engaging secondary schools in learning outside the classroom. Large year group sizes, timetable restrictions, funding and pressure around exams all lead teachers to choose not to attend sessions outside the classroom.
9. Overall the project has enabled us to develop a variety of learning programmes which engage students with the Heath and enhance the National Curriculum. The programmes have been received positively by teachers and

students, and we now want to create a legacy resource which will enhance access and engagement levels by introducing flexibility, recognising the specialist expertise of secondary school teachers, and minimising financial costs for schools.

Proposals

10. The proposed next stage of the project will further enable school access by readdressing the barriers of timetable restrictions and large year group sizes by providing teachers with the flexibility to run the activities themselves at a time which works for them.
11. We will enable more schools to participate in our programmes through an approach which:
 - a. provides flexibility in dates and times
 - b. harnesses the expertise of school specialist-subject teachers in leading sessions
 - c. supports sustainability through minimal charges to schools
 - d. links to the National Curriculum
 - e. supports students to see the relevance and application of their learning, including showcasing career paths
 - f. utilises the rich and unique resources of the Heath, widening access and building a connection with green spaces
 - g. enables more students to benefit from resources created within our specialist learning team (CoL Open Spaces)
12. We will provide teachers with a menu of themed activities which they can access on our website. Themes will include environmental change, ecosystems, working scientifically and careers, and the activities will be designed to link the classroom, the Heath and the wider world.
13. Teachers will be able to combine these activities to create their own structured days on the Heath and incorporate them within their schemes of work. The sessions will be designed by our specialist learning team and delivered by school teachers both at school and on the Heath. This will utilise the expertise of teachers and the OS learning team, as well as providing teachers with flexible times and dates.
14. There will be an option of hiring activity equipment from the Education Centre for some of the activities on the Heath, and these will be subject to a small charge. Bookable, facilitated sessions will also be available as part of this wider secondary school offer.
15. Online resources will include videos of staff talking about their work, its relevance, and the skills and knowledge involved. This will support students in linking their learning to careers and the wider world – something which research has shown to be a challenge for many students. Additionally,

students will be supported in linking learning on the Heath with learning in the classroom, which will strengthen their learning journeys.

16. The outputs of the project will include:
 - a. 20 themed activities available to download from our website (for use on the Heath and in the classroom).
 - b. 3 bookable, facilitated sessions for secondary schools incorporated within our Hampstead Heath school programme.
 - c. 3 bespoke training sessions to equip our Education Ranger team in facilitating the secondary schools sessions
 - d. 6 videos of our staff which will raise aspirations and inspire further studies and careers related to science, geography and green spaces.
 - e. 6 types of equipment sets with activities, available to hire and use on Hampstead Heath.
 - f. A new landing page and associated pages on our website specifically for secondary schools. The website will enable teachers to search on themes, school subjects and activity type.
17. Costings for the project are under £50,000. Please see appendix one for costings.
18. The ponds education project legacy proposal will make an important contribution to the Open Spaces Learning Strategy and the Corporate Education Strategy. The learning strategy articulates a clear vision to connect people more powerfully to their local green space through meaningful and engaging learning activities. The strategy identifies the five impact areas of understanding, confidence, involvement, wellbeing and connection as key to achieving this vision.
19. The Ponds Education Project will play a significant role in delivering these impact areas, with an emphasis on understanding, confidence and connection. Through our creative learning activities, we will enable students to develop their understanding of specific, relevant areas of the National Curriculum, and to build an understanding of the relevance and application of their learning. In addition, our activities will enable students to make connections experientially with green spaces, which act as a rich stimulus for their creative thinking and learning. Finally, by working closely with teachers and reflecting on feedback from our audiences, our programmes will provide experiences which are both challenging and achievable, and the personal achievement experienced by participants will help to build confidence.

Corporate & Strategic Implications

20. The Ponds Project Educational outreach work supports the City's vision for "high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation", and specifically supports KPP5 "Increasing the impact of the City's cultural and heritage offer on the life of London and the nation".

21. The project supports the aspirations of the City of London Education Strategy 2016-2019, particularly in respect of strategic aim 1) Ensuring that the City Corporation's outstanding cultural and historical resources enrich the creative experience of all London's learners; specifically by the Prioritised Action to Promote the national STEM (science, technology, engineering and maths) education agenda through working in partnership across our venues; and strategic aim 3) Develop excellent employment opportunities and pathways and specifically by the Prioritised Action of Work-related learning and work interactions.

Implications

22. It is anticipated that the programme will cost a total of £48,600 to fund a project officer, development of specialist resources including videos, and materials and equipment.
23. The proposed costs can be met from the Policy Initiatives Fund, categorised as "Communities" and charged to City's Cash.
24. The current uncommitted balance available within your Committee's Policy Initiatives Fund amounts to £258,100 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

25. The proposed next stage of the project presents an excellent opportunity to embed the learning and achievements of the current 3 year programme using innovative approaches. In particular, the project will focus on developing flexible and sustainable solutions to engaging with secondary schools, creating relevance for in class learning, showcasing STEM career paths, and supporting teachers to take learning out of the classroom. This supports the City of London's Education Strategy.

References

¹ Archer, L., Osborne, J., DeWitt, J., Dillon, J. & Wong, B. (2013). *ASPIRES. Young people's science and career aspirations age 10-14.* Retrieved from <https://www.kcl.ac.uk/sspp/departments/education/research/aspires/ASPIRES-final-report-December-2013.pdf>

² National Foundation for Educational Research (NFER) report prepared for the Wellcome Trust (2011) *Exploring young people's views on science education* Retrieved from https://wellcome.ac.uk/sites/default/files/wtvm052732_0.pdf

³ Parliamentary Office of Science and Technology. (2013). STEM education for 14-19 year olds. *Postnote, 430.* Retrieved from <http://researchbriefings.files.parliament.uk/documents/POST-PN-430/POST-PN-430.pdf>

Appendices

- Appendix 1 – Proposed budget for Ponds Education Programme

Abigail Tinkler

Learning Manager, Open Spaces

T: 07740 537 582

E: abigail.tinkler@cityoflondon.gov.uk**Grace Rawnsley**

Head of Learning, Open Spaces

T: 020 7332 3523

E: grace.rawnsley@cityoflondon.gov.uk**Proposed budget for Ponds Education Programme**

	£
Basic Pay	31,000
Superannuation	5,000
National Insurance	1000
Total Direct Employee Expenses	37,000
Staff Travelling Expenses	250
Equipment	5500
Materials	5500
Training	300
Stationery	50
Total supplies, services and office expenses	11600
Total Expenditure	48,600
Total Net Expenditure/Income	48,600

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APPENDIX 1

City of London Corporation – Employability Strategy 2017-2020

CONTENTS

Executive Summary

The Strategy

- 1. What's the need?**
- 2. What we will do (Employability outcomes framework & details of the 5 outcome areas)**
- 3. This will drive growth because...**
- 4. Governance of the Strategy**

Executive Summary	
Employability is a key challenge for London...	<ul style="list-style-type: none"> • Unemployment in London (5.9%) remains above the national average (4.7%), although the gap has closed in recent years. • London's educational attainment is amongst the best in the country but London has 19% youth unemployment and a highly competitive labour market • And too many jobs are low-paid (21% of London jobs pay below the London Living Wage)
The City creates a wealth of opportunities in the square mile and beyond...	<ul style="list-style-type: none"> • With 455,000 jobs in the square mile (75% in finance and business services), the City also supports many additional jobs in service and support sectors (via the CoLC's procurement activity as well as City firms' supply chains) • Demand for high-skilled staff for City roles is projected to rise, alongside skills shortages driven by automation and other technological changes (and the workforce implications of Brexit).
But finding the way in can be disproportionately difficult	<ul style="list-style-type: none"> • It is difficult for schools to find the resources and contacts to deliver effective work-related learning and up-to-date advice on skills and careers • Employers recruitment methods are often closed or unnecessarily hard to negotiate • London employers are less likely than the rest of the UK to offer an apprenticeship & there is a high drop-out rate from post-16 qualifications • The apprenticeship levy has given control for some skills development to employers, but many are not ready to use it.
The prize for solving this is inclusive economic growth, where all of society benefits, and maintaining London's global competitiveness	<ul style="list-style-type: none"> • The City of London provides much-needed employment for Londoners but the wealth of opportunities generated by the City and in FRPS is not well understood and often closed to diverse talent • Attraction and retention of talent is central to the competitiveness of both FRPS and the wider London economy. • The City of London Corporation aims to ensure that for people with talent, background is no barrier to working and progressing in the City or in London.
And the Corporation is well placed to help resolve these challenges	<ul style="list-style-type: none"> • We are too small to manage the wholesale supply of skills and qualifications, but our relationship with square mile businesses and FRPS, our roles as education provider and planning authority, our relationships with partners across London, our cultural programmes and grant-making all combine to give us the chance to pilot/demonstrate shifts in thinking and practice • As a significant employer in our own right, we can deliver employability initiatives for our own workforce to give us credibility with our main stakeholders and a foundation for telling the story of what the City Corporation does to support London.
So, we will:	i) Help City residents and students, and Londoners, acquire the right skills and knowledge to compete successfully for jobs, by;

	<p>a) Helping school students to get the best exposure to the world of work with help from City businesses and their partners; and</p> <p>b) helping City and London residents move off benefits and stay in work</p> <p>ii) Ensure that jobs in the City’s supply chain are more open to Londoners, by;</p> <p>a) Securing local employment through our own supply chains;</p> <p>b) encouraging large firms to open up access to jobs with their suppliers, and</p> <p>c) using our S106 to increase local employment in construction and end-use jobs in Central London developments</p> <p>iii) Work with partners and City firms to secure a supply of skilled people and reduce skills gaps and shortages, by;</p> <p>a) identifying the skills needs in FRPS employers where we can make an impact, and</p> <p>b) promoting apprenticeships and increasing the number of apprentices in FRPS.</p> <p>iv) Work with employers to open up more City jobs to Londoners of all backgrounds, by;</p> <p>a) changing recruitment and progression practices to increase the diversity and therefore size of the talent pool, and</p> <p>b) promoting the FRPS sector to talented Londoners from all backgrounds.</p> <p>v) Be an employer of choice where open, fair and inclusive recruitment and development create and maintain a diverse workforce better equipped to deliver our corporate plan, by;</p> <p>a) delivering the ‘attracting talent’ programme,</p> <p>b) appointing and supporting 100 people to obtain an apprenticeship every year</p> <p>c) implementing a new workforce planning process.</p>
<p>By doing this we will see:</p>	<ul style="list-style-type: none"> • more City residents and Londoners getting jobs • better outcomes and destinations for school-leavers • more training and entry-level jobs secured with City suppliers and associated opportunities • more apprentices employed in City firms & in the City corporation • greater workforce at all levels in FRPS & in the City Corporation • the City corporation actively and visibly engaged in change - walking the talk
<p>Businesses will care about this because</p>	<ul style="list-style-type: none"> • Employers will have access to a bigger and more diverse talent pool on their doorstep in London, as well as a better supply of recruits with the right skills • Social value and responsible business activities will have more opportunities for impact through work with supply chains

1. What's the need?

Despite London's buoyant economy and recovery since 2008, the labour market doesn't always work for London

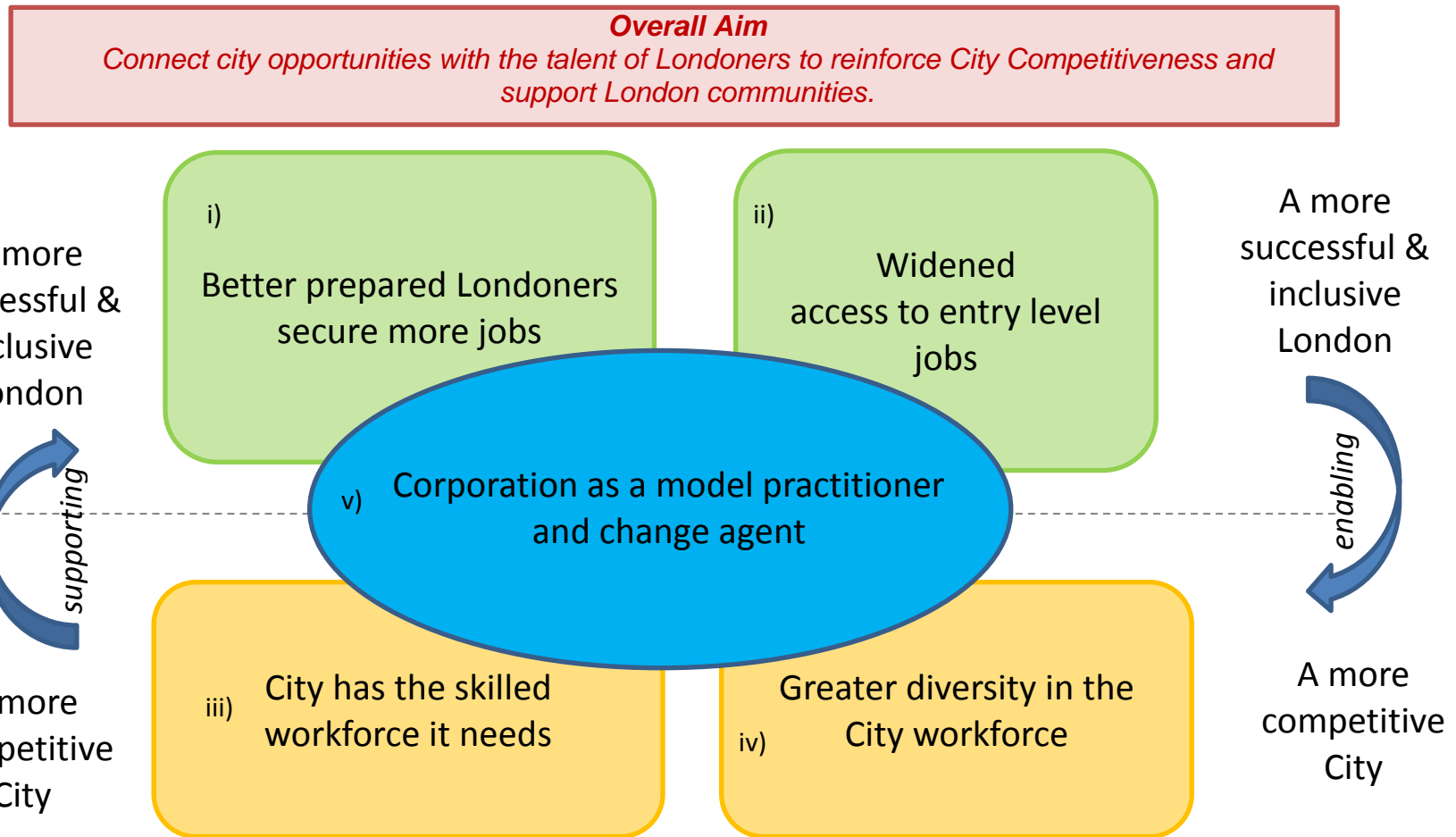
More Londoners aged 16-24 are unemployed compared to the national average. This suggests that young Londoners face greater challenges in accessing work (Work Foundation, Sep 2016).

The City of London faces challenges too.

<p>The City workforce is less diverse than London's - particularly in elite professions.</p>	<ul style="list-style-type: none"> • Lack of diversity hinders competitiveness. Diversity, if appropriately managed, can result in business benefits, but <u>if poorly managed</u> can also increase cost. • Many initiatives are trying to open up the workplace to more people from diverse or less privileged backgrounds. However progress is slow and barriers remain - the City does not access the widest possible talent pool.
<p>The City is highly skilled but struggles to find talent</p>	<ul style="list-style-type: none"> • The City will require both an increasing number and an increasing proportion of staff with high (degree) level skills in the short and medium term (see Fig. 1); but skills gaps and shortages <u>already</u> cause concern • The skills system is struggling to keep pace with the pace of automation and technological change in FRPS and doesn't meet employer needs • Larger employers pay a premium for skills and investing in their own, or private, training; and there is a reliance on a non-UK workers • Apprenticeships offer one way to fix this; the levy puts control and resources in the hands of large employers, but smaller and growing businesses may lack the capacity and knowledge to develop a scheme.
<p>So we need to identify new ways to secure the skills and talent the City needs to remain competitive.</p>	
<p>The City also generates entry-level jobs, but these can be difficult for Londoners to access</p>	<ul style="list-style-type: none"> • 20,000+ jobs in the City are entry-level positions • Many more jobs are created via outsourcing and in supply chains supporting the square mile but • Over 280,000 Londoners are unemployed • Young Londoners entering the labour market for the first time face fierce competition – London is a national and international magnet for jobseekers • Many Londoners experience in-work poverty and precarious employment – the proportion of jobs paying less than the London Living Wage and the use of zero hours contracts are increasing • And few City employers are actively using their buying power to support London employment and payment of London Living Wage

<p>The City Corporation is already trying to address some of these gaps in the market</p>	<p>Directly:</p> <ul style="list-style-type: none"> • City Corporation programmes – connecting Londoners to City opportunities via internships, work tasters & experience, EDO programmes • Our efforts as an employer – apprentices, work experience opportunities, aspiration-raising activity <p>Through our wider family:</p> <ul style="list-style-type: none"> • Central London Forward - programmes to help unemployed Londoners with complex needs to come off benefits and into work • City Bridge Trust - helping disadvantaged Londoners with employability, skills and aspirations, e.g. Prince's Trust programmes and Youth Offer grants • Cultural programmes – instilling new flexible and creative skill sets in young Londoners . • Heart of the City – helping businesses to act responsibly
<p>But we're too small to close the gaps on our own</p>	<ul style="list-style-type: none"> • Supporting unemployed adults into employment can cost between £1,200 - £10,000 each; we do not have the resources to fill the gaps left by mainstream employment services
<p>It's a busy but fragmented marketplace</p>	<ul style="list-style-type: none"> • There are many organisations helping Londoners into employment and working with businesses to diversify and develop talent • And many bodies offering grants and/or financial support for employability initiatives • However, activity is uncoordinated and the cumulative impact is unclear; and the City Corporation's contribution has often been low profile and unnoticed

2. What we will do



... and how this fits with the emerging Corporate Plan

Corporate Plan 2018 – 23

People

People live enriched lives and reach their potential

People enjoy good health and well-being

People enjoy our thriving and sustainable public spaces

People are safe and feel safe

Prosperity

The City has the world's best access to global markets and regulatory framework

The City is the global hub for business innovation – new products, new markets and new ways of doing business

The City nurtures and has access to the skills and talent it needs to thrive

The City's activities at home and abroad are known to benefit society and business

Employability Strategy

Responsible Business and Supporting London Strategy

Education Strategy

Sustainable Procurement Strategy

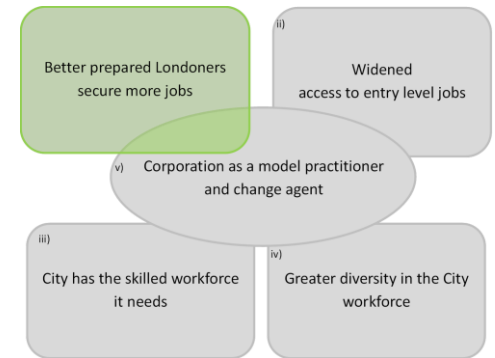
Other strategies, e.g. Barbican plan, City Bridge Trust Strategy,

Departmental business plans

Outcome (i) Better prepared Londoners secure more jobs

We will help our residents, our students and other Londoners acquire the right skills and knowledge to compete successfully for jobs

Lead for the Corporation: Department of Community & Children’s Services



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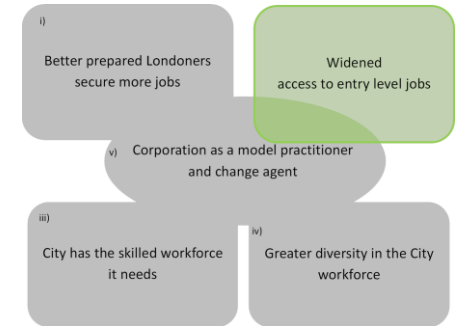
<p>Why is this important (and why will it drive growth)?</p>	<p>The labour market can be inefficient</p> <ul style="list-style-type: none"> • London’s economy and educational attainment have improved, but equality of opportunity and better employment outcomes haven’t necessarily followed – many Londoners, and some groups in particular, are left behind (e.g. 19% of 18-24 year olds are unemployed; BAME groups - 9.2%; disabled people - 11.6%; and there are additional barriers for care leavers and looked after children) • Take-up of apprenticeships is low in London • Highest concentrations of unemployment and low skills are increasingly found in areas with lower job density (outer London) • Long-term unemployment remains substantial in London, unemployment amongst older workers is also a concern. • Employers report a mismatch between their need for skills and applicants’ readiness for work • Competition for entry-level jobs is intense – meaning many people work below their skills level & graduates stay in entry level positions • High travel and housing costs make taking an entry-level job in Central London a challenge • Brexit – employers in retail, hospitality, facilities and logistics rely heavily on EU migrants
<p>The City Corporation is interested in this because...</p>	<ul style="list-style-type: none"> • We want young Londoners to leave school with a richer experience of the career options open to them, able to make the right choices affecting future prospects, and ready to do well in further study or employment • Our role as an academy sponsor gives us the opportunity to build on our relationship with City businesses and London employers to make sure young people in London’s schools benefit from the highest quality work-related learning; this applies also to those children in the Corporation’s care • We wish to see City residents and tenants, and Londoners in general, enabled to overcome inequalities and barriers such as health and disability that may stop them from benefiting from London’s job opportunities
<p>What are we already doing?</p>	<ul style="list-style-type: none"> • Our Education Strategy helps young Londoners to access the information, advice & experiences that will help them into fulfilling careers, by supporting:

	<ul style="list-style-type: none"> • the London Ambitions 100 hours target for work interactions & soft skills development • provision of relevant & attractive labour market information in schools • evaluation & use of pupil destination data to improve outcomes • City Careers Open House – City-style work experience opportunities for young Londoners from the City fringe • Careers & Enterprise Advisors (City Bridge Trust & CLF) • Central London Forward – commissioning and management of welfare to work programmes in Central London
What's missing?	<ul style="list-style-type: none"> • Schools need support to deliver work-related learning & interactions with employers; direct input from employers is in short supply in certain areas • Schools often prioritise direct progression to university at the expense of other pathways – many young people not on this pathway lack good guidance on alternative options for further study and training • Multiple initiatives to support young people's skills & employability do much good individually, but cumulative impact is hard to assess
Success measures	<ul style="list-style-type: none"> • City residents and Londoners; school and academy students, children in and leaving our care are better prepared for the world of work.
We will achieve this by...	<ul style="list-style-type: none"> • Delivering the Education Strategy and supporting its aims of sustained and high quality exposure to the work: <ul style="list-style-type: none"> ○ Supporting delivery of the London Ambitions target - 100 hours of work related learning ○ Plugging gaps in school capacity (labour market information, careers advice, advice & information on apprenticeships (for parents too), pupil destination data, job fairs) – to prepare young people for entry level jobs. ○ Supporting programmes driven by the Culture Mile Learning programme to boost the skills of young Londoners by combining creative and technological skills to fill an increasing demand from employers in a range of sectors • Helping London residents to become more employable, to get jobs and progress in work by supporting people with the toughest barriers to work, such as physical and mental health conditions, disabilities and long term unemployment, targeting those most in need of support <ol style="list-style-type: none"> a. Delivery of Central London Forward programmes – Working Capital and the Work & Health Programme (Central London Works) b. Preparing our residents, care-leavers and academy students for work c. Delivery of City Bridge Trust's <i>Bridge to Work</i> programme (supporting people with a range of disabilities into work) • Encourage CoLC's suppliers to undertake skilled volunteering in the form of careers advice and workshops as part of their social value offering. The focus would be on plugging skills gaps in each industry e.g. Quantity Surveying within construction or STEM subjects in general.

Outcome (ii) – Widened access to entry level jobs

We will ensure that jobs generated in the City’s supply chain are more open to Londoners

Lead for the Corporation: Economic Development Office & City Procurement



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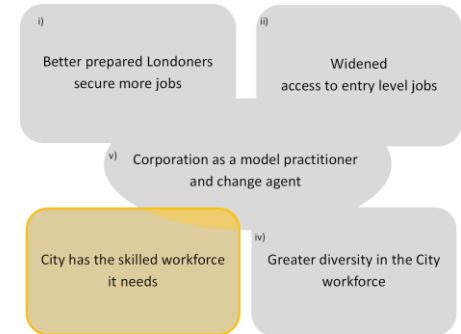
<p>Why is this important (and why will it drive growth)?</p>	<p>The City creates many entry-level jobs, both in the Square Mile and beyond, but these opportunities are not being connected with Londoners looking for work.</p> <p>On the demand side:</p> <ul style="list-style-type: none"> • entry level jobs are crucial in maintaining the environment and services on which City businesses depend (hospitality, retail, logistics, facilities management etc) • there are 20,000 City jobs (6% of total City jobs) in entry-level occupations, set to grow by 7% in retail & hospitality by 2025; and many more jobs in services procured by City firms to support head office functions • The City Corporation procures over £400m of goods and services every year from a range of suppliers. • in the construction sector, we stipulate local labour though our S106 policy, but targets are challenging due to a severe shortage of interested and job-ready Londoners (and 25% of London’s construction workforce is non-UK EU national) • recruiting job-ready candidates in hotels, hospitality and retail is a challenge and turnover is high • It’s often who you know – 28% of hotel & restaurant jobs are filled by word of mouth <p>And on the supply side:</p> <ul style="list-style-type: none"> • Some groups find it harder to get a job – unemployment rates are well above London’s rate (5.9%) for young people (19%); BAME groups (9.2%); disabled people (11.6%) • Competition is tough – graduates increasingly sit in entry-level jobs, and London jobs are a magnet for the UK & overseas • Brexit – future supply of EU migrants in retail & hospitality is uncertain (only 1 in 50 applicants for a job in Pret A Manger is British) <p>Rapid growth & demographic changes in London are raising the barriers for Londoners considering entry-level jobs in the City</p> <ul style="list-style-type: none"> • Increasing numbers of unemployed and low-skilled Londoners reside in outer areas, further from concentrations of job opportunities
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	<ul style="list-style-type: none"> • The high cost of living in London (housing, travel, childcare) limits access to City/Central London jobs for increasing numbers of Londoners • Increasing numbers are subject to in-work poverty, paid below the London Living Wage and having to take on multiple jobs
What are we already doing?	<ul style="list-style-type: none"> • CoLC is London Living Wage accredited, ensuring that jobs in our supply chains comply. • Our planning policy (s106) supports entry into construction jobs & end-use employment in new developments – and we are working with Central London Forward on a construction careers programme to increase the number of Londoners ready to take these jobs • The CoLC's sustainable procurement policy encourages bidders to show how they will support employment of Londoners and can be used as an example of good practice.
What's missing?	<ul style="list-style-type: none"> • We know the scale of job opportunities in the City but little about jobs, recruitment and progression in the City's supply chain (but only 8% of London employers took on an apprentice in 2014 - 11% in England) • While the Corporation's own procurement opens up scope for encouraging good practice in local employment, purchasers and bidders need help to make it work
Success measures	More Londoners will access jobs in the City or the wider opportunities generated by Square Mile businesses
We will achieve this by...	<ul style="list-style-type: none"> • Encouraging large City firms to secure employment & training opportunities through their supply chains and promote these to local job brokerages and employment support provision: <ul style="list-style-type: none"> ○ scoping appetite for this agenda with City firms and securing support from influential employers & individuals (internal and external); ○ planning a series of activities to achieve this objective, e.g. workshops, toolkits etc • Developing a sector-based approach to working with employers across central London via Central London Forward • Increasing entry-level employment & progression, targeting residents of those London boroughs in the 10% most deprived nationally and people from socially excluded groups as part of our own procurement activity – by working with City Procurement to specify and measure employment outcomes and market development work to demonstrate standards and expectations. • Securing maximum benefit from S106 agreements: <ul style="list-style-type: none"> ○ through monitoring and management of existing agreements; ○ delivering the Central London Forward construction careers programme to ensure increased entry, retention & development of Londoners in the sector across Central London developments; and ○ gathering evidence and working with planners to optimise implementation and development of section 106 policy as needs change

Outcome (iii) – The City has the skilled workforce it needs

We will work with partners and City firms to secure a supply of skilled people and reduce skills gaps and shortages

Corporation Lead: Economic Development Office



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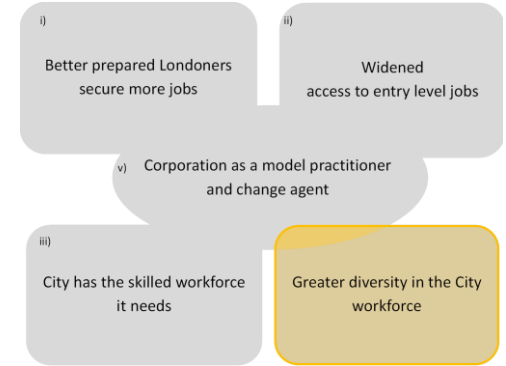
<p>Why is this important (why will it drive growth)?</p>	<p>Global competitiveness of the City and FRPS depends on a large supply of labour with the right skills to maintain productivity</p> <ul style="list-style-type: none"> • There are 455,000 jobs in the City, with 75% in finance & business services; financial services is the largest single sector with 164,000 jobs • Forecast jobs growth in the City will be predominantly in highly-skilled roles • City employers already increasingly report skills gaps (i.e. development needs in their own staff) & skills shortages (i.e. where they cannot recruit to vacant posts) restricting development/growth • A push to modernise skills development is required to secure London’s position as global lead for cyber security • Increasing market share and level of cyber start-ups in London & the UK drives jobs growth & skills demand • Lack of capacity to recruit & develop technical skills holds back high growth SMEs (Coutu - Scale Up Report)
<p>City firms will pay attention to this because...</p>	<ul style="list-style-type: none"> • Large employers are often successful in developing and attracting the skills they need - but only 3% of FRPS employers are large, and smaller SMEs often lack capacity and resources to do it themselves • Rapid technological change and other drivers constantly reshape skilled job roles • Increasingly complex regulation following 2008 crash – compliance skills are in short supply • Brexit - 11% of FRPS employees are non-UK EU nationals and future supply is uncertain
<p>What’s already happening?</p>	<p>On the supply side:</p> <ul style="list-style-type: none"> • Training providers (FE, HE & private) offer a wide range of provision (PA Consulting for CoLC, 2016) • Current CoLC activity supports talented young people to aim at City jobs (eg City Business Trainees) via work experience <p>And on the demand side:</p> <ul style="list-style-type: none"> • FRPS employers rely on in-house & outsourced training (and have increased their learning & development spend), and use higher salaries & overseas recruitment to fill gaps; • in Fintech & Cybertech – employer initiatives are driving new approaches to training & industry academies

What's missing?	<ul style="list-style-type: none"> • National policy brings challenge and opportunity for employers, but also a chance to engage and influence: <ul style="list-style-type: none"> • the apprentice levy gives more businesses a stake in developing skills but many levy payers remain uncertain how to use it and apprentice schemes are more difficult for SMEs to manage; • launch (in London) of the National College for Digital Skills; • new national industrial & digital strategies
Success measures	City employers' ability to access the skills they need from the London workforce
We will achieve this by	<ul style="list-style-type: none"> • Refining our understanding of skills needs by developing timely and relevant data to identify priority skills gaps and shortages • Engaging with national and London government, Further and Higher Education and private sector skills providers to develop an offer provision that supports competitiveness • Supporting the development of professionally recognised standards in emerging areas. • Promoting apprenticeships as part of the solution to future skills needs by: <ul style="list-style-type: none"> • working with SME apprenticeship levy payers to provide a collective voice; • helping SMEs to navigate the apprentice system and employ higher/degree level apprentices; • raising awareness of apprenticeships amongst FRPS and Digital Sector employers and ensuring the 'system' meets employer needs by engaging with government apprenticeship infrastructure. • Making sure our efforts to supply skills are supported by continually developing and maintaining the City's international attractiveness to business through our renowned cultural programmes

Outcome (iv) – Greater Diversity in the City Workforce

We will work with employers to ensure that more City jobs are open to Londoners of all backgrounds

Corporation Lead: EDO



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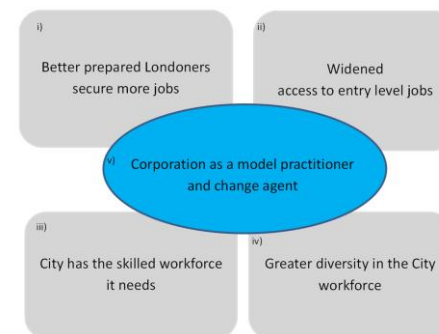
<p>Why is this important (why will it drive growth)?</p>	<p>Companies with a more diverse workforce are more successful. The City’s workforce is not as diverse as London’s workforce. This hampers growth and competitiveness:</p> <ul style="list-style-type: none"> • traditional recruitment practices can fail to spot talent that doesn’t appear to ‘fit’ • inflexible working practices and structures can limit retention, pay and progression • reliance on short cuts to recruits (e.g. Russell Group universities) overlooks talent from other sources • opportunities are often hidden (unadvertised/ word of mouth recruitment & promotion) • negative perceptions of City jobs and institutions • lack of awareness of opportunities & how to get into them (careers advice, lack of contacts/networks & exposure to work) • relevant work experience is difficult to find without the right networks and connections
<p>The City Corporation is interested in this because...</p>	<p>We aim to maximise the availability of talent to the City by:</p> <ul style="list-style-type: none"> • removing barriers to entry and progression; • supporting greater access to jobs on merit; and • strengthening trust in the City by means of a recognisably more diverse workforce
<p>What’s already happening?</p>	<p>There is a wide range of activity in support of recruitment, retention & progression including:</p> <ul style="list-style-type: none"> • employers’ diversity & inclusion policies (but quality and implementation vary); • excellent recruitment practice (e.g. Rare - contextual recruitment); • family-friendly policies and flexible working arrangements to attract and retain talent; • employee mentoring schemes; • alternative qualifications & professional routes (legal diplomas; higher level apprenticeship programmes); • Power of Diversity – research and best practice sharing;

	<ul style="list-style-type: none"> • Business in the Community - Race for Opportunity & Opportunity Now awards; • Gadhia & Davies reviews; • schools partnerships, mentoring; access programmes to give work insights, but approaches vary widely, and impact is hard to measure) • talent & access programmes (PRIME; Access to Accountancy) • Social Mobility Foundation – Aspiring Professionals Programme for high achieving students from low income backgrounds • the Corporation family is already doing much (Education Strategy; City Business Trainees; alongside City Bridge Trust (e.g. Move On Up) but activities cover a wide range and are not always clearly linked to CoLC
What's missing?	<ul style="list-style-type: none"> • Clear leadership and challenge and support for employers on good practice for open recruitment and progression practices • Coordinated information and guidance on careers and routes into careers for talented people • Networks, mentors and exposure to work - children & young people with talent lack these means to build the confidence and self-awareness needed for professions • Work experience – often essential, but the high proportion of unadvertised & low paid internships and the limited number of work experience placements available makes it hard to access the sector and develop the right contacts.
Success measures	<ul style="list-style-type: none"> • Diversity is increased throughout all levels of the City workforce, including the most senior
We will achieve this by	<ul style="list-style-type: none"> • Working with employers and campaigns to change recruitment and progression practices to engage with a more diverse talent pool <ul style="list-style-type: none"> ○ identifying evidence-based standards of good practice in inclusive recruitment and progression; ○ establishing a policy position and areas where we can add value, including gender, disability, BME, LLW, paid internships, part-time working, contextual recruitment etc. ○ developing more precise measures of talent and diversity for employers – including support for the Social Mobility Employer Index • Promoting FRPS and the full range of City opportunities as a desirable career for talented Londoners from all backgrounds Work with partners to collate useful information on roles and entry routes that can be shared with students, schools, parents/carers, careers advisors etc.

Outcome (v) – The Corporation as model practitioner and change agent

To be an employer of choice in open, fair and inclusive recruitment practices and development opportunities that will create and maintain a diverse workforce better equipped to deliver its corporate plan

Corporation Lead: Human Resources



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<p>Our HR business plan ambitions:</p>	<ul style="list-style-type: none"> We are an employer of choice for high performing individuals delivering excellent services and who are rewarded fairly We have an agile workforce empowered to achieve the goals set out in the Corporate Plan and who are skilled for the future, diverse, motivated and engaged We have the right people, in the right places with the right skills to deliver on priorities within a healthy and safe environment
<p>To help us realise these ambitions our objectives for this year include:</p>	<ul style="list-style-type: none"> Review and propose a Total Reward package for all grades Complete the actions in the Equality and Inclusion Plan Implement a new workforce planning process to ensure that the right people are in the right places with the right skills, to underpin the creation of a Corporate Talent and Succession Plan
<p>What HR will deliver to support the employability strategy and social mobility:</p>	<ul style="list-style-type: none"> Manage and recruit to the Graduate Programme Provide an exemplar quality standard of recruitment, induction, training and support for 100 Apprentices Lead and contribute to the Equality & Inclusion Board and Strategy Deliver the attracting talent project including, review and relaunch of the recruitment job site, branding, and recruitment processes; trialling anonymised shortlisting; simplified application forms and recruitment processes for lower grade posts; and review of qualification and experience requirements for vacancies.
<p>Success measures:</p>	<ul style="list-style-type: none"> The City Corporation will be an employer of choice with a diverse workforce, working effectively to deliver its key aims and objectives
<p>We will achieve this by</p>	<ul style="list-style-type: none"> Equality & Inclusion Plan: delivering the “Attracting Talent” programme 100 apprentices: developing an exemplar programme for their recruitment, induction, training & support Implementing a new workforce planning process in support of a Corporate Talent and Succession Plan

3. We think that our Employability Strategy will drive growth because...

Drivers	And we will test this by...
<ul style="list-style-type: none"> ➤ City businesses will see more homegrown talent competing for their jobs sector thanks to greater awareness of pathways into the sector and the range of opportunities there, increasing employment and progression opportunities for a more loyal and diverse workforce, , and a more attractive image for the sector 	<ul style="list-style-type: none"> • Developing detailed baseline measures and clear evaluation methods for our actions to deliver the strategy • Sharing proposals and results with employers, sector and professional bodies and influencers, and our partners in national and local government • Employer feedback and surveys, workforce surveys • Feedback from academies and schools, pupils and parents, FE and HE institutions, private sector trainers • Use of existing data (pupil and student destination data, surveys, benefit claims data, evaluations of other employability, skills and workforce diversity programmes, research reports)
<ul style="list-style-type: none"> ➤ Dialogue with City employers will help us to develop timely and relevant measures to reduce skills gaps and shortages and keep pace with technological change and new markets, helping London to maintain its leading global position 	
<ul style="list-style-type: none"> ➤ More relevant skills provision will boost London's attraction as a location for developing a career 	
<ul style="list-style-type: none"> ➤ CoLC will be an informed advocate and influencer for the FRPS sector on key local and national issues (skills devolution, skills for Londoners, apprenticeship levy) 	
<ul style="list-style-type: none"> ➤ Londoners will find it easier to get entry-level jobs and progress 	

4. Governance of the Strategy

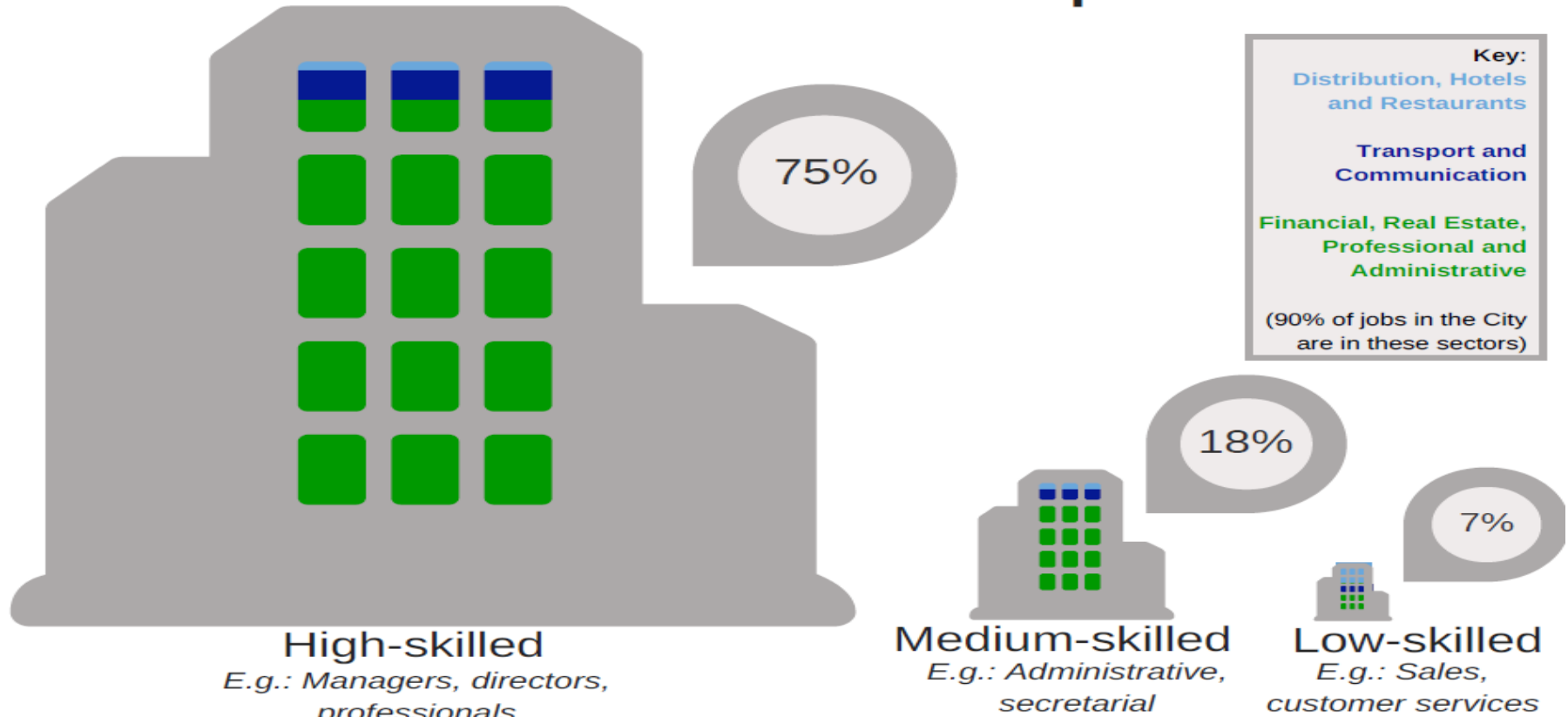
The success of our actions to deliver the strategy will be monitored by our corporate steering groups using a dashboard of indicators (proposed below for agreement – detailed baselines and targets to be developed for each).

Strategic Outcome	Steering Group	Dashboard Indicators (proposed)
i) Better prepared Londoners secure more jobs	People	<ul style="list-style-type: none"> a) Reduction in the City's claimant count (employment-related benefits) b) Pupil destination data from schools and academies engaged with our programmes c) More Londoners getting jobs through our programmes
ii) Access to entry-level jobs	People	<ul style="list-style-type: none"> d) More companies secure employment opportunities for Londoners through their supply chains e) More Londoners will get into jobs in the City's supply chain
iii) City has the skilled workforce it needs	Prosperity	<ul style="list-style-type: none"> f) Reduction in reported skills gaps & shortages in City/FRPS employers g) Increase in numbers of apprenticeships with City/FRPS employers h) More City/FRPS companies use apprenticeships
iv) Greater diversity in the City Workforce	Prosperity	<ul style="list-style-type: none"> i) Greater diversity in the FRPS workforce j) Greater diversity at senior levels in the FRPS k) More FRPS companies adopt new approaches for recruitment and progression
v) Corporation as model practitioner & change-leader	Strategic Resources	<ul style="list-style-type: none"> l) Greater workforce diversity m) Progress against appointment of 100 apprentices
WHOLE STRATEGY	SUMMIT	ALL

Fig. 1

Jobs in the Square Mile 2015

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Source: The Future of the City of London's Economy, June 2015

2015 projections indicated that by 2025 high-skilled jobs would rise by 14%; low-skilled (entry-level) jobs will rise by 6%; medium-skilled would fall by 5%

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