



## Education Board

**Date:** THURSDAY, 3 MARCH 2016

**Time:** 4.00 pm

**Venue:** BOARDROOM, MUSEUM OF LONDON, 150 LONDON WALL, LONDON, EC2Y 5HN

**Members:** Deputy Catherine McGuinness (Chairman)  
Henry Colthurst (Deputy Chairman)  
Deputy John Bennett  
Revd Dr Martin Dudley  
Alderman Peter Estlin  
The Rt Hon the Lord Mayor, The Lord Mountevans  
Stuart Fraser  
Christopher Hayward  
Virginia Rounding  
Alderman William Russell  
Ian Seaton  
Philip Woodhouse  
Roy Blackwell (United Westminster Schools)  
Tim Campbell (Bright Ideas Trust)  
Helen Sanson (Tower Hamlets Education Business Partnership)  
David Taylor (Livery Schools Link)

**Enquiries:** Alistair MacLellan  
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**NB: Part of this meeting could be the subject of audio video recording.**

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **PUBLIC MINUTES**

To agree the public minutes and summary of the meeting held on 14 January 2016.

**For Decision**  
(Pages 1 - 8)

a) Outstanding Actions (Pages 9 - 10)

4. **EDUCATION STRATEGY UPDATE**

Report of the Director of Community and Children's Services.

**For Information**  
(Pages 11 - 14)

5. **LEARNING AND ENGAGEMENT FORUM UPDATE**

Report of the Director of the Museum of London.

**For Information**  
(Pages 15 - 20)

6. **EDUCATION STRATEGY REFRESH**

Report of the Director of Community and Children's Services.

**For Decision**  
(Pages 21 - 34)

7. **OFFICERS OF THE CITY CORPORATION AS GOVERNORS AT CITY SCHOOLS**

Report of the Director of Community and Children's Services.

**For Decision**  
(Pages 35 - 38)

8. **GOVERNOR DATABASE**

Report of the Director of Community and Children's Services.

**For Decision**  
(Pages 39 - 40)

9. **QUALITY ASSURANCE AND ACCOUNTABILITY FRAMEWORK UPDATE**

Report of the Director of Community and Children's Services.

**For Information**  
(Pages 41 - 46)

10. **STUDY PANEL: THE CITY'S ROLE IN SUPPORTING EMPLOYABILITY AMONG YOUNG PEOPLE IN LONDON**  
Report of the Director of Economic Development.  

**For Information**  
(Pages 47 - 50)
11. **DEVELOPING A FRAMEWORK FOR THE CITY CORPORATION'S WORK ON EMPLOYABILITY**  
Report of the Director of Economic Development.  

**For Information**  
(Pages 51 - 54)
12. **CITY OF LONDON KEY STAGE 1 AND KEY STAGE 2 RESULTS**  
Report of the Director of Community and Children's Services.  

**For Information**  
(Pages 55 - 76)
13. **INCOME GENERATION - REPORT OF A CROSS-CUTTING SERVICE BASED REVIEW**  
Report of the Chamberlain.  

**For Decision**  
(Pages 77 - 88)
14. **IMPLEMENTATION OF THE GRANTS REVIEW**  
Report of the Deputy Town Clerk.  

**For Decision**  
(Pages 89 - 92)
15. **ACTION TAKEN SINCE THE LAST MEETING**  
Report of the Town Clerk.  

**For Information**  
(Pages 93 - 94)
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
18. **EXCLUSION OF THE PUBLIC**  
**MOTION** - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act

**For Decision**

19. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 14 January 2016.
- For Decision**  
(Pages 95 - 96)
20. **ACADEMY EXPANSION PROGRAMME UPDATE**  
Report of the Director of Community and Children's Services.
- For Information**  
(Pages 97 - 102)
21. **ANALYSIS OF THE CITY'S SPENDING ON EDUCATION RELATED ACTIVITIES**  
Report of the Chamberlain and the Director of Community and Children's Services.
- For Information**  
(Pages 103 - 114)
22. **OUTCOME OF THE LIVERY EDUCATION PARTNERSHIP CONSULTATION**  
The Chairman of the Education Board to be heard.
- For Information**  
(Pages 115 - 116)
23. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
24. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

## EDUCATION BOARD

Thursday, 14 January 2016

Minutes of the meeting of the Education Board held at Committee Room - 2nd Floor  
West Wing, Guildhall on Thursday, 14 January 2016 at 3.00 pm

### Present

#### Members:

Deputy Catherine McGuinness (Chairman)	Alderman William Russell
Henry Colthurst (Deputy Chairman)	Ian Seaton
Deputy John Bennett	Philip Woodhouse
Revd Dr Martin Dudley	Roy Blackwell
Alderman Peter Estlin	Helen Sanson
Christopher Hayward	David Taylor
Virginia Rounding	

#### Officers:

Alistair MacLellan	- Town Clerk's Department
Glenn Marshall	- Town Clerk's Department
Liz Skelcher	- Assistant Director of Economic Development
Mark Jarvis	- Chamberlain's Department
Emily Rimington	- Comptroller and City Solicitor's Department
Ade Adetosoye	- Director of Community & Children's Services
Mark Emmerson	- Education Strategy Director
Gerald Mehrtens	- Community & Children's Services
Joshua Burton	- Community & Children's Services
Tizzy Keller	- Community & Children's Services

#### 1. APOLOGIES

Apologies for absence were received from The Rt Hon the Lord Mayor, The Lord Mountevans and Stuart Fraser.

#### 2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

Christopher Hayward and Roy Blackwell declared an interest in Item 6 (Appointment of Multi-Academy Trust Directors) in light of their intention to stand.

The following standing declarations were made.

#### Deputy John Bennett

Barbican Centre Board

Board of Governors of the City of London Freeman's School

Board of Governors of the Guildhall School of Music and Drama

#### Henry Colthurst

Board of Governors, Mossbourne Parkside Academy

Board of Mossbourne Federation

Member of Court of the Worshipful Company of Grocers

Reverend Dr Martin Dudley

City of London Academy Islington

Alderman Peter Estlin

Treasurer, Bridewell Royal Hospital - King Edward's School, Witley  
Barclays LifeSkills, Senior Advisor  
Guildhall Advisory Board (Business & Law Faculty of City University)  
The Worshipful Company of International Bankers

Christopher Hayward

Member of the Court of Governors – Christ's Hospital  
Governor – Bridewell Royal Hospital  
Governor – City of London School for Girls  
Member of the Court of The Worshipful Company of Pattenmakers

Deputy Catherine McGuinness

Board of Governors of The City Academy, Hackney  
Castle Baynard Educational Foundation & Alderman Samuel Wilson Fund  
United Westminster Schools Foundation  
Board of School Governors and Council of Almoners, Christ's Hospital  
Barbican Centre Board  
Guildhall School Development Fund  
The Worshipful Company of Educators

Virginia Rounding

Board of Governors of The City Academy Hackney

Alderman William Russell

Board of Governors of the City of London School for Girls  
Board of Governors of the Guildhall School of Music and Drama  
Board of Governors of Knightsbridge Schools International  
Board of Governors Knightsbridge School  
Court of the Worshipful Company of Haberdashers  
Trustee of Place2Be

Helen Sanson

Tower Hamlets Education Business Partnership

Ian Seaton

Board of Governors City of London Freeman's School  
Board of Governors City of London School  
Board of Governors City of London School for Girls  
Board of Governors Bridewell Royal Hospital  
Donation Governor Christ's Hospital

Philip Woodhouse

Board of Governors of the City of London Freeman's School  
Board of Mossbourne Federation

Mossbourne Victoria Park Academy, Hackney  
Governor, Oundle School  
Chairman of Governors of Wellesley House School  
Member of the Court of Worshipful Company of Grocers

3. **PUBLIC MINUTES**

The public minutes and summary of the meeting held on 3 December 2015 were approved as a correct record.

**Matters Arising**

**Sir John Cass Foundation**

The Director of Community and Children's Services noted that the application deadline for primary places was 15 January 2016, and around 100 applications had been made to the school to date but we do not have details on preferences at this point.

**City Corporation Education Events**

Members noted the short notice received for events such as the Prefects' Dinner (12 November 2015) and the forthcoming City Schools Concert (26 January 2016) and reiterated their request that more notice be given to allow members of the Board to attend.

**City of London Academies Multi-Academy Trust (MAT)**

The Chairman and Deputy Chairman thanked officers for the work they had put into the 'scaling up' of the City of London Academy Southwark MAT to cover all of the City's sole sponsored academies.

3.1 **Outstanding Actions**

The Board received a list of Outstanding Actions.

**City of London Corporation Governor Database**

Members discussed the level of progress on the establishment and ongoing maintenance of a City of London Corporation database of prospective governors. The Chairman noted that there were two issues to consider, namely whether the Board should focus on maintaining a limited internal database or seek to establish a wider outward facing database that involved other City institutions. The Director of Community and Children's Services agreed to bring a report back to the Board on the matter at its meeting in March 2016.

A member commented that the newsletter issued to the Livery after each Livery Committee meeting would be a convenient means with which to call for interested persons to come forward as potential school governors.

4. **ANNUAL REVIEW OF TERMS OF REFERENCE**

Members considered a report of the Town Clerk on the Board's annual review of its terms of reference. It was noted that the Board was not required to recommend academy appointments to the Court of Common Council for approval, and that the wording regarding the appointments to academies should be amended to encompass academy members, directors and trustees.

Members also decided to request that it be clarified in the terms of reference that the Board was entitled to appoint sub-committees to consider particular elements of its business.

Members also agreed to amend the recommendation concerning the Combined Education Charity to make clear that the Board maintained ultimate responsibility for setting its own priorities, amending the proposed text to '*to take joint responsibility, with the Community and Children's Services Committee, for allocating grants from the Combined Education Charity and City Education Trust.*'

**RESOLVED**, that

- The amended terms of reference be approved for submission to the Policy and Resources Committee and the Court of Common Council and that any further changes required in the run up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman;
- The proposed frequency of meetings (January, March, May, July, September and November) be agreed.

**5. NOMINATIONS WORKING GROUP**

Members considered a report of the Town Clerk concerning the establishment of a Nominations Working Group. It was noted that, subject to the Court of Common Council amendment to the Board's terms of reference, that future iterations of the NWG would be formal sub-committees.

**RESOLVED**, that

- The proposed terms of reference be agreed;
- The Town Clerk would circulate the existing skills audit to the Board so that it may be updated;
- Virginia Rounding, Philip Woodhouse and Ian Seaton be appointed to the NWG alongside the Chairman and Deputy Chairman.

**6. APPOINTMENT OF CITY OF LONDON ACADEMIES MULTI-ACADEMY TRUST DIRECTORS**

*Christopher Hayward and Roy Blackwell withdrew for the duration of this item.*

Members noted that the Court of Common Council had that day agreed the new governance structure for the City's Sole Sponsored Academies and that the Board was now required to make two nominations for appointment to the MAT Board as Directors. The Town Clerk noted that Christopher Hayward and Roy Blackwell had expressed a desire to serve and, given no other member wished to stand, both were duly appointed MAT Directors.



**RESOLVED**, that

- Christopher Hayward and Roy Blackwell be appointed as Directors of the City of London Academies Multi Academy Trust (MAT).

**7. APPOINTMENT OF ACADEMY GOVERNORS - CITY OF LONDON ACADEMY SOUTHWARK AND REDRIFF PRIMARY SCHOOL**

The Town Clerk tabled a paper regarding appointments to the Local Governing Bodies (LGBs) of the City of London Academy Southwark and Redriff Primary School. Members considered the personal statements of the applicants and made the appointments accordingly.

**RESOLVED**, that

- Keith Bottomley be recommended by the Education Board to the City of London Academies Multi Academy Trust for appointment to the LGB of City of London Academy Southwark.
- Jeremy Simons be recommended by the Education Board to the City of London Academies Multi Academy Trust for appointment to the LGB of Redriff Primary School.

**8. EDUCATION STRATEGY UPDATE REPORT**

Members considered an update report of the Director of Community and Children's Services on the Education Strategy. The Director agreed to confirm that work placements at the City's cultural institutions were advertised, where relevant, to pupils in the City Family of Schools.

**RECEIVED**

**9. EDUCATION STRATEGY VISION**

Members considered a report of the Director of Community and Children's Services on the vision for the City of London Corporation's Education Strategy. A Member referenced the recent announcement by the Mayor of New York that he would be putting together a New Yorkers Task Force to gain a better understanding of the growing skills gap in the city. Participants include JP Morgan Chase. Members discussed whether the forthcoming reconsideration of the Education Strategy's vision statement should include an element of external peer-review of the City's ambitions in education, and agreed that this would be feasible subject to cost.

**RESOLVED**, that

- The action plan (tabled) be noted;
- The proposal to consider the Education Strategy vision at a seminar in February 2016 be supported.

10. **PROPOSED BUDGET ALLOCATION FOR FINANCIAL YEAR 2016/17**

Members discussed a report of the Director of Community and Children's Services and the Chamberlain on the proposed budget allocation for financial year 2016/17. The Chairman commented that the current proposal was designed to ensure the Learning and Engagement Forum was sufficiently resourced.

In response to a comment from a Member, the Director of Community and Children's Services agreed to ensure that the issue of mental health was promoted in the City Family of Schools and resourced accordingly.

**RESOLVED**, that

- The proposed budget allocation for financial year 2015/16 be endorsed.

11. **EXAM SCRUTINY PANEL MEETINGS**

Members received a report of the Director of Community and Children's Services on the City Corporation's exam scrutiny panel meetings. Members endorsed the approach set out within the report and agreed that City academy co-sponsors should be involved in future scrutiny meetings.

In response to a comment from a member, the Education Strategy Director commented that the new City of London Academies Multi Academy Trust would allow for greater professional development opportunities for City academy staff, including staff from the joint-sponsored academies.

**RECEIVED**

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**  
**Review of the City of London Academies Multi Academy Trust**

In response to a question from the Deputy Chairman, the Director of Community and Children's Services agreed that the composition of the new MAT would be reviewed in one year to ensure arrangements were satisfactory.

**Annual Review of Governing Body Governance**

In response to a comment from a member that each school governing body was expected to conduct an annual review of its governance, the Education Strategy Director replied that this was an item on the forthcoming agenda for the Chairmen of Governors' Forum.

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

There were no items of urgent business.

14. **EXCLUSION OF THE PUBLIC**

**RESOLVED** – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act as follows:-

Item 15 – Paragraph 3  
Item 16 – Paragraph 1

**15. NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 3 December 2015 were approved as a correct record, subject to an amendment in Item 17 (Due Diligence Reports on New School Proposals).

**16. KS4 RAISEONLINE DATA ANALYSIS**

Members received a report of the Director of Community and Children's Services regarding Un-validated KS4 RAISEonline data.

**RECEIVED**

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

There were no questions.

**18. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no items of urgent business.

**The meeting ended at 4.08 pm**

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Chairman

**Contact Officer: Alistair MacLellan  
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**Education Board – Outstanding Actions**  
**3 March 2016**

<b>Date</b>	<b>Action</b>	<b>Officer responsible</b>	<b>Progress Update</b>
14 January 2016	Report on City of London Corporation Governor Database and desirability of the City participating in wider recruitment of governors and NEDs for schools and MATs to be submitted to March Education Board.	Director of Community and Children's Services	Due 3 March 2016.
14 January 2016	Terms of Reference to be amended and submitted to Policy and Resources Committee for approval.	Town Clerk	Due 17 March 2016.
14 January 2016	Christopher Hayward and Roy Blackwell to be appointed as Directors of the City of London Academies Multi Academy Trust.	Town Clerk	Completed.
14 January 2016	Keith Bottomley and Jeremy Simons to be recommended for appointment to the City of London Academy (Southwark) and Redriff Primary School, respectively.	Town Clerk	Completed.
14 January 2016	Confirmation to be obtained that all work placements delivered by the City of London Corporation are made available to pupils from the City Family of Schools.	Director of Community and Children's Services	Update at 3 March meeting.
14 January 2016	Provision for counselling and mental health support in City schools to be reviewed	Director of Community and Children's Services	Discussed at Headteachers' Forum on 24 February 2016. Verbal update at meeting.

Date	Action	Officer responsible	Progress Update
14 January 2016	City of London Academies Multi Academy Trust governance and operation to be reviewed in January 2017.	Director of Community and Children's Services/Comptroller and City Solicitor	Due 12 January 2017.
14 January 2016	Nominations Working Group to be convened.	Town Clerk	Update at 3 March meeting.
3 December 2015	Informal ideas session on future of Education Strategy to be convened in February 2016.	Town Clerk	Completed. Session convened 22 February 2016.
15 October 2015	Draft one-pager briefing note on statutory training required of all governors.	Director of Community & Children's Services	Completed and circulated for information.
15 October 2015	Special Interest Areas to be deferred until refreshed Education Strategy is adopted. In meantime, members who express interest in particular area to be consulted on their area of interest.	Town Clerk	Pending adoption of refreshed Strategy.

<b>Committee</b>	<b>Dated:</b>
Education Board	3 March 2016
<b>Subject:</b> Education Strategy Update Report	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>

## Summary

This report provides Members of the Education Board with a summary of key developments in the delivery of the City of London Corporation Education Strategy. Each of the five strategic objectives of the Education Strategy is addressed (paragraphs 3 – 7) with examples of recent work and future activities.

## Recommendation(s)

Members are asked to: note the report.

## Main Report

### Background

1. The City of London Corporation Education Strategy 2013 – 2015 established five strategic objectives. Each objective is underpinned by a series of recommendations. Every recommendation identifies a key deliverable that the City Corporation is seeking to achieve and details specific actions that will facilitate this.

### Current Position

2. The implementation of the Education Strategy is overseen by the Education Board. This report provides Members of the Education Board with a summary of key developments in the delivery of the Education Strategy. Each of the five strategic objectives of the Education Strategy is addressed (paragraphs 3 – 7) with examples of recent work and future activities.

### Education Strategy Update

3. Strategic Objective 1: To promote and support excellent education and access to higher education
  - a) On 26 January 2016 the City schools Concert took place in the Great Hall, Guildhall. Each of the eight City schools performed two musical items, acts ranged from a string orchestra recital of Bach to a Gospel Medley choir performance.

- b) On 27 January 2016 the Corporation awarded the Freedom of the City of London to two men who stood in the dock with Nelson Mandela during the Rivonia Trial and two lawyers who were part of their defence team. Prior to the freedom ceremony Lord Peter Hain hosted a Q&A session with the four men. Students from City of London Freeman's School, City of London Academy (Southwark), The City Academy, Hackney, City of London Academy, Islington and City of London School for Girls attended and took part in the Q&A. The students heard a first-hand account of life in apartheid South Africa, the struggle for freedom, and how the country has changed since 1994.
- c) On 25 January the staff of City of London Academy (Southwark) attended a teatime reception at Guildhall. The event was to recognise the hard work and dedication of students, staff and governors at the school and celebrate their summer exam results.

4. Strategic Objective 2: To strive for excellence in the City schools

- a) A Level Subject Workshops were held throughout January and February 2016 by teachers in the City secondary schools. The workshops provide a chance to share advice and best practice for teaching a particular subject in order to help A Level students in all the schools achieve top grades. Workshops have taken place for Politics & Government, Maths, Physics, Music and Psychology.
- b) Directors of Sixth Form met on 20 January 2016 and discussed methods to prepare students for the Oxbridge application process, strategies to adapt to A Level specification changes and opportunities for joint City school events.
- c) The Headteachers' Forum met on 24 February 2016, they were addressed by the Town Clerk and discussed the City Family of Schools' vision statement, the MAT structure and scheme of delegation, and mental health at City schools.

5. Strategic Objective 3: To inspire children through an enriched education and outreach opportunities

- a) Members will receive an update on this as a separate agenda item.

6. Strategic Objective 4: To promote an effective transition from education to employment

- a) Promoting apprenticeships in the City – A round table for City law firms to hear about opportunities for apprenticeships in the legal sector took place on 15 January, delivered in partnership with the National Apprenticeships Service. The event, attended by law firms based in the City and wider London, focused on the new high level apprenticeships that are available for legal roles including solicitor, legal executive and paralegal. A further event, co-hosted by Alderman Parmley, who has recently joined the



Government's Apprenticeship Delivery Board, and Nadhim Zahawi MP, the Prime Minister's Adviser on apprenticeships, will take place on 23 March. The event will focus on the upcoming apprenticeships levy and practical implications for businesses in the financial and professional services sectors.

- b) City Careers Open House – The procurement process is underway to extend the City Careers Open House programme for one year, to the end of the academic year 2016/17. The programme facilitates visits to City businesses for over 2,000 students per year from state primary and secondary schools in the City and neighbouring boroughs. The programme aims to raise awareness of the breadth of careers available and routes into these careers.
  - c) In January, The City Academy, Hackney welcomed three guest speakers from the City of London School for Girls, the Barbican Centre, and Culture Heritage and Libraries who delivered careers talks to year 12 students. All talks received excellent feedback. Additional talks are being scheduled at The City of London Academy (Southwark) and the offer has been extended to City of London Academy, Islington.
  - d) We are participating in an 'Urban Leadership Programme' with The City Academy, Hackney and KPMG, which will support students to differentiate themselves on UCAS applications by taking part in a community action project. Students will be supported by volunteers to develop a social enterprise project, and through the process will develop employability, leadership, and entrepreneurial skills. The programme derives from City of London's participation in a cluster of businesses invested in Hackney-based schools
  - e) 12 City of London volunteers from different departments have been recruited to host stands at the April careers fair for the City schools. EDO is supporting the schools by reaching out to business contacts.
7. Strategic Objective 5: To explore opportunities to expand the City's education portfolio and influence on education throughout London
- a) On 10 and 11 February 2016 the City Corporation held two public consultation events, in partnership with the London Borough of Hackney, to provide parents with the opportunity to hear more about the City Corporation's application to open two additional secondary schools in Hackney.
  - b) On 2 March 2016 City of London Academies Trust submitted four applications to the Education Funding Agency in relation to opening two new schools in Hackney and sponsoring schools in Islington and Newham.
  - c) The Board of Trustees for City of London Academies Trust has held two meetings where it has, inter alia, considered: the appointment of co-opted trustees, a Scheme of Delegation, CEO Appointment and Recruitment,

Appointment of Professional Advisors, applications to sponsor additional schools, and requested a review of MAT operations.

### **Corporate & Strategic Implications**

8. The Education Strategy complements and supports the City Corporation's corporate policies and objectives, as set out in the Corporate Plan 2013-2017.

**Tizzy Keller**

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<b>Committee:</b> Education Board	<b>Dated:</b> 3 March 2016
<b>Subject:</b> Update on the Work of the Learning & Engagement Forum	<b>Public</b>
<b>Report of:</b> Director of the Museum of London	<b>For Information</b>
<b>Report Author:</b> Sharon Ament, Director of the Museum of London and Chair of the Learning & Engagement Forum	

## Summary

The context for the work of the Learning & Engagement Forum is gaining national momentum. At the recent Barbican Centre Board Annual Dinner (18.02.16) the educational as well as intrinsic and economic value of culture was highlighted by the Chairman of Arts Council England, who applauded governmental support being given by the Chancellor and Prime Minister. Sir Peter Bazalgette pointed out the vital role that culture plays in well-being, a notion further amplified by the Prime Minister in February with his speech on Life Chances when he said;

When we know about the power of the informal mentors, the mixing of communities, the broadened horizons, the art and culture that adolescents are exposed to, it's time to build a more level playing field with opportunity for everyone, regardless of their background

...Life Chances Strategy will address this cultural disenfranchisement directly, and with a new cultural citizens programme, ensure there is real engagement by arts organisations with those who might believe that culture is not for them – meaning that many more children can have the doors opened to their wonderful cultural inheritance.

Furthermore, the positive results for Cultural expenditure in the Budget Statement are evidence of Treasury convictions of the value of the creative sector to the UK.

The work that we are doing through the Learning & Engagement Forum directly relates to the priorities of Government as expressed above, it's ground-breaking work, it is fundamentally important and it puts the City of London (CoL) right at the heart of impactful cultural learning policy. We should now focus energies on improving awareness of this work to extend the message of the great work that we are doing to engage every London child.

The Education Board is asked to consider the work of the Learning & Engagement Forum. At the meeting a short film will be shown to illuminate the extensive work undertaken by CoL-sponsored activities.

This paper updates the Board on the work of the Forum which to remind members comprises 14 organisations which loosely come under the “family” of City of London Corporation-funded bodies.

Listed below is the range of collective programmes and activities in which the group has become engaged, the appendix gives the latest data on the School Visits Fund.

### **Main Report**

1. The forum continues to be a highly creative and productive group that is taking forward a number of important learning initiatives. The group has recently welcomed members from St Paul's Cathedral and the City Centre ([www.citymarketingsuite.com/](http://www.citymarketingsuite.com/)). Here is an update on the forum's current projects.

### **City School Visits Fund – enabling out of classroom cultural education for the poorest across London**

2. The fund is managed by the Museum of London on behalf of the City and was launched in November 2015. It provides financial help for schools in disadvantaged areas of London to visit the City's cultural venues. See [www.cityschoolvisitsfund.org.uk](http://www.cityschoolvisitsfund.org.uk) All eligible schools in London were mailed about the fund, and it was promoted to over 500 London head teachers at the Mayor's Education Conference at City Hall at the end of November, and at the Inspiring Primary History conference at the British Museum on 30 January. To date we have received 52 successful applications and committed 63% of the fund for this financial year, benefitting 2,646 pupils. The average proportion of pupils in receipt of Pupil Premium in the schools applying is 45% (the national average is 26%).
3. Feedback from teachers has been extremely positive, with one teacher commenting: 'These children rarely get an opportunity to experience new kinds of activities within London. It would have been impossible without the funding support.'

### **Establishing a Cultural Education Partnership – forging a new relationship with Heads**

4. The Barbican and the Museum of London are currently planning two high profile events for head teachers to showcase the work of the Forum and to mark the intention to formally establish a City of London Cultural Education Partnership (see [www.artscouncil.org.uk/what-we-do/cyp/cultural-education-challenge-find-out-more/](http://www.artscouncil.org.uk/what-we-do/cyp/cultural-education-challenge-find-out-more/)). The first event, at the Barbican in March, will bring primary and secondary heads together to raise awareness of the City's cultural education offer and to explore the potential of a City of London Cultural Education Partnership. We will then work with a steering group of head teachers, and A New Direction (the bridge organisation for London, see [www.anewdirection.org.uk/](http://www.anewdirection.org.uk/)) to develop a strategy which we will make public at a larger head teachers' event at the museum in September at which we will also launch the new Great Fire website.

### **Great Fire website – a National Resource**

5. Work on the website, which will draw heavily on the collections of the London Metropolitan Archives and Museum of London, is now underway thanks to funding

from the City and Arts Council England. The project is being managed by the Museum of London.

6. Consultation with target audiences and a scoping exercise was carried out by web development specialists Webcredible and an independent researcher. The site will be a key legacy of the 350<sup>th</sup> anniversary of the Great Fire this September and will cater for a general interest adult audience and key stage 1 school pupils (aged 5-7 years) and their teachers. It will replace the current partnership site for schools ([www.fireoflondon.org.uk](http://www.fireoflondon.org.uk)) which is now eight years old and unable to be viewed on mobile devices. Despite this it receives over 800,000 page views per year. The new site will include an interactive game for children, animated maps, 3D objects and a timeline, as well as exploring the Great Fire and its impact on London through 100 key objects, paintings and documents. We expect the site to receive over 2 million page views in its first year. Other contributors include the National Portrait Gallery and The National Archives.

### **City Stories – Connecting young people to the City of London**

7. City Stories is a day of creative activities based at the Museum of London and Barbican, with input from the Guildhall Art Gallery and Open Spaces, for the three City of London funded academies (Southwark, Islington and Hackney). The aim is to introduce all the schools' year 7 pupils (ie 11-year-olds who are new to the school) to the heritage and current work of the City of London. A very successful pilot was run last January 2015 for 240 pupils from the City of London Academy Southwark. We ran a second successful day for the same school on 2 February 2016 and are in discussion with the City of London Academy Islington about running a day for their year 7s on 21 June.

### **Young City Poets – Impacting Literacy**

8. Over the past year the Barbican, London Metropolitan Archives, Tower Bridge and the Museum of London have been working in partnership with the National Literacy Trust (NLT). This pilot project, which was funded by the NLT, ended in December 2015 and involved primary and secondary pupils from 10 schools writing poetry inspired by visits to the various venues, under the guidance of established poets including Aisling Fahey, the **Young Poet Laureate** for London 2014/15. Feedback from participating teachers included:
  - a. *'Children had a physical experience to relate to and it was an exciting starting point for their writing. I really do want to reiterate how valuable I thought the whole project was. I have already planned in two INSETs where I try to filter down everything that I have learnt.'*
  - b. *'We had two brilliant days at the Museum of London. The students had a really enjoyable and productive time and are in a position to develop their writing ideas to a high standard.'*
  - c. *'Attainment has improved and for some children there has been accelerated progress.'*

9. We are now in discussions with the NLT and other partners to plan a more extensive project in 2016-17 that will create online resources and teacher training courses that other cultural venues across London can use to support literacy through poetry.

**Celebrate the City family festival – making the most of the Lord Mayor’s Show**

10. On 14 and 15 November, to coincide with the Lord Mayor’s Show, the Celebrating the City family festival took place at the Museum of London. The weekend was a perfect example of how the City’s cultural venues are working together. Over 4,200 people took part in a variety of events including a Minecraft workshop with the museum’s digital learning team, craft activities with the Barbican Library, object handling with staff from Epping Forest, calligraphy with the London Metropolitan Archives, and a drumming workshop with the Barbican’s Creative Learning team.

**PLAY ON – Barbican Weekender – enhancing a national anniversary**

11. On 5 and 6 March 2016 the Barbican will host a large scale public festival weekend ([www.barbican.org.uk/shakespeareweekender](http://www.barbican.org.uk/shakespeareweekender)) marking the 400<sup>th</sup> anniversary of Shakespeare’s death. It will be an immersive, participatory event for all ages, and most events are free. The programme includes a range of performances, drop-in activities, interactive installations and workshops, and we expect over 3,000 people to attend. The Barbican is working in partnership with the Museum of London on two events – an object handling workshop on the Barbican’s Foyers, with real Elizabethan artefacts, and a promenade performance from Burn the Curtain theatre company, especially commissioned by the Museum of London. Participants will go on a theatrical ‘hunt’ across the highwalks between the Barbican and Museum of London, meeting performers along the way. Other partners include the Royal Shakespeare Company, Told by an Idiot, Hogarth Shakespeare and writer and performer Christopher Green. There will also be a Shakespeare son et lumiere event in the Guildhall Yard on the Saturday evening, presented by the Guildhall Library and Guildhall School of Music & Drama.

**Hard Education – the potential to make a real difference where it matters most**

12. Hard Education is collaboration between the London Metropolitan Archives, Museum of London and the Barbican. The programme aims to help secondary schools across London tackle difficult contemporary issues such as homophobia, racism, sexism and substance abuse through performances and workshops, teacher training and online resources, in partnership with specialist organisations such as Stonewall, Race Equality First and Compass. Research carried out by Coda Consultants with over 60 secondary schools across London last autumn demonstrated a high level of need and interest in the programme. Unfortunately funding applications last year to the DfE and A New Direction were unsuccessful and development specialists from the three partner organisations are now working together to develop a fundraising strategy for the project.

**Contact:**

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## Appendix - City of London School Visits Fund Update (8 February 2016)

**Applications:** 51 successful applications to the fund, benefitting 2,646 pupils

**Funds:** £25,026 committed; £14,717 remaining

**Average Pupil Premium rate:** 45%

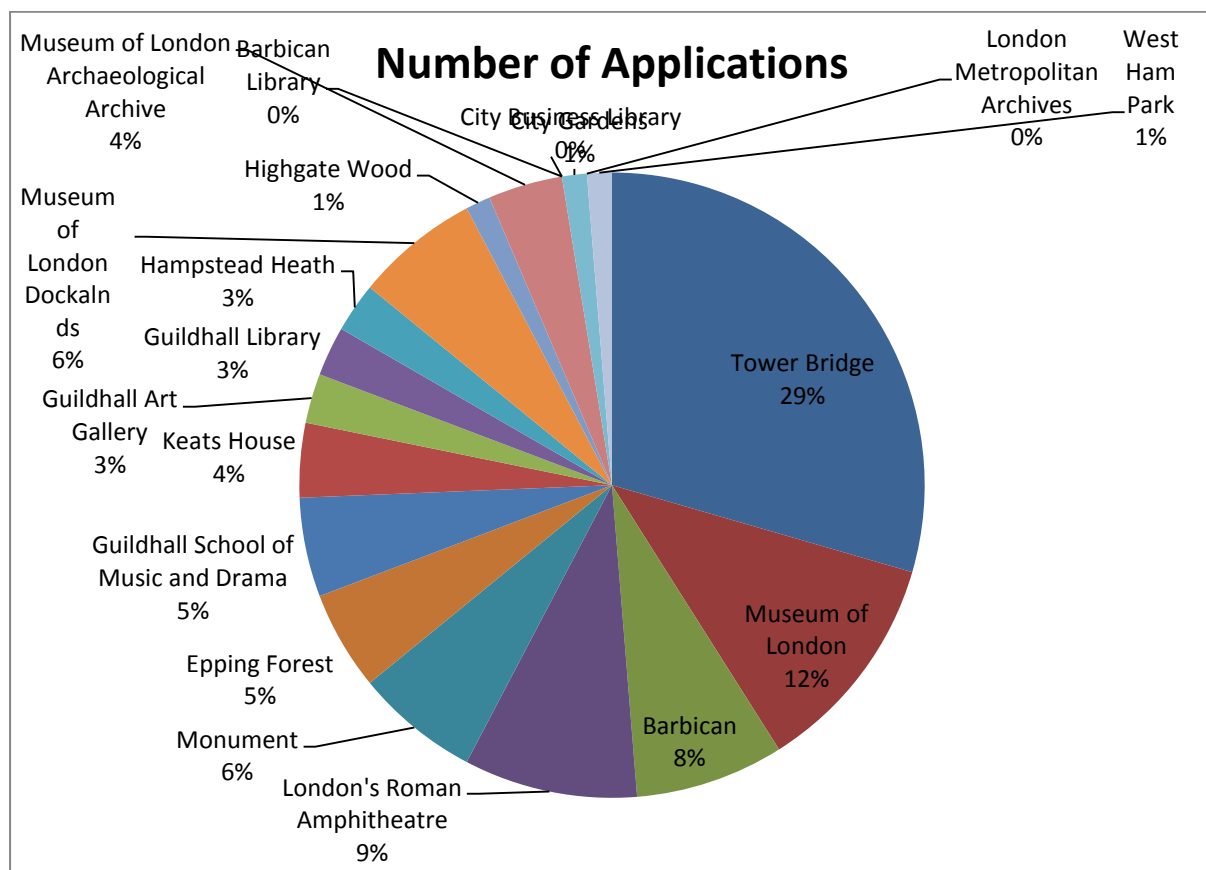
### School types:

Special	State	Academy	Free
6	26	19	1

### Primary/Secondary split:

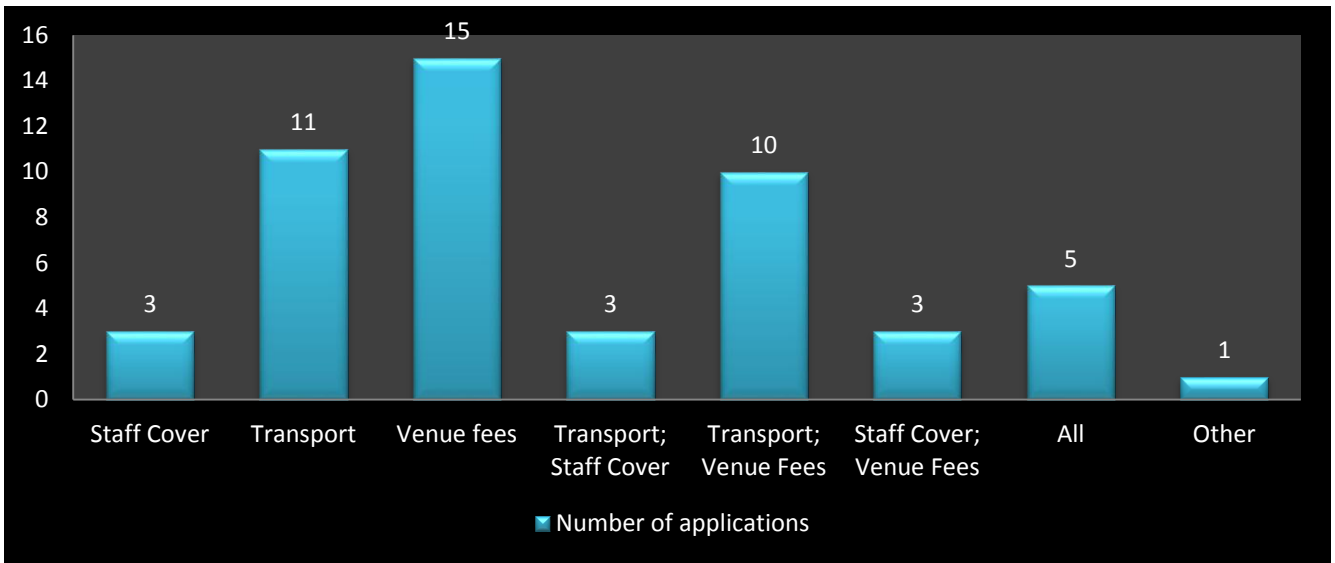
Primary	Secondary	Middle	Special
26	18	1	6

### Popularity of venues:

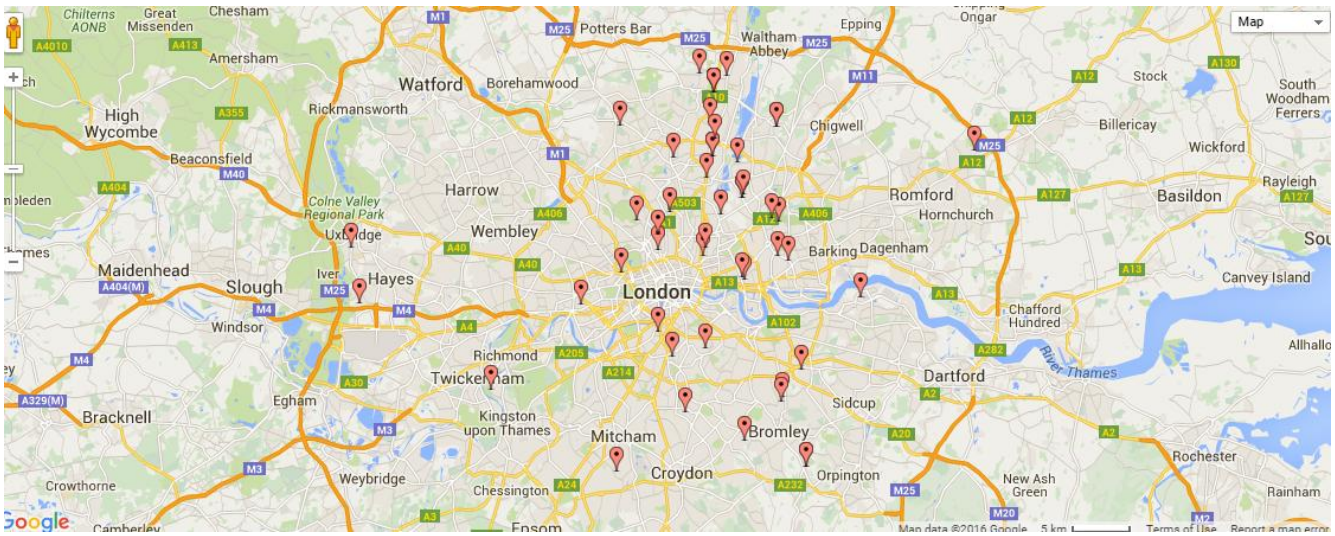




**What the funding is being used for:**



**Map showing location of schools that have applied to the fund:**





<b>Committee(s)</b>	<b>Dated:</b>
Education Board	3 March 2016
Court of Common Council	21 April 2016
<b>Subject:</b> Education Strategy Refresh	<b>Public</b>
<b>Report of:</b> Director of Community and Children’s Services and the Town Clerk	<b>For Decision</b>

## Summary

On 24 October 2013 the Court of Common Council endorsed the City of London Corporation Education Strategy 2013 – 2015 and on 1 May 2014 it approved the establishment of an Education Board to oversee the implementation of the Education Strategy. At its meeting in July 2015, Members of the Education Board considered proposals for a further iteration of the Education Strategy from 2016 onwards.

Following the agreement of a framework for the next iteration of the Education Strategy at the Education Board’s meeting in October 2015, a draft Education Strategy for 2016 – 2019 was developed and considered by the Education Board at its meeting on 3 December 2015. In February 2016, Officers held a workshop for Members of the Education Board and consultation sessions for Members of the Court of Common Council and have updated the draft Education Strategy 2016 – 2019 to incorporate feedback recorded at these meetings. This report outlines the key elements of the refreshed strategy. A full draft is attached as Appendix 1.

## Recommendation(s)

Members are asked to endorse the draft Education Strategy 2016 – 2019 for onward approval by the Court of Common Council.

## Main Report

### Background

1. On 24 October 2013 the Court of Common Council endorsed the City of London Corporation Education Strategy 2013 – 2015 and on 1 May 2014 it approved the establishment of an Education Board to oversee the implementation of the Education Strategy.

2. At its meeting in July 2015, Members of the Education Board considered a report of the Town Clerk outlining proposals for a further iteration of the Education Strategy from 2016, and at the subsequent meeting in October 2015 Members of the Board agreed a framework for the refreshed strategy.

### **Current Position**

3. Officers have developed a draft Education Strategy for 2016 – 2019 which is designed to reflect the comments of Members and Officers who have been engaged in the delivery of the current Education Strategy. The Learning and Engagement Forum, the Employability Forum, the Headteachers' Forum, and the Chairmen of Governors' Forum have been consulted on pertinent strategic objectives.
4. In February 2016, Officers held a workshop for Members of the Education Board and consultation sessions for Members of the Court of Common Council and have incorporated feedback recorded at these meetings into the draft Education Strategy 2016 – 2019.

### **Proposal**

5. The draft Education Strategy 2016 – 2019 contains a concise, high level executive summary which outlines the vision, three strategic objectives, and the prioritised actions which will be delivered. This is followed by a detailed chapter on each strategic objective which provides additional information on: context, prioritised actions, and success criteria. A full draft is attached as Appendix 1.
6. The Learning and Engagement Forum and the Employability Forum have both been consulted on the proposals for the next iteration of the Education Strategy and support the proposals contained in this report.
7. It is proposed that Members of the Education Board endorse the draft Education Strategy 2016 – 2019 for onward approval by the Court of Common Council.

### **Appendices**

- Appendix 1 – Proposed Education Strategy 2016 – 2019

### **Mark Emmerson**

Education Strategy Director

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# CITY OF LONDON CORPORATION EDUCATION STRATEGY 2016 – 2019

## Executive Summary

### Vision

*The City of London Corporation (the City Corporation) is committed to providing access to 'world class' education and learning opportunities. It will optimise the educational opportunities that its cultural, heritage and environmental assets offer. In particular the City Corporation will provide educational experiences which reflect the common characteristics for which it is world renowned combining creativity, innovation and enterprise, alongside tradition and continuity. It will also connect City opportunities and the talent of Londoners to reinforce City competitiveness and support London's communities.*

*Furthermore the City Corporation's schools will provide educational experiences that enrich and inspire. It will also be responsive to and influence the changing education landscape, welcoming appropriate opportunities to expand its education portfolio and extend educational opportunities.*

### Strategic Objectives

#### **1. We will ensure that the City Corporation's outstanding cultural and historical resources enrich the creative experience of London's learners.**

##### Prioritised Actions:

- Maximise access to the City's cultural venues by London's pupils through a school visits fund.
- Provide further opportunities for the City Corporation's cultural venues to work together to offer innovative learning programmes and resources that benefit learners across London and beyond.
- Establish a City of London Cultural Education Partnership.
- Promote the national STEM (science, technology, engineering and maths) education agenda through working in partnership across our venues.

#### **2. We will ensure that all existing education providers are deemed 'outstanding' within 3 years and there is continued development of excellent further, adult and higher education opportunities. Any new school, academy or other providers are expected to be judged 'outstanding' within 3 years of joining the City Corporation's education portfolio.**

##### Prioritised Actions:

- Implement an agreed governance and accountability framework.
- Implement systems and structures that enable the City schools to become 'world class' in education.
- Organise school clustering arrangements by geographical location.
- Work with the Guildhall School of Music and Drama and other higher education providers to secure excellent provision and pathways for students at the City schools.

#### **3. We will ensure that young Londoners in the City's schools and beyond have access to the information, advice and experiences that will help them into fulfilling careers.**

##### Prioritised Actions:

- Work-related learning and work interactions.
- Access to quality and reliable careers advice.
- Using destination data to improve outcomes for young people.

## Strategic Objective 1

***We will ensure that the City Corporation's outstanding cultural and historical resources enrich the creative experience of London's learners.***

The City of London is unique in being home to such a wide range of high quality cultural venues within such a small and historically significant geographical area. This provides a powerful opportunity to make a real impact on the lives of learners, not only those living in or visiting the City, but also people across London and beyond through outreach programmes, online resources, and our inspiring green spaces. By maximising access to our cultural venues and bringing together their internationally important collections and expertise, we can help create engaged, active and creative citizens of the future who wish to make London a better place to live.

### Context

The City Corporation supports 19 diverse cultural venues including the Museum of London, Barbican, Guildhall Art Gallery, Guildhall School of Music and Drama, the Monument, London Metropolitan Archives, and five public libraries, including three of regional importance. Beyond the City, it also supports other inspiring destinations for learning such as Tower Bridge, Keats House, Hampstead Heath and Epping Forest. Collectively, our venues represent a remarkable educational resource that can enrich the learning of children and adults, whether in families, early years settings, schools, universities or colleges.

In 2014-15 the venues' educational programmes engaged over 10,000 children under five, 60,000 people in family groups, 170,000 school pupils, 23,500 adult learners and 2,300 Higher Education students. Together, they provide safe, supportive environments for families and intergenerational groups to learn together; contribute to attainment and creativity across the full spectrum of the National Curriculum at all key stages; and equip young people with the motivation, skills, knowledge and confidence to move into further study or employment.

Through the City Corporation's Learning and Engagement Forum, its cultural venues and partners are now working together to develop a number of educational initiatives which are helping to lay the foundation for even closer collaboration in the future. This collaborative approach has already led to meaningful activity which no one organisation could have developed alone, and is an active demonstration of the rich potential of the proposed Cultural Hub to make a major contribution to cultural education in London and nationally.

### Prioritised Actions

#### **1. Maximise access to the City's cultural venues by London's pupils through a school visits fund.**

Schools, especially those in disadvantaged areas and the outer boroughs, face a number of financial barriers to visiting the cultural venues supported by the City Corporation, including the cost of transport, staff cover and admission/session fees. From November 2015 we will provide a school visits fund ([www.cityschoolvisitsfund.org.uk](http://www.cityschoolvisitsfund.org.uk)) that provides schools with at least 30% of their students in receipt of Pupil Premium, and which have not visited their chosen venue recently, with grants of up to £300 to help with the cost of visiting any of our venues. The fund is managed by the Museum of London.

### Success Criteria

- At least 100 schools per year use the fund.
- 100% of schools have not visited their chosen venue in the last three years.
- 75% of teachers say that they are likely to take a group to the venue again.

## **2. Provide further opportunities for the City Corporation's cultural venues to work together to offer innovative learning programmes and resources that benefit learners across London and beyond.**

The Learning and Engagement Forum will continue to initiate and lead a number of learning projects by building on collaborations in 2015 such as:

- Young City Poets, a project in partnership with, and funded by, the National Literacy Trust to develop learning resources and teacher training programmes inspired by our cultural venues to develop literacy skills in primary and secondary schools. We hope that this will become a model for other cultural venues throughout London.
- City Stories – a day of creative activities for the City Corporation's sponsored/co-sponsored academies in Hackney, Islington and Southwark, that is delivered by a range of venues at the Museum of London and Barbican, engaging pupils who rarely or never visit the City with its rich heritage.
- Celebrating the City festival, a weekend of inspiring poetry, craft, music, drama, storytelling and other activities at the Museum of London, for children and their families, delivered by the London Symphony Orchestra, Barbican, Barbican Library, Tower Bridge, London Metropolitan Archives, Open Spaces, and other venues.

Particular priorities are:

- Hard Education – a programme of in-school performances and workshops, teacher training and online resources, led by the London Metropolitan Archives, Museum of London and Barbican, to help secondary schools tackle challenging issues such as homophobia, sexism and substance abuse.
- A new interactive website for schools and the general public to mark the 350<sup>th</sup> anniversary, in 2016, of the Great Fire of London of 1666 that will draw on the Museum of London and London Metropolitan Archives' remarkable collections relating to this iconic City of London event. The launch of this website will also complement and help enhance the major Artichoke Great Fire event in September 2016, driving new audiences and visitors to the City for the first time.
- The Shakespeare Weekender – a multi-activity, two day, family event at the Barbican in March 2016, curated and delivered in partnership with the Museum of London and Royal Shakespeare Company.
- A major headteachers' event at the Barbican and Museum of London in 2016 to celebrate the work the City Corporation is doing to support education across London, promote a City of London Cultural Education Partnership, and launch the Great Fire website.
- An initiative engaging young people with the variety of STEM subjects and careers across our venues, led by the Open Spaces Department and Tower Bridge, in celebration of British Science Week in March 2016.

### Success Criteria

- 90% of participating teachers and pupils report that the Hard Education programme had a positive impact on their school and on attitudes and behaviours.
- The new Great Fire website becomes the recognised 'go to' website for the subject and receives at least two million page views in the first year after launch.
- The profile of our learning work is raised through the headteachers' event, resulting in increased participation at City cultural venues.
- 25% of people attending the Celebrating the City and Shakespeare Weekender events are first time visitors to the host venues.
- The City Corporation's investment in learning initiatives enables at least the same level of funding to be secured from other sources.

### **3. Establish a City of London Cultural Education Partnership.**

Collectively, our venues represent the full scope of cultural education and are ideally placed to deliver Darren Henley's vision as set out in his 2013 report, 'Cultural Education: A summary of programmes and opportunities':

*'...all children can and should benefit from receiving a wide-ranging, adventurous and creative cultural education. For many young people, cultural activities form a vital part of their everyday lives. These activities are academically, physically and socially enriching, whether they take place in-school or out-of-school'.*

The report of the Warwick Commission on the future of cultural value, 'Enriching Britain: Culture, Creativity and Growth' (2015), also highlights the success of the creative and cultural industries sector in creating jobs, economic investment and profile.

In October 2015, Arts Council England (ACE) launched its Cultural Education Challenge and announced the creation of 150 cultural education partnerships across the country. These bring local authorities, schools, universities and cultural venues together to facilitate cultural learning. This, together with the work that is taking place to realise the vision of the City to become a Cultural Hub, makes this an ideal time to work with ACE and A New Direction, the bridge organisation for London, to formally establish a City of London Education Partnership.

#### Success Criteria

- A City of London Cultural Education Partnership, including the City schools, is established by 2018.
- This Partnership is seen as a key strand of the Cultural Hub.
- The City of London Cultural Education Partnership achieves national recognition as a model partnership of museums, public libraries, archives, cinemas, galleries, performing arts venues, historic buildings, green spaces, conservatoires and local authorities working together to provide access to high quality cultural experiences for learners through a single destination.
- The creation of the Partnership results in the City Corporation's education work benefitting a greater number and diversity of learners across London.

### **4. Promote the national STEM (science, technology, engineering and maths) education agenda through working in partnership across our venues.**

- Investigate opportunities to support and enhance STEM education for schools in London at our wide range of cultural venues, celebrating the breadth of education and stimulus provided.
- Support the British Science Association's 'British Science Week' activities through providing a range of learning opportunities across our venues.
- Promote the contribution that our cultural venues make to STEM education, to schools and the public.
- Actively encourage and support girls and young people in under-represented groups wishing to pursue a science based career.
- Provide insights into applied science in the workplace across our venues.

#### Success Criteria

- 90% of teachers attending a British Science Week activity at one of our venues reports learning something new about STEM in a cultural setting.
- The profile of our work on STEM learning is raised through the headteachers' conference resulting in greater participation in STEM education at our venues.

## Wider Influence

The City Corporation's cultural education offer currently benefits a huge number of learners of all ages and abilities in the City and across London. By building on this work through the priorities outlined above, we can reach even more people and have a greater impact on their lives. And by providing access to our collections and expertise online, for example through a Great Fire website and technologies such as webinars and live streaming, we can also reach out nationally and internationally.

## Objective 2

***We will ensure that all existing education providers are deemed ‘outstanding’ within 3 years and there is continued development of excellent further, adult and higher education opportunities. Any new school, academy or other providers are expected to be judged ‘outstanding’ within 3 years of joining the City Corporation’s education portfolio.***

### Supporting the City Corporation’s Education Vision

In its pursuit of educational excellence the City Corporation has drawn together the schools it is responsible for as proprietor, sponsor, or local authority, and established a family of schools, collectively known as “*the City schools*”.

These schools are engaged in establishing and sharing a collective ethos based on what will be known as the ‘Foundations’ of the City schools. The City schools are committed to: developing partnerships; sharing best practice; learning from each other; and exploring opportunities to become more efficient through greater collaboration.

The City is committed to supporting the wider delivery of ‘world class’ education across London while ensuring there is the capacity to sustain excellence and that the correct accountability procedures are in place to ensure excellent educational standards, high levels of probity, and the development of schools and colleges which reflect the interests and values of the City Corporation.

### Context

At the date of publication, there are three independent schools, four academies, and one maintained school within the City Corporation’s immediate education portfolio. One of the independent schools is located outside London and two of the academy schools are co-sponsored with other organisations. The majority of these schools operate in different local authorities. The schools have varying relationships with the City Corporation – with Sir John Cass’s Foundation Primary School it is as the local authority, with the independent schools it is proprietor, and with the academy schools it is the sponsor or co-sponsor. Each school is proud of its association with the City Corporation.

The City Corporation provides bursary support to pupils at its independent schools, and also to pupils at King Edwards School, Witley, and Christ’s Hospital School. Additionally, it has the right to nominate governors to a number of other schools and educational bodies, including Emanuel School, part of the United Westminster Schools Foundation group of schools, and Central Foundation Boys School.

The recommendations of the original Education Strategy 2013 – 2015 relating to the City schools, progress against those recommendations, and remaining challenges are outlined below:

#### *Recommendation 1 - Develop a framework for overseeing the City’s education offering*

- The Education Board was formed with agreed terms of reference and has provided resources to support the Education Strategy 2013 - 2015. A further rationalisation of accountability and scrutiny frameworks, particularly those relating to sole sponsored academies, is now required.



*Recommendation 2 - Encourage the City schools to work together as a family with a shared ethos and commitment to excellence*

- By establishing a Headteachers' Forum and a Chairmen of Governors' Forum, the City Corporation has increased information sharing and accountability. In addition, the work of the Education Unit has enabled the City schools to increase the sharing of best practice, partnership working, and school to school support. Activities include a programme of A level subject workshops, governor training, and termly Directors of Sixth Form meetings. This work needs to be developed in the coming years.

*Recommendation 3 – Review the City's expenditure across its educational portfolio to ensure that it is directed to the City's objectives and fairly distributed; and*

*Recommendation 5 - Clarify the relationship between the City of London and the schools associated with it, recognising the historic links that exist between them*

- The Education Board actively reviewed the financing, resourcing, and monitoring of the City academies and identified appropriate funding arrangements to provide long-term central education support for educational outreach.

*Recommendation 4 - Identify educational best practice across London and beyond to benchmark and improve the City school education offer*

- Through the Headteachers' Forum practice has been shared and best practice discussed. This is a function of the Headteachers' Forum and more formal scrutiny structures will be introduced during academic year 2015/'16.

#### Prioritised Actions

### **1. Implement an agreed governance and accountability framework.**

#### Success Criteria

- A single Multi-Academy Trust (MAT) established which assumes the scrutiny and accountability role for the City Corporation's sole-sponsored academies.
- The executive functions of the MAT are identified, and posts recruited, enabling the MAT to fulfil its statutory and legal responsibilities.
- All providers support the City Corporation's quality assurance and accountability framework.
- All providers are 'outstanding' within three years.

### **2. Implementing systems and structures that enable the City schools to become 'world class' in education.**

#### Success Criteria

- The Headteachers' Forum (the Forum) becomes a central vehicle for driving the sharing of practice, the consideration of new ideas, and the establishment of common approaches.
- Leadership and support for the Forum is secured from the MAT executive team.
- National and international educational best practice is regularly considered.
- The Forum fulfils the reporting, consultative, and proposal forming functions on behalf of the Education Board.

### **3. Organise school clustering arrangements by geographical location.**

#### Success Criteria

- Three clusters established. The South, East and North.
- The clusters are cross phase and involve at least one of the City Corporation's independent schools as a partner.
- On-going improvement projects are established in each cluster.

**4. Work with the Guildhall School and other higher education providers to secure excellent provision and pathways for students at the City schools.**

Success Criteria

- Further and Higher education partners attend one identified Headteachers' Forum.
- Partnerships with the Guildhall School and other institutions are established, with lead schools identified.
- Projects are implemented with positive outcomes.

Wider Influence

The City will be responsive to and influence the changing education landscape, welcoming appropriate opportunities to judiciously expand its education portfolio and extend educational opportunities, working in partnership with neighbouring boroughs, businesses, livery companies and interested parties to realise excellent educational opportunities.

### Objective 3

**We will ensure that young Londoners in the City's schools and beyond have access to the information, advice and experiences that will help them into fulfilling careers.**

#### Supporting the City of London Educational Vision

The City Corporation is committed to providing opportunities for young people in the City of London and neighbouring boroughs to experience the world of work and increase their chances of getting a job. Our focus will be on the City schools, but will also benefit other schools in our neighbouring boroughs and wider London.

#### Context

The youth unemployment rate (for 16-24 year olds) in London stands at 18.4%, significantly higher than the national average (15%)<sup>1</sup>. Despite young Londoners gaining better than average GCSE's they are more likely to be unemployed than young people in the rest of England, regardless of their qualification levels<sup>2</sup>. Recent research suggests that this is due to the characteristics of young people in London with high levels of poverty and disadvantage and the intense competition for jobs in the capital making it harder for young people, particularly from disadvantaged backgrounds, to find work. We know that young people who have more contact with employers (e.g. careers talks or work experience) whilst still at school are statistically less likely to become NEET<sup>3</sup> and earned on average 16% more than peers without such interactions<sup>4</sup>.

The City Corporation is committed to providing opportunities for young people to develop the skills that will help them into employment in the City and elsewhere and to achieve their goals. This commitment to young people extends beyond the City boundary into neighbouring boroughs and throughout London.

The City Corporation is also supportive of the London Ambitions Career Offer, commissioned by London Councils and the London Enterprise Panel, which acknowledges some of the challenges facing young people when making career choices and sets out ways of addressing these.

The role of the Education Board under this theme is to scrutinise the performance of the City academies in this area actively and to influence the City Corporation more widely – and its partners – to support the objectives of this theme.

#### Prioritised Actions

##### **1. Work-related learning and work interactions.**

We know that young people who have several interactions with the world of work whilst still at school are less likely to be NEET once they leave school. Providing opportunities for young people to have first-hand experiences with employers, in the City and elsewhere, from an early age, will help develop awareness of career pathways and future job prospects as well as helping them to acquire the soft skills and attributes necessary to succeed. The City Corporation supports a range of work-related learning activities and work interactions which are available to schools across its neighbouring boroughs and also open to the City schools.

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<sup>1</sup> [http://www.ons.gov.uk/ons/dcp171778\\_407073.pdf](http://www.ons.gov.uk/ons/dcp171778_407073.pdf)

<sup>2</sup> Census 2011

<sup>3</sup> NEET; Not in Education, Employment or Training

<sup>4</sup> Education and Employers Taskforce (2012), *"It's who you meet: why employer contacts at school make a difference to the employment prospects of young adults."*

## Success criteria

- Working with the City academies, agree a programme of relevant work interactions, and access to opportunities for development of the soft skills necessary for work, for pupils as part of an annual careers workplan working towards ensuring that pupils have completed 100 hours of experience of the world of work by the time they reach 16, in line with the London Ambitions proposals.
- Consider comparative, transparent reporting on the impact on pupils of careers workplans.
- Encourage the City schools to work together and share links and expertise to benefit all pupils.
- Maintain an overview of the breadth of the City Corporation's work-related activities offered to schools and young people as part of the broader London offer, ensuring the City academies also benefit from them.

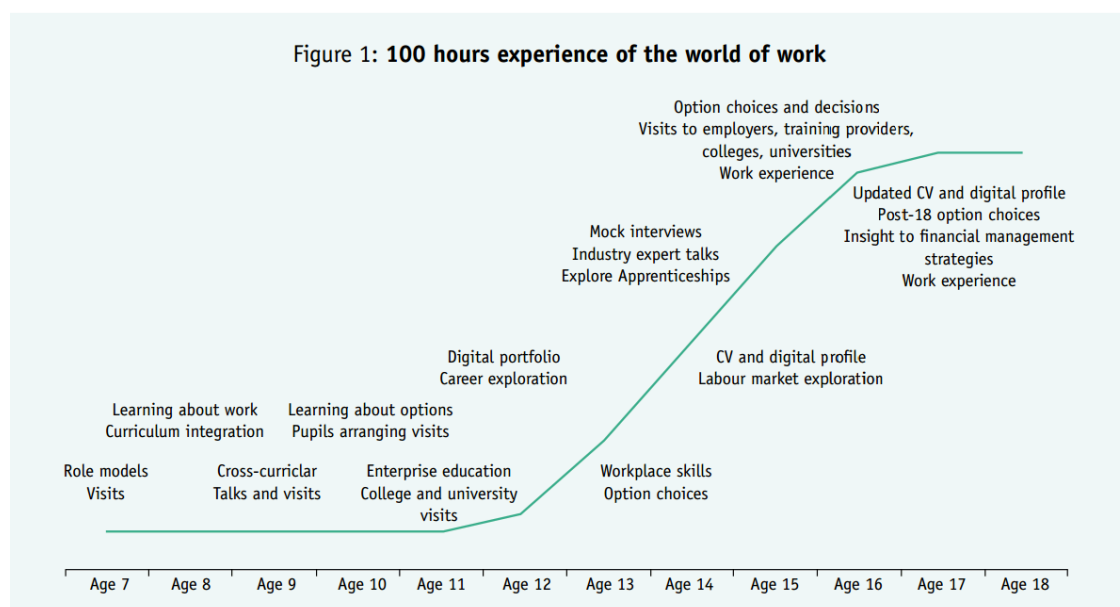


Figure 1: 100 hours experience of the world of work<sup>5</sup>

## **2. Access to quality and reliable careers advice.**

Young people deserve to have access to quality and reliable careers advice and information to ensure that their future working lives are not determined by chance and personal circumstances. In London in 2014 the proportion of young people in apprenticeships and jobs with training was half of the England average<sup>6</sup> and there is an alarming rate of young people who drop out of the qualifications they started post 16<sup>7</sup>. Our sponsorship/co-sponsorship of the City academies allows us to support the provision of quality careers advice in those institutions.

## Success criteria

- Work with the City academies to ensure that each has a published careers policy and careers curriculum and undertake regular scrutiny of the implementation and impact of this.
- Ensure that each City academy has a governor on the governing body with responsibility to oversee this activity in the academy.
- Ensure that the City Corporation is participating actively in, and promoting, the London Ambitions Career Offer.
- Ensure students at City academies have access to up-to-date labour market information.

<sup>5</sup> London Enterprise Partnership, (2015), *London Ambitions: shaping a successful careers offer for all young Londoners*.

<sup>6</sup> Hodgson, A & Spours, K (2014) *17+ Participation, attainment and progression in London*, London Councils.

<sup>7</sup> [http://www.local.gov.uk/media-releases/-/journal\\_content/56/10180/6951000/NEWS](http://www.local.gov.uk/media-releases/-/journal_content/56/10180/6951000/NEWS)

### **Objective 3: Using destination data to improve outcomes for young people.**

Every young person deserves a good education and to achieve the best academic results that they can. However, young people also need to be prepared to succeed and achieve their goals after they leave school. Information on where pupils go when they leave school is now published on a regular basis and is helping us understand what pupils go onto after school. This allows us to have a useful conversation with schools, colleges and other partners about how we can improve destinations for young people, especially those not destined for university or at risk of dropping out. Our position as sponsor/co-sponsor of the City academies requires us to play a role in the future destinations of our pupils and how we can improve these outcomes.

#### Success criteria

- Work with the City academies to understand where pupils go after leaving school, particularly the sustained rather than immediate destination, and consider the annual data showing performance of the City academies and other schools, working with the relevant institution to address any issues identified.
- Consider further the different destinations of young people from the City academies – university, further education, apprenticeships, employment, or NEET – to identify areas where additional support or opportunities may be required.

#### Wider influence

We are keen to foster success for all of the schools we work with and the pupils they support. There is great potential to develop partnership working between schools further to establish mutually beneficial relationships and to share learning. We will work with the City academies and other schools to support and facilitate this. In addition, this theme does not sit in isolation from other programmes and activities already in place to support a successful transition from education to employment. Therefore, we will continue to work with colleagues, both within the City Corporation and outside, to ensure that our efforts align with and benefit from other activity underway or in development.

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<b>Committee(s)</b>	<b>Dated:</b>
Education Board Policy and Resources Committee	3 March 2016 17 March 2016
<b>Subject:</b> Officers of the City Corporation as governors at City schools	<b>Public</b>
<b>Report of:</b> Director of Community and Children’s Services	<b>For Decision</b>

## Summary

The Education Board is responsible for the oversight and monitoring of the City of London Corporation’s sponsorship of its academies, including the appointment (or nomination) of governors. It is the City Corporation’s usual practice to nominate or appoint to those positions (as relevant) elected Members or suitably qualified individuals from outside the organisation, whose skills and experience (and where appropriate independence from the City Corporation) are sought on the relevant school’s governing body.

It is important that the City Corporation is able to identify sufficient individuals who have the experience and a variety of skills to become governors and thereby to support City associated schools, in particular the growing number of sole-sponsored academies which will be run by the expanded multi-academy trust, the City of London Academies Trust (the MAT).

It is therefore proposed that Officers of the City Corporation, with the appropriate experience and skills, should be eligible voluntarily to apply to fill appropriate governor vacancies on the MAT local governing bodies (LGBs) - both where the rights of nomination lie with the City Corporation (except where the appointee is required to be an elected Member of the Court of Common Council) or otherwise where there is a suitable vacancy which the MAT LGB is looking to fill. It is not proposed that Officers fill vacancies on the governing bodies of the City’s co-sponsored academies (The City Academy, Hackney or the City of London Academy, Islington) where governors are also the directors and trustees of the relevant charitable company. It is intended that this activity would fall within the scope of the City Corporation’s Employee Volunteering Programme.

### Recommendation(s)

**It is recommended that the Education Board resolves, subject to the concurrence of the Policy and Resources Committee, that:**

- i. Officers of the City of London Corporation, with the appropriate experience and skills, should be eligible to be nominated or appointed to fill appropriate governor vacancies on the City of London Academies Trust local governing

bodies where the vacancy does not require the appointee to be an elected Member of the Court of Common Council.

## **Main Report**

### **Background**

1. The Education Board is responsible for leading on the City of London Corporation's Education Strategy, including considering how the City Corporation can better support the delivery of education provision and outcomes. The Board has responsibility for the general oversight and monitoring of the City Corporation's sponsorship of its academies, including the nomination or appointment of governors where those rights lie with the City Corporation. The Board is also responsible for recommending to the Court of Common Council candidates where nomination or appointment rights to a school governing body are granted to the City of London Corporation and which are not within the remit of any other committee.
2. It is the City Corporation's usual practice to nominate or appoint to those positions (as relevant) elected Members or suitably qualified individuals from outside the organisation, whose skills and experience (and where appropriate independence from the City Corporation) are sought on the relevant school's governing body.

### **Current Position**

3. At the date of writing, there are three independent schools, four sponsored academies, and one maintained school within the City Corporation's immediate education portfolio; these are referred to internally as 'the City schools'. The Board is aware that:
  - a. the City Corporation is also approved as sole-sponsor to undertake activity in the 'pre-opening phase' of two new free schools which will be run by the expanded multi-academy trust, the City of London Academies Trust (the MAT); and
  - b. it is intended that four further applications will be submitted this month.
4. In addition, the City Corporation is represented by governors on the Boards of King Edward's School, Witley, Christ's Hospital School, and a number of other schools and educational bodies, including Emanuel School and Central Foundation Boys School.
5. While the appointment process for each school or educational body varies, and will be dependent upon the relationship between the City Corporation and the relevant school, the City Corporation will usually exercise its rights by nominating or appointing elected Members of the Court of Common Council as governors (and in some cases as directors and trustees). In certain cases the City Corporation may also nominate or appoint external candidates who have appropriate skills, experience and, where relevant, independence from the City Corporation.



6. The number of governor appointments for which the City Corporation is responsible has increased over time as the City Corporation has taken on responsibility as sponsor for additional academy schools, and with the additional applications noted above, these numbers are expected to increase. It is therefore important that the City Corporation is able to identify for appointment or nomination sufficient governors who have necessary experience and a variety of skills; and to support schools associated with the City to do so as well, in particular the growing number of sole-sponsored academies which will be run by the expanded multi-academy trust, the MAT.
7. At a Members' Breakfast Briefing on 23 September 2015, the Director of Community and Children's Services noted that the Education Unit holds a list of external candidates with relevant skills and experience who are interested in serving as a City Corporation appointed governor. The Director suggested that Officers of the City Corporation should be eligible to apply to become a City Corporation appointed governor where the appointee is not required to be a Member of the Court of Common Council. Members in attendance at the briefing supported this proposal in principle.

## **Proposals**

8. It is proposed that Officers of the City Corporation should be eligible to apply to become a City Corporation nominated governor to serve on a MAT LGB where the appointee is not required to be a Member of the Court of Common Council.
9. It is not proposed that Officers be eligible to fill vacancies on the governing bodies of the City's co-sponsored academies (The City Academy, Hackney or the City of London Academy, Islington) where governors are also the directors and trustees of the relevant charitable company.
10. In implementing this proposal an Officer would be permitted voluntarily to put themselves forward to fill a vacancy on a MAT LGB (subject to having the necessary skills and experience) whether it is a vacancy which is open to the City Corporation's nomination or otherwise another vacancy which the MAT LGB is seeking to fill.
11. As is the case currently with external candidates nominated by the City Corporation, an Officer nominated by the City (or otherwise appointed by the MAT LGB) would be appointed as a governor in a personal capacity and would not represent the interests of the City Corporation on that LGB. This will not affect the obligations the Officer has to the City Corporation as an employee which extend to their behaviour and activities outside their employment (for example not to bring the City Corporation into disrepute, not to disclose confidential information, etc).
12. Conflicts of interest which might arise in the Officer sitting on that LGB would need to be managed in accordance with the MAT and/or LGB's own conflicts of interest policies and procedures. To the extent that a conflict arises in the Officer's employment at the City, those conflicts will be managed in accordance with the City Corporation's own Employee Code of Conduct and Employment Policies, which may prevent the Officer, due to the nature of their employment at

the City, being eligible to apply to serve on a MAT LGB. The City's Employee Code of Conduct provides at paragraph 41 –

*Employees must declare to their Chief Officer, any financial or non-financial interests that could bring about conflict with the City Corporation's interests. This may include membership of outside bodies in a personal capacity. In such cases employees should be mindful not to place themselves in a situation where their involvement or working contribution could compromise their continuing professional duty to the interests of the City Corporation.*

13. Officers will not be compelled to take on a role of governor as part of their employment under these proposals. There may be rare cases where an employee is asked to become a governor of a City associated school as part of their employment (e.g. when setting up an interim governing body for a new academy school at pre-opening stage), but these circumstances fall outside the scope of this proposal.
14. It is intended that Officers would voluntarily submit applications consistent with the City Corporation's governor appointment process agreed by the Education Board, and those applications would be assessed against the agreed skills criteria.
15. The Economic Development Office is responsible for the City Corporation's Employee Volunteering Programme and it is recommended that this proposal is incorporated within the existing programme.
16. As the appointments would be in a personal capacity and not as a representative of the City Corporation officers would be covered by the MAT's own insurance and indemnity arrangements in undertaking that role, not by those of the City Corporation.
17. The Town Clerk, the Comptroller and City Solicitor, the Chamberlain and the Director of Human Resources have all been consulted in preparing this report.

## **Conclusion**

18. The City Corporation has the right to nominate or appoint governors to governing bodies of a number of schools and educational bodies. The number of external appointments is likely to increase as the MAT sponsored by the City Corporation takes on responsibility for additional academy schools. It is therefore proposed that Officers of the City Corporation with the appropriate experience and skills, should normally be eligible to apply voluntarily to fill appropriate governor vacancies on the MAT LGBs.

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<b>Committee(s)</b>	<b>Dated:</b>
Education Board	3 March 2016
<b>Subject:</b> Governor database	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Decision</b>

## Summary

This report outlines the process for ensuring the City of London Corporation has access to suitably qualified individuals from outside the organisation, whose skills are relevant and appropriate to support City associated schools as governors. It also proposes that when individuals express an interest in becoming a governor at a City school, they should also be signposted to SGOSS so that they are aware of, and able to access, opportunities to become a governor at non-City schools.

## Recommendation(s)

Members are asked to endorse the proposal that when individuals express an interest in becoming a governor at a City school, they should also be signposted to SGOSS so that they are aware of, and able to access, opportunities to become a governor at non-City schools.

## Main Report

### Background

1. The Education Board is responsible for the oversight and monitoring of the City of London Corporation's sponsorship of its academies, including the appointment (or nomination) of governors. It is the City Corporation's usual practice to nominate or appoint to those positions (as relevant) elected Members or suitably qualified individuals from outside the organisation, whose skills and experience (and where appropriate independence from the City Corporation) are sought on the relevant school's governing body.
2. It is important that the City Corporation is able to identify sufficient individuals who have the experience and a variety of skills to become governors and thereby to support City associated schools, in particular the growing number of sole-sponsored academies which will be run by the expanded multi-academy trust, the City of London Academies Trust (the MAT).
3. SGOSS<sup>1</sup>, Governors for Schools, is an independent charity dedicated to recruiting volunteers to serve on school governing bodies across England. The City of London Corporation is a founder member and funder of SGOSS.

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<sup>1</sup>School Governors' One-Stop Shop

## **Current Position**

4. In order to ensure that the City Corporation has access to suitably qualified individuals from outside the organisation, whose skills are relevant and appropriate to support City associated schools, the Education Unit has developed a database of individuals who have expressed an interest in serving as a governor at a City school. When an expression of interest is made the individual is asked to complete the City Corporation's governor skills audit. Once completed this, and any supporting information, is added to the database and the individual is informed that they will be contacted when a vacancy arises to see if they would like to be considered for the position.

## **Proposals**

5. Holding a database of individuals who would like to serve as a governor at a City school will enable the City Corporation to fill future vacancies on its governing bodies and ensure that they have a balanced and appropriate range of skills.
6. The City Corporation currently has more expressions of interest in becoming a governor than it has governor vacancies. It is therefore proposed that when individuals express an interest in becoming a governor at a City school, they should also be signposted to SGOSS so that they are aware of, and able to access, opportunities to become a governor at non-City schools in addition to having their details held in relation to future vacancies at City schools.
7. SGOSS provides a dedicated service to recruit governors for schools in England. As a founder member and funder of SGOSS the City Corporation should use its connections with City businesses and workers to encourage people interested in becoming a governor to use this service.

## **Conclusion**

8. In addition to maintaining a database of individuals who have expressed an interest in becoming governor at a City school, it is recommended that Members support the proposal to provide those individuals who express an interest in becoming a governor with information about SGOSS so that they are also able to explore opportunities to support schools in their local area.

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<b>Committee:</b>	<b>Date:</b>
Education Board	3 March 2016
<b>Subject:</b> Quality Assurance and Accountability Framework Update	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>

## **Summary**

This report provides the Education Board with an update on work undertaken by the Education Unit in accordance with the Quality Assurance and Accountability Framework that was agreed by the Board at its meeting in October 2015.

## **Recommendation(s)**

Members are asked to note the report.

## **Main Report**

### **Background**

1. As an academy sponsor the City Corporation is accountable to the Department for Education (DfE) for the performance of its sponsored/co-sponsored academies. The City Corporation is accountable in its role as an academy sponsor through the Court of Common Council, which delegates this responsibility to the Education Board.
2. On 15 October 2015 the Education Board endorsed a Quality Assurance and Accountability Framework for the City Corporation's sponsored academies.

### **Current Position**

3. At the Headteachers' Forum on 24 February the Education Strategy Director led a discussion on data sharing, targets for this summer's examinations, and information that will be provided prior to his termly visit to each academy.
4. The draft Education Strategy Director Visit Forms for both primary and secondary academies are available as appendices 1 and 2. This data will be analysed with information provided at earlier data points and supported by the Education Strategy Directors' observations during his visit. Following each visit the Education Strategy Director will discuss any issues he has identified with the Principal and discuss any mitigating actions the school has taken or additional support that can be provided. A report detailing the outcomes of the Education Strategy director's Visits will be submitted to the Education Board.

## **Conclusion**

5. In accordance with the agreed Quality Assurance and Accountability Framework, the Education Strategy Director has requested performance data from the City Corporation's Academies and will undertake visits to each academy this term. A report will be presented to the Education Board at its next meeting identifying the key outcomes of the visits, any issues that were identified, and actions that are being taken to address issues.

## **Appendices**

- Appendix 1 – City of London Academies Trust – Academy Monitoring
- Appendix 2 – City of London Academies Trust – Primary Monitoring

## **Mark Emmerson**

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# City of London Academies Trust – Academy Monitoring

Please tick ✓ one

CoL Academies		Traded Service
- 3yrs	+ 3yrs	

cc: Principal, school folder

**Secondary Academy:**

**Date:** \_\_\_\_\_ **Duration:** \_\_\_\_\_

**Visit by:** \_\_\_\_\_ **Activity:** \_\_\_\_\_

**Commentary/key points**

**Context - 2015**

Academy	Roll	% Boys	% Girls	% Pupil Pr					
Yr 11 2015	Roll	Entry sig+/-	%EM	%EBACC	Att 8	Prog 8	Rank		
Yr 13 2015	Roll	Av Pts entry	%A*-B	%A*-C	%A*-E	Av Pts Sc	Progress	Alps Score	

**Effectiveness of Leadership and Management**

•

**Quality of Teaching, Learning and assessment**

	Observations	Outs	Good	Requires Impr	Inadequate
2014-15					
2015-16					

•

**Personal Development, behaviour and welfare**

	Attendance	PA (90%)	Exclusions (All %)	Exclusions (16day+%)	Exclusions (Perm %)
2014-15					
2015-16					

- 

**Progress on Outcomes for Students 2016**

Yr 11 2016	%EM	%EBACC	Att 8	Prog 8	Rank
Target					
Predicted					
Yr 13 2016	Av Pts Sc	Progress	Alps Score	Rank	
Target					
Predicted					

**Effectiveness of 16-19 Programme of Study**

**School Actions** **By Who/When**

<ul style="list-style-type: none"> <li>• None</li> </ul>	
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**Trust Actions** **By Who/When**

<ul style="list-style-type: none"> <li>• None</li> </ul>	
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## City of London Academies Trust – Academy Monitoring

Please tick ✓ one

CoL Academies		Traded Service
- 3yrs	+ 3yrs	

cc: Principal, school folder

<b>Primary School:</b>					
<b>Date:</b>		<b>Duration:</b>			
<b>Visit by:</b>		<b>Activity:</b>			
<b>Commentary/key points</b>					
<b>Context - 2015</b>					
School	Roll	% Boys	% Girls	% FSM	
<b>Effectiveness of Leadership and Management</b>					
•					
<b>Quality of Teaching, Learning and assessment</b>					
	Observations	Outs	Good	Requires Impr	Inadequate
2014-15					
2015-16					
•					
<b>Personal Development, behaviour and welfare</b>					
	Attendance	PA (15% or more)	Exclusions (All %)	Exclusions (% 1 or more)	Exclusions (Perm %)
2014-15					
2015-16					
•					

**Progress Towards Outcomes for Students 2016**

2014-2015	% pupils who made expected progress			% pupils who exceeded expected progress		
	R	W	M	R	W	M
2014-15 EY						
2015-16 EY						
2014-15 KS1						
2015-16 KS1						
2014-15 KS2						
2015-16 KS2						

•

**Overall Effectiveness from Self Evaluation of Early Years/ Key Stage 1 /Key Stage 2**

**School Actions**

**By  
Who/When**

• None

**Trust Actions**

**By  
Who/When**

• None

<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Education Board Community & Children's Services	18 February 2016 3 March 2016 8 April 2016
<b>Subject:</b> Study Panel: the City's role in supporting employability among young people in London	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Information</b>
<b>Report author:</b> David Pack, Economic Development Office	

## Summary

The City Corporation has a broad programme supporting young Londoners into work, particularly those from disadvantaged backgrounds, and many City businesses and civic organisations (including Livery Companies and trade bodies) are also active in this area. However, there is scope to learn from 'what works' to improve the effectiveness of the City's collective efforts.

In May 2015, the Policy and Resources Committee approved funding for a Study to look at what more the City could do to support young Londoners into work and make recommendations on how City Institutions could work differently to maximise impact.

The Study has been driven by a Panel of members drawn from the Livery, City businesses and other stakeholders, co-chaired by Alderman & Sheriff Bowman and Debby Ounsted CBE. It has met twice (October 2015 and January 2016).

The Study's key outcome is a set of 'guiding principles' to steer future activity: a) 'Walk the talk' – ensure individual organisations' own employment/recruitment practices are exemplary; b) 'Target support where it is needed' – both on specific groups and geographies; c) 'Collaborate' – work with expert organisations; d) 'Small and local' – focus on quality over quantity; e) 'Monitor and evaluate' - Measure impact and learn from experience. A report setting out these 'guiding principles' will be launched at an event at Guildhall on 21 March.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Background

1. The City Corporation has an extensive programme to improve employment opportunities for Londoners, particularly from disadvantaged backgrounds. Whilst

much of London has benefitted from job creation in recent years, there remain significant challenges to securing employment, especially for young people.

2. In May 2015, your Committee agreed funding for a Study to consider the role of the wider City - businesses, Livery companies and the City Corporation - in tackling youth unemployment.
3. The Study has been driven by a Panel of members representing the Livery, City businesses, stakeholders (Boroughs and organisations working on these issues) and the City Corporation - see appendix 1. The Panel met in October 2015 and January 2016 and provided input between these meetings.
4. The Panel has identified examples of good practice and five 'guiding principles' for organisations to follow to ensure they provide useful support to young people. The findings and recommendations of the Study will be launched at an event at Guildhall on 21 March to be attended by individuals from City institutions keen to support young Londoners into employment, or to expand/improve what they already do. Members of your Committees will be invited to the launch event.

### **Current Position**

5. The Study process has identified how City Institutions can do more, or work differently to support young Londoners into employment. The five 'guiding principles' below provide a framework for how City institutions, including the City Corporation, can ensure they are providing useful support:
  - a. Walk the talk – ensure individual organisations act as role models and look at their own recruitment and staffing to offer opportunities for young people e.g. apprenticeships, work experience placements etc.
  - b. Target support where it is needed – fill gaps and avoid duplicating support in a crowded landscape, e.g. by targeting a specific group of young people (e.g. those with disabilities, ex-offenders) and/or outer London boroughs which receive less support from the Square Mile but would welcome it.
  - c. Collaborate – encourage City institutions to work with 'expert' organisations, joining up and adding value - not 're-inventing the wheel'.
  - d. Small and local – recognise that small-scale activity is valuable and encourage organisations to prioritise quality of interventions over quantity.
  - e. Monitor and evaluate – emphasise the importance of measuring the impact of support offered and learning from experience.
6. The Study Panel's discussions provide an insight into issues for the City Corporation itself to consider. The potential for the City Corporation to use its convening role to provide visible and strengthened leadership for the Square Mile on the issue of youth unemployment in London was strongly suggested. This could include raising awareness of the issue and the challenges faced by young Londoners as well as using our convening role to facilitate more productive partnerships and more action.
7. There is also an expectation that the City Corporation 'lead by example' and 'demonstrate good practice', e.g. offering opportunities - work experience, apprenticeships etc. - to young people through our own employment practices.

8. The launch of the Study publication in March provides a platform to highlight the issue of youth employment and engage City institutions in discussions on how the City can do more to support young Londoners. As the Study was established as a time-limited process, which concludes with the launch event, the challenge of maintaining momentum and achieving lasting change must also be considered.
9. Officers are considering the outcomes of the Study process and the future role of the City Corporation in supporting employment across London, focusing on how we can add value to this complex area and have the most impact given the resources available. A separate report on the Policy and Resources Committee's agenda today outlines a proposed framework for this activity.

## **Conclusion**

10. The Study into what more the City can do to support young Londoners into employment has generated useful 'guiding principles' to steer future activity. It has also provided an insight into the views of City institutions on this issue which the City Corporation can consider when planning future activity.

## **Appendices**

- Appendix 1 – Members of the Study Panel

## **Background Papers**

- Report to Policy & Resources Committee, 28 May 2015: '*Support for a Study to Strengthen the City's Role in working with London's Communities*'

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## Appendix 1 – Members of the Study Panel

- Mark Boleat, City of London Corporation (Sponsor)
- Alderman & Sheriff Charles Bowman, City of London Corporation (Co-chair)
- Debby Ounsted CBE (Co-chair)
  
- Annette Andrews, Director of HR, Lloyds of London
- Nicholas Birtles, Chairman of Konetic, Agena and Positive Image, Master of Worshipful Company of Information Technologists
- Deb Conner, Head of Social Mobility, KPMG/ Chief Operating Officer, Social Mobility Foundation
- Robert Elliott, Senior Partner, Linklaters
- Alderman Peter Estlin, City of London Corporation
- Bridget Gardiner, Executive Director, The Brokerage Citylink
- Peter John, Leader, London Borough of Southwark
- Anthony Harte, Head of Community Engagement EMEA, Bank of America Merrill Lynch
- Wendy Hyde CC, City of London Corporation
- Liam Kane, Chief Executive, East London Business Alliance
- Angus Knowles-Cutler, Vice-Chairman, Deloitte
- Claire Kober OBE, Leader, London Borough of Haringey
- Kevin Munday, Founding Director, Think Forward Foundation
- Vicky O'Hare, Managing Director, Party Ingredients
- Matthew Patten, Chief Executive, Mayor's Fund for London
- Darren Rodwell, Leader, London Borough of Barking and Dagenham
- Xavier Rolet, Chief Executive, London Stock Exchange Group
- Ian Seaton CC, City of London Corporation
- Tom Sleigh CC, City of London Corporation
- Jean Stevenson, Member Worshipful Company of International Bankers
- Laura Wyatt, Senior Head of Programmes, Prince's Trust

<b>Committee(s)</b>	<b>Dated:</b>
Policy and Resources - for decision Education Board – for information Community and Children’s Services – for information	18 February 2016 3 March 2016 11 March 2016
<b>Subject:</b> Developing a Framework for the City Corporation’s work on Employability	<b>Public</b>
<b>Report of:</b> Director of Economic Development	
<b>Report author:</b> Damian Nussbaum/ Liz Skelcher, Economic Development Office	

## Summary

Work has taken place to develop a headline ‘outcomes framework’ to help connect City opportunities with the talent of Londoners to reinforce City competitiveness and support London’s communities.

Development of this framework has drawn on the recent work of a senior, cross-sector Study Panel into employability among young Londoners, co-chaired by Alderman and Sheriff Bowman; input from a senior Officer group; and Dame Fiona Woolf’s ‘Power of Diversity’ initiative. ( It also builds on a solid track record of work undertaken by the City Corporation, with others, over a number of years).

Using the City’s unique position in this way, we could work more strategically and leverage the potential of the City to have a much greater impact on employability in London.

## Recommendation

The Policy and Resources Committee, Education Board and Community and Children’s Services Committee are asked to note the progress made in developing an employability framework with a further report on progress to be submitted later in the year; and the Policy and Resources Committee is further requested to agree the proposed next steps.

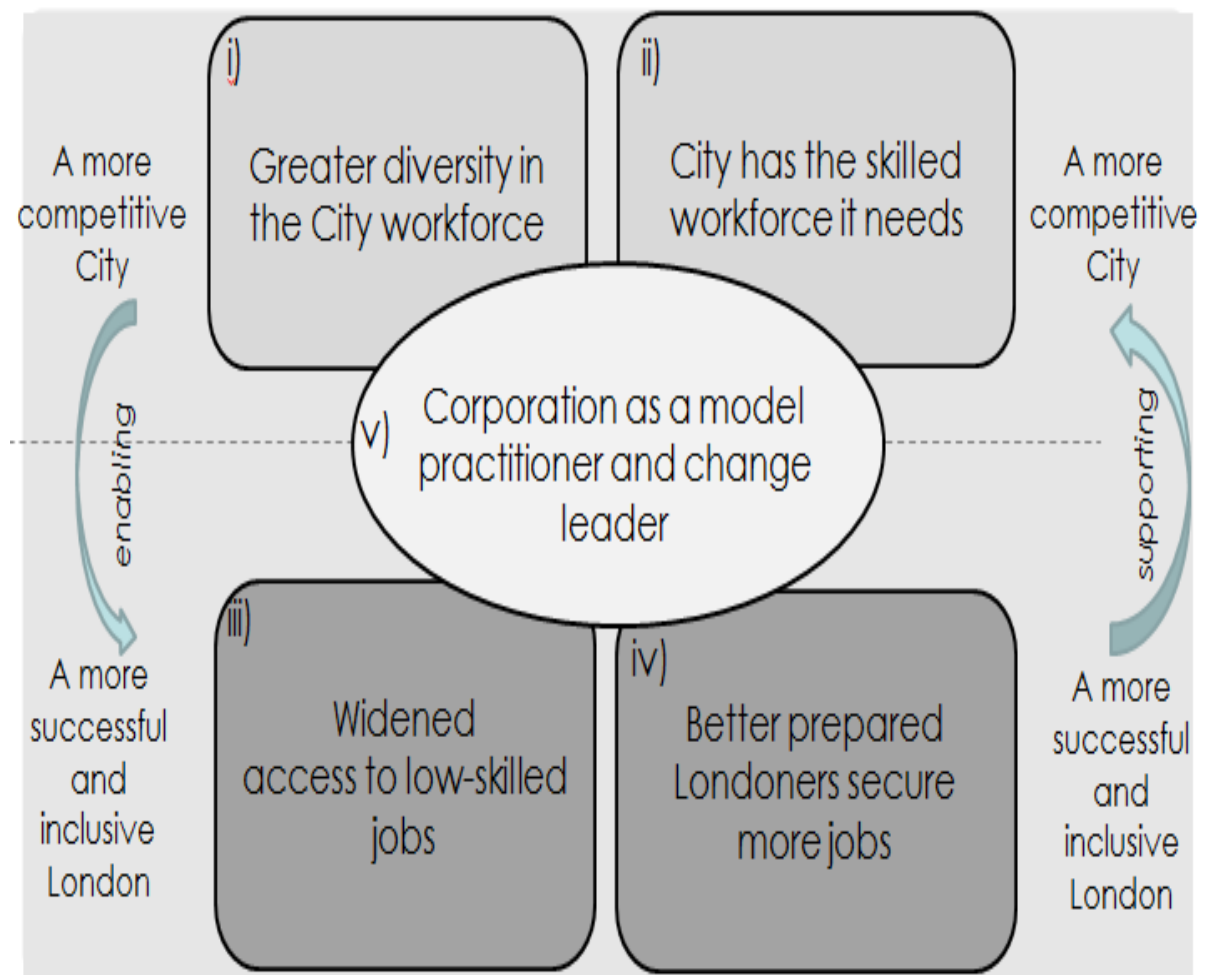
## Main Report

### Background.

1. The City Corporation (together with City Bridge Trust, Central London Forward and Heart of the City) has an extensive programme of work aimed at supporting Londoners into employment, particularly those from disadvantaged backgrounds. This work has been built up over a number of years and reported to Committee periodically, with a comprehensive overview submitted in 2014.

## Current Position

2. Building on previous work, a headline outcome framework for our employability work has been developed as follows:



3. This has drawn on the work of the senior, cross-sector Study Panel co-chaired by Alderman and Sheriff Bowman, into employability among young people in London, which aims to increase the amount of activity by 'the City' (*the subject of a separate report on today's agenda*) as well as further research commissioned by EDO to cover employability of all Londoners.
4. The work to develop the Framework has been driven by a senior officer group seeking to inform the City Corporation's activity, having regard to related activity as trustee of Bridge House Estates (through the City Bridge Trust), and as participants in, and funders of, Central London Forward and Heart of the City. The group has analysed the current needs in London, and sought to identify where the City is best placed to make a difference, to ensure that we maximise the impact of our resources. The group comprised senior Officers from City Bridge Trust, Community and Children's Services Department, the Town Clerk's



Office and Central London Forward, alongside the Economic Development Office.

5. This group has noted that :
  - a. Despite the economic recovery, unemployment in London remains above the national average and that although educational attainment is among the best in the country, this is not translating into success among young people in accessing jobs.
  - b. There is increasing demand for high-skilled staff for City roles over the next 10 years; and that this is generating concern over skills shortages.
  - c. The City creates low skilled jobs with many more jobs created through outsourcing (20,000+); some 600,000 Londoners are unemployed and want to work, but few employers actively use their buying power to support London employment
  - d. The City is international but less diverse than London's; there are many initiatives to open up the workplace to more people from less privileged backgrounds but progress is slow and significant barriers remain
6. There are many organisations involved in this agenda, including City employers and employees, but efforts could be better focussed to maximise impact.
7. The City Corporation itself has been trying to address these gaps – directly, through programmes connecting Londoners to City opportunities e.g. through the Barbican Centre, EDO programmes, Open Spaces, apprenticeships); as an employer (through apprentices, work experience, aspiration raising activity); and through our wider family (which includes Central London Forward; City Bridge Trust and Heart of the City)
8. However, the City Corporation 'family' cannot fill these gaps alone. Using the City's unique position, we could work more strategically and leverage the potential of the City to have a much greater impact on employability in London.

### **Taking this forward**

9. Based on the outline framework for activity, we propose to develop an action and resource plan for each of the five themes and consider how to engage business.
10. Next steps would include the following: implement the findings of the Study Panel into youth employability ; support the Power of Diversity initiative and other measures to strengthen the diversity of the City workforce; consider how to seize the opportunities offered by the new apprenticeship levy; look systematically at how to develop exemplar employment practices (including through the City Corporation's and City businesses' supply chains); conduct further geographical analysis; and create a compelling narrative for our work.
11. A separate report on the Policy and Resources Committee agenda today addresses the proposed strengthening of the Economic Development Office's work to help drive the City Corporation's role as a leader in employability .
12. We will report back on progress with the Framework to your Committees before the end of the year.

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<b>Committee:</b>	<b>Date:</b>
Community and Children's Services Committee Education Board	12 February 2016 3 March 2016
<b>Subject:</b> City of London Key Stage 1 and Key Stage 2 results	<b>Public</b>
<b>Report of:</b> Director of Community and Children Services	<b>For Information</b>

## Summary

The principle purpose of this report is to update members on the performance of primary pupils at Sir John Cass School in Key Stage 1 and Key Stage 2, when compared with national pupil performance. A significant number of City resident children attend Prior Western School in Islington, so the performance data for the school is also included as a comparator within Appendix 1.

### Quality of provision

- Our one maintained primary school has been judged outstanding for overall effectiveness in its last two Ofsted inspections (2013 and 2008).

### Outcomes for children and young people

- Early Years Foundation Stage early education has never been stronger, with Sir John Cass children performing well above the national benchmark in 2014/15.
- In the phonics screening check outcomes for Year 1 children improved in 2014/15 and this compares favourably with Inner London and England.
- Key Stage 1 outcomes improved slightly in reading and writing following a dip the previous year. Although improved - performance in reading at Sir John Cass was below all City residents including those attending Prior Weston School in Islington. Mathematics performance was stable.
- Key Stage 2 outcomes in reading, writing and mathematics combined were at 97% for Level 4 and above – an improvement compared with 2013/14, owing to better performance in mathematics.
- Key Stage 2 outcomes at Level 5 and above improved in all three subjects and compares favourably to Inner London and national.

### Attendance and behaviour

- Absence rates improved slightly between 2012/13 and 2013/14, and continue to be better than the inner London and England benchmarks.
- Persistent absence has been at zero for two consecutive years.

- Ofsted inspection judgements on behaviour show that Sir John Cass's school is outstanding.

## **Admissions**

The report provides an overview of applications and offers for school places, compared over a three year period 2012-15. The 2016 admissions round will be reported in the next 2015/16 performance report.

## **Recommendation**

Members are asked to note the report.

## **Main Report**

### **Background**

1. The City of London has one maintained primary school, three sponsored secondary academies and two primary academies in neighbouring boroughs. It also supports three independent schools based in the City.
2. The one maintained primary school is Sir John Cass's Foundation Primary School with Cass Child & Family Centre. Primary aged children attend Sir John Cass and a small number of schools in Islington, Tower Hamlets and Camden. Secondary age children attend a range of schools which includes Islington secondaries and schools in a number of other local authorities, including neighbouring Tower Hamlets and Hackney.

### **Current Position**

3. The annual performance report provides solid evidence of a high level of performance at Sir John Cass Foundation Primary school. It also evidences a very positive picture of performance at Prior Western School which is well attended by City resident children. A full report of the current position is provided as an appendix to this paper.
4. At Key Stage 1, performance in reading and writing has improved in 2014/15, while mathematics has remained consistent with the previous year. Performance in all three subjects is above the inner London and national average in 2014/15.
5. At Key stage 2 Sir John Cass's School has achieved 96% Level 4 and above in reading, writing and mathematics combined, an improvement on the previous year, and well above the inner London and England averages for 2014/15.
6. Performance at Level 5 and above shows the proportion of children who achieved above the expected level for their age in reading, writing and mathematics combined. Performance in the combined measure for reading and maths has improved by 20% points in 2014/15, well above inner London and England averages.

7. Sir John Cass's School has been very successful at achieving high rates of pupil progress between Key Stage 1 and Key Stage 2. Two levels progress is the minimum requirement that pupils are expected to achieve on these measures, i.e. between Key Stage 1 and Key Stage 2. Two levels of progress are based on the average 7 year old attaining Level 2 at Key Stage 1 and the average 11 year old attaining Level 4 at Key Stage 2. Progress is therefore based on measuring how far each child has progressed between the two assessments; so a child who had been assessed at Level 1 when 7 who then attained a Level 3 at 11 would be considered to have made the required progress, despite having attained below the expected Level for their age.
8. 96% of pupils at Sir John Cass made two or more levels progress in reading in 2014/15, which remains above inner London and England averages

### **Corporate & Strategic Implications**

9. School improvement performance data is an important part of the way in which outcomes for children are measured in line with the Children and Young People's Plan.

### **Conclusion**

10. This paper demonstrates the very positive outcomes for City resident children attending Sir John Cass Foundation Primary School, with above regional and national averages across KS1 and KS2

### **Appendices**

- Appendix 1 – Key Stage 1 and Key stage 2 results

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# Education in The City of London Annual Report 2015

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**Report Produced by:**  
Data & Performance Team  
Strategy & Commissioning  
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London Borough of Islington



## 1. Introduction

This annual report looks at how well the education service in the City of London is performing and meeting our aspirations for children and young people's educational outcomes. The report is one of the ways in which we keep members, governors and our wider partners informed about education performance in the City of London.

The data in this report are drawn from a range of sources. Where available, comparisons have been made between performance of City of London resident children in Islington, Sir John Cass's School and the inner London and national performance. The analyses cover the most recent full academic year – 2014/15 – and include some trends from 2010/11, where the data are available.

## 2. Summary of key findings

### Quality of provision

- Our one maintained primary school has been judged outstanding for overall effectiveness in its last two Ofsted inspections (2013 and 2008).

### Outcomes for children and young people

- **Early Years Foundation Stage** early education has never been stronger, with Sir John Cass children performing well above the national benchmark in 2014/15.
- **In the phonics screening check** outcomes for Year 1 children improved in 2014/15 and this compares favourably with Inner London and England.
- **Key Stage 1** outcomes improved slightly in reading and writing following a dip the previous year. Although improved - performance in reading at Sir John Cass was below all City residents including those attending Prior Weston School in Islington. Mathematics performance was stable.
- **Key Stage 2** outcomes in reading, writing and mathematics combined were at 97% for Level 4 and above – an improvement compared with 2013/14, owing to better performance in mathematics.
- **Key Stage 2** outcomes at **Level 5** and above improved in all three subjects and compares favourably to Inner London and national.

### Attendance and behaviour

- **Absence rates** improved slightly between 2012/13 and 2013/14, and continue to be better than the inner London and England benchmarks.
- **Persistent absence** has been at zero for two consecutive years.
- Ofsted inspection judgements on behaviour show that Sir John Cass's school is outstanding.

### 3. Demographics

#### 3.1 Population

Over the ten years since Census 2001, London's population has grown by 900,000 (11.6%). The population continues to grow and is set to increase further; by 2020, the population is forecast to exceed nine million residents. Within the City of London, the population is projected to grow from 7,400 in 2011 to 9,450<sup>1</sup> in 2021 (27%).

The population data from the 2011 census provides projections (mid-year estimates for 2013) which suggests that in 2013 there are 269 primary age (4 - 10) and 147 secondary age (11 - 16) children living in the City of London out of an estimated 843 total of 0 - 19 year olds<sup>2</sup>. Of the 843 young people aged 0 - 19 years, 361 (43%) are from Black and minority ethnic (BME) backgrounds.

City of London is the 31<sup>st</sup> most deprived local authority in London out of 33 according to the 2015 Indices of Multiple Deprivation (up from 32<sup>nd</sup> IMD 2010).

#### 3.2 Schools

The City of London has one maintained primary school, three sponsored secondary academies and two primary academies in neighbouring boroughs. It also supports three independent schools based in the City.

The one maintained primary school is Sir John Cass's Foundation Primary School with Cass Child & Family Centre. Primary aged children attend Sir John Cass and a small number of schools in Islington, Tower Hamlets and Camden. Secondary age children attend a range of schools which includes Islington secondaries and schools in a number of other local authorities, including neighbouring Tower Hamlets and Hackney.

Table 1 shows the proportion of children who are eligible for Free School Meals (FSM) at Sir John Cass primary school from 2011/12 to 2014/15. During this period, the proportion of pupils known to be eligible for FSM has remained around a fifth of the cohort.

**Table 1: Proportion of Children Eligible for Free School Meals (FSM) at Sir John Cass from 2011/12 to 2014/15**

Free School Meal Status	2011/12		2012/13		2013/14		2014/15	
	Number	%	Number	%	Number	%	Number	%
FSM	41	18%	52	22%	42	18%	50	21%
Non-FSM	191	82%	181	78%	191	82%	190	79%
<b>Total</b>	<b>232</b>	<b>100%</b>	<b>233</b>	<b>100%</b>	<b>233</b>	<b>100%</b>	<b>240</b>	<b>100%</b>

Source: January School Census 2012 to 2015

<sup>1</sup> The source data is from the Greater London Authority (GLA) 2014 Round of Demographic Projections - SHLAA, short term migration, capped household size model.

<sup>2</sup> The source data is from the Greater London Authority (GLA) 2012 Round of Demographic Projections - SHLAA based borough projections and the mid-year estimates are for 2013.

Table 2 shows the proportion of children with special educational needs (SEN) at Sir John Cass primary school. The proportion of children at School Action and School Action Plus combined has risen again to 24% in 2014/15 up from 15% in 2013/14. The proportion of pupils with a Statement or Education and Health Care Plan has remained at 3% with the addition of one pupil this year.

**Table 2: Proportion of Children with Special Educational Needs (SEN) at Sir John Cass from 2011/12 to 2014/15**

Special Educational Needs Category	2011/12		2012/13		2013/14		2014/15	
	Number	%	Number	%	Number	%	Number	%
No SEN	173	75%	188	81%	190	82%	174	73%
School Action	32	14%	23	10%	22	9%	37	15%
SEN Support* / School Action Plus	23	10%	19	8%	15	6%	22	9%
Statement of SEN / EHCP	4	2%	3	1%	6	3%	7	3%
<b>Total</b>	<b>232</b>	<b>100%</b>	<b>233</b>	<b>100%</b>	<b>233</b>	<b>100%</b>	<b>240</b>	<b>100%</b>

Source: January School Census 2012 to 2015

\* Please note: under the new code of practice, SEN Support will replace school action and action plus

#### 4. Quality of provision - Ofsted Inspections

Sir John Cass's Foundation Primary School was last inspected by Ofsted in April 2013, when it was judged to be outstanding, for overall effectiveness and in all four areas where judgements are made. This sustains the judgement made in its previous inspection, when it was also judged to be outstanding for overall effectiveness. The Ofsted judgements from the last two inspections are shown in Table 3.

**Table 3: The last two Ofsted Inspection Judgements for Sir John Cass's Foundation Primary School**

Judgement	Latest inspection 19/04/13	Previous inspection 26/09/08 <sup>3</sup>
Overall effectiveness	Outstanding	Outstanding
Achievement of pupils	Outstanding	NA
Quality of teaching	Outstanding	Good
Behaviour and safety of pupils	Outstanding	NA
Leadership and management	Outstanding	NA

Source: Ofsted Inspection Reports

There is one Islington primary school which has a significant number of City of London resident children on roll and that is Prior Weston. For the purposes of comparison the Ofsted judgements from Prior Weston's last two inspections are shown in Table 4.

<sup>3</sup> The inspection of Sir John Cass primary school in 2008 was a reduced tariff inspection and judgements were not made against all of the inspection criteria.

**Table 4: The last two Ofsted Inspection Judgements for Prior Weston Primary School**

Judgement	Latest inspection 15/10/13	Previous inspection 25/01/12
Overall effectiveness	Good	Satisfactory
Achievement of pupils	Good	Satisfactory
Quality of teaching	Good	Satisfactory
Behaviour and safety of pupils	Good	Good
Leadership and management	Good	Good

Source: Ofsted Inspection Reports

## 5. Attainment outcomes

This section analyses the educational performance in the City of London, comparing the outcomes at Sir John Cass primary school with City of London resident children attending Prior Western School in Islington and all City of London resident children, alongside the inner London and England averages for benchmarking purposes. The 2012/13 performance outturns are provisional at the time of writing this report and no benchmarking data is available for 2012/13.

### 5.1 Health warning about small numbers

Please be aware that the numbers of children in some of the analyses are often very small, particularly when the outturns are split into sub-groups of individual year groups. In a small cohort a slight change in numbers can make a large change in a percentage. One should exercise caution when making comparisons of outturns based on small numbers of children.

### 5.2 Early Years Foundation Stage

At the end of Reception children are assessed using the Early Years Foundation Stage Profile. This provides data on children across a range of domains, including communication, language and listening; as well as reading; number; and personal and social development. A percentage is derived for each cohort showing the proportion of children who have reached a 'Good Level of Development' (GLD).

**Table 5: Percentage of pupils who have reached a Good Level of Development between 2012/13 and 2014/15**

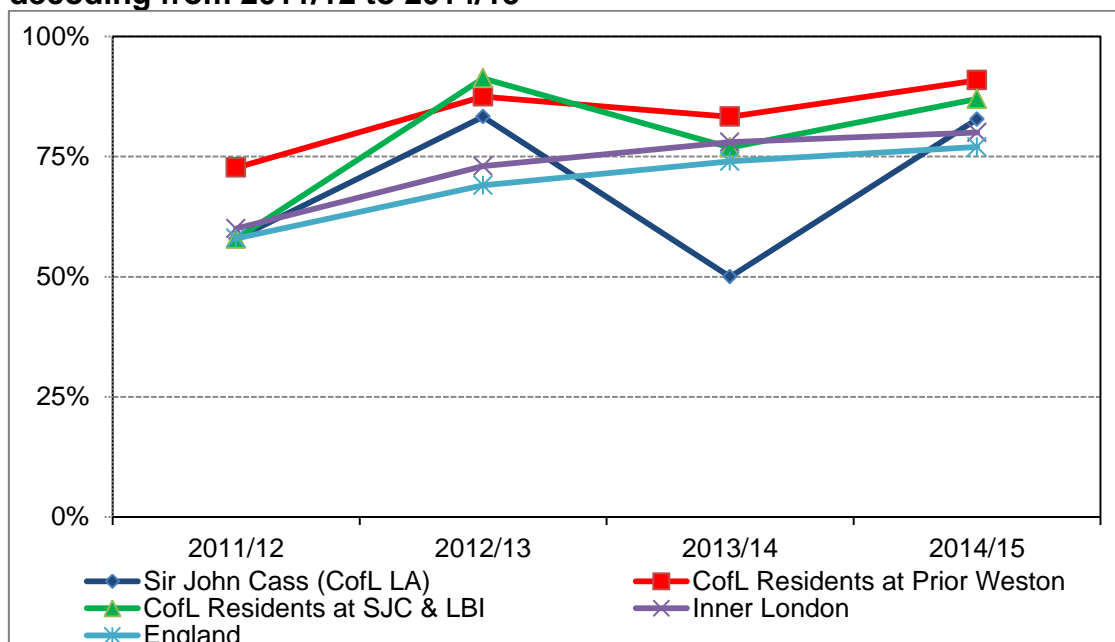
EYFS: Good Level of Development	2012/13		2013/14		2014/15	
	No.s	%	No.s	%	No.s	%
Sir John Cass	18	64.0%	21	70.0%	23	76.7%
CofL Residents	n/a	n/a	18	69.2%	23	82.1%
Cof L Residents at Prior Weston	14	50.0%	11	81.8%	10	100.0%
Inner London	n/a	53.0%	n/a	62%	n/a	67.7%
England	n/a	52.0%	n/a	60%	n/a	66.3%

Source: Sir John Cass's School and Islington's Children's Services and DfE Statistical First Releases

### 5.3 Phonics in Year 1

Since summer 2012 schools have been required to administer a statutory phonics screening check<sup>4</sup> of Year 1 pupils. Each pupil is required to read 40 words out loud to their teacher. Chart 1 shows the percentage of pupils who reached the required standard. Performance in the City of London has, on average been about 68.5% across the four years from 2011/12 to 2014/15.

**Chart 1: Percentage of pupils meeting the required standard of phonic decoding from 2011/12 to 2014/15**



Source: DfE Statistical First Releases and City of London

Note: The phonics' outturns are based on children in Year 1 only

Table 6 shows the figures for City of London residents attending Sir John Cass and Islington schools as well as those for City of London residents attending Prior Weston School alongside the data for Sir John Cass. The four year average for City of London residents attending Sir John Cass and LBI schools passing phonics was 78.3%; the figure for City of London residents attending Prior Weston was 83.6%.

**Table 6: The Proportion of pupils passing the Phonics Screening 2011/12 to 2014/15**

% passed (32+ marks or 80%+)	% Year 1 Passed			
	2011/12	2012/13	2013/14	2014/15
<b>Sir John Cass (CofL LA)</b>	57.9%	83.3%	50.0%	82.8%
<b>CofL Residents at Prior Weston</b>	72.7%	87.5%	83.3%	90.9%
<b>CofL Residents at SJC &amp; LBI</b>	57.9%	91.3%	76.9%	87.0%
<b>Inner London</b>	60.0%	73.0%	78.0%	80.0%
<b>England</b>	58.0%	69.0%	74.0%	77.0%

Source: DfE Statistical First Releases and City of London

<sup>4</sup> The range of phonic marks that can be achieved is between 0 and 40 and if a pupil's mark is at or above the threshold mark they are considered to have reached the required standard.

## 5.4 Key Stage 1

All Year 2 pupils (7 year olds) are assessed at the end of Key Stage 1. Teacher assessments are moderated to ensure consistency and accuracy. Table 7 shows the number of children in each of the groupings for Key Stage 1 outturns. The largest group is all children on roll at Sir John Cass's School.

**Table 7: Numbers of children in each group in the Key Stage 1 cohort from 2010/11 to 2014/15**

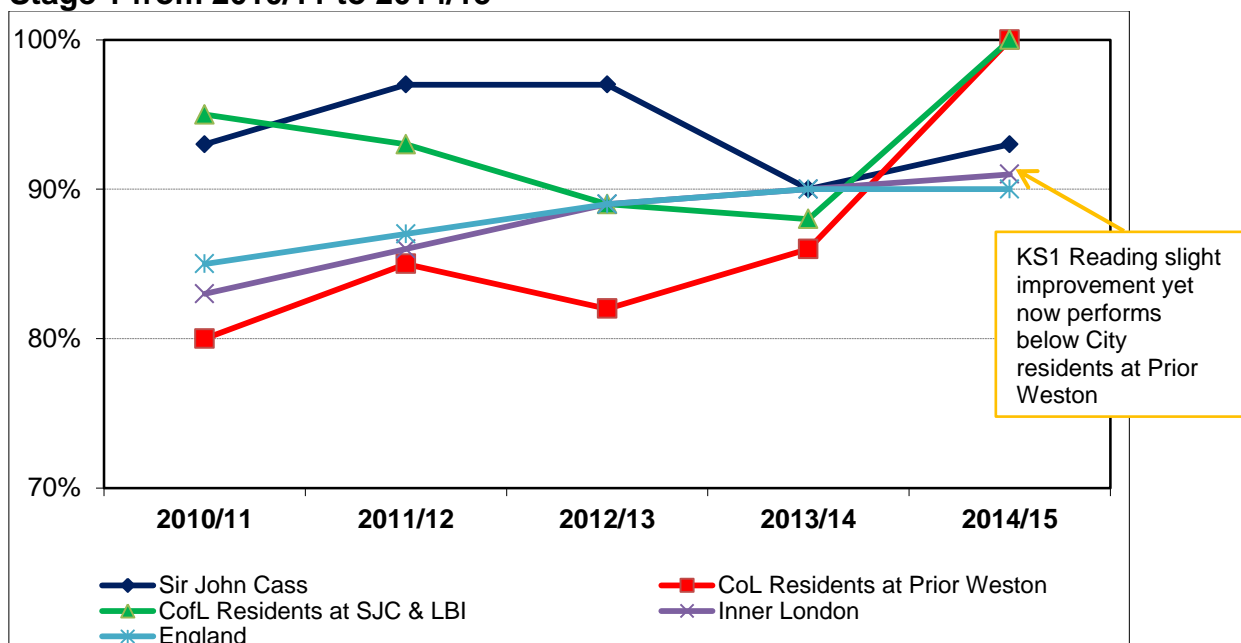
Key Stage 1	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Sir John Cass Cohort</b>	29	30	30	30	30
<b>City of London Residents at SJC</b>	11	12	7	8	10
<b>City of London at Prior Weston</b>	5	13	11	7	14
<b>City of London other Islington school</b>	3	2	0	2	3
<b>CofL Residents at SJC &amp; LBI</b>	<b>19</b>	<b>27</b>	<b>18</b>	<b>17</b>	<b>27</b>

Source: Sir John Cass's School and Islington's Children's Services

Note: The numbers in each of these groupings are not necessarily mutually exclusive

Charts 2 to 4 plot performance in reading, writing and mathematics at Key Stage 1 from 2010/11 to 2014/15. Performance at Sir John Cass's School at Key Stage 1 dipped slightly in 2013/14 in reading and mathematics. Performance in reading and writing has improved in 2014/15, while mathematics has remained consistent with the previous year. Performance in all three subjects is above the inner London and national average in 2014/15.

**Chart 2: Percentage of pupils attaining Level 2 and above in Reading at Key Stage 1 from 2010/11 to 2014/15**



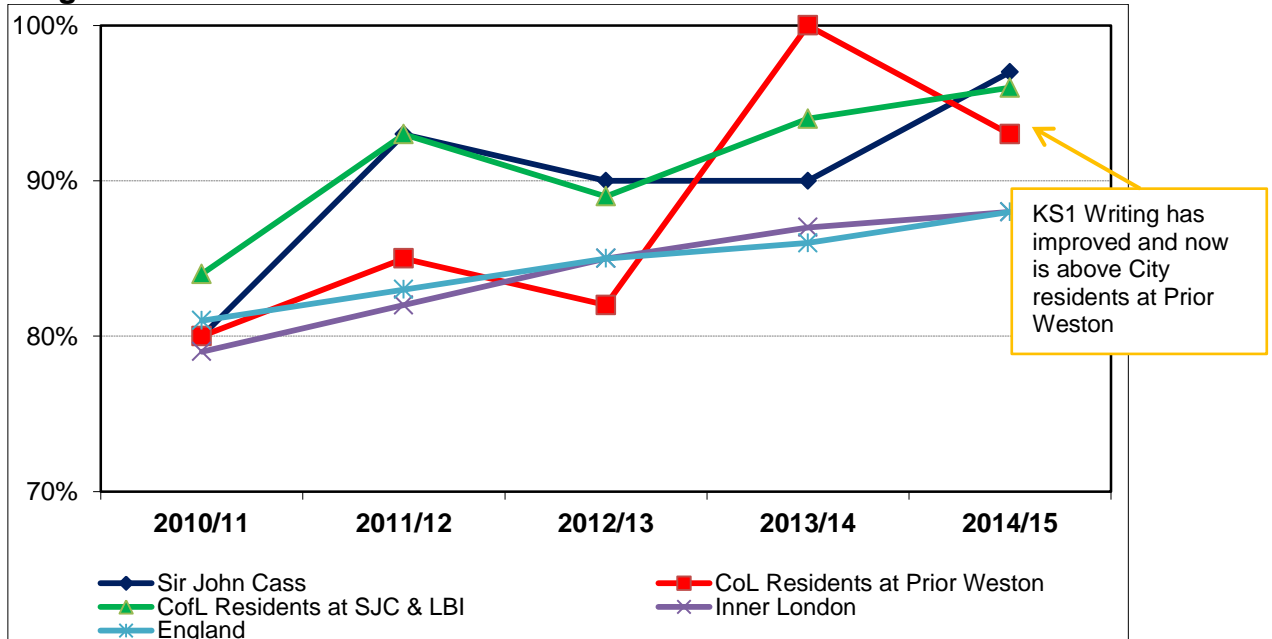
Source: DfE Statistical First Releases and City of London

Note: The City of London data 2009/10 was suppressed by the DfE

Chart 2 shows that performance in Key Stage 1 reading at Sir John Cass's School in 2014/15 was below that of all City of London resident children and below City of London resident children attending Prior Weston School in Islington, despite the slight improvement this year. This was due to improvement made by City pupils attending other schools.

Chart 3 shows that performance in Key Stage 1 writing at Sir John Cass's School has risen to above that of all City of London resident children<sup>5</sup> and of City of London resident children attending Prior Weston School in Islington.

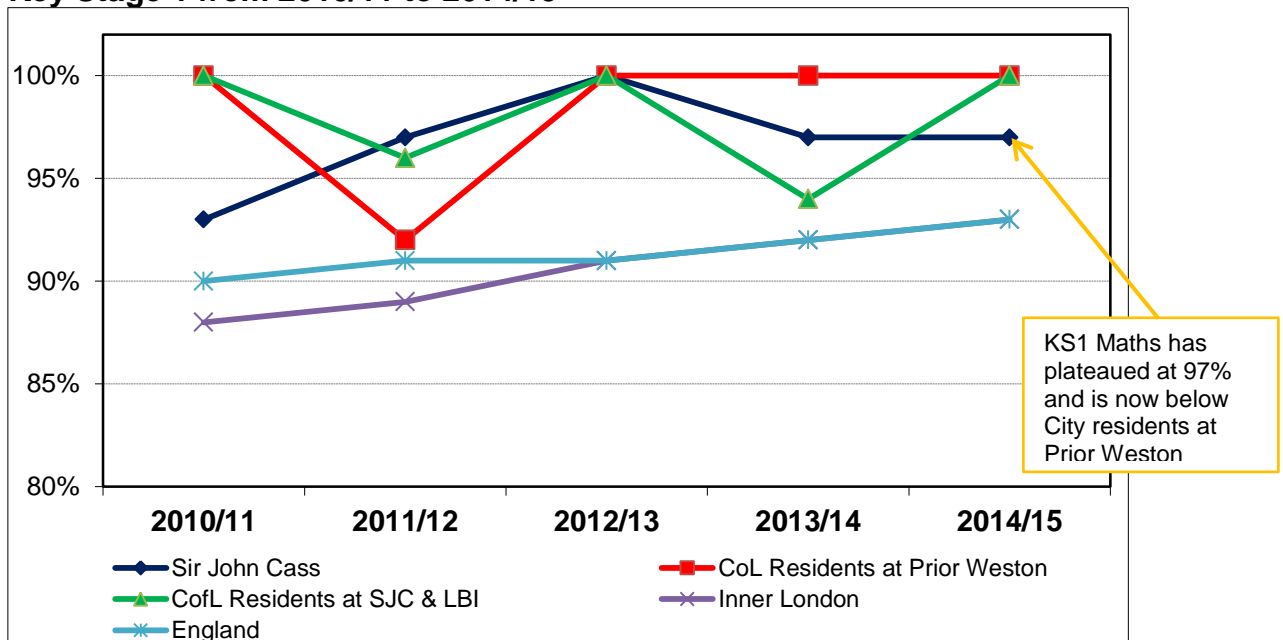
**Chart 3: Percentage of pupils attaining Level 2 and above in Writing at Key Stage 1 from 2010/11 to 2014/15**



Source: DfE Statistical First Releases and City of London

Chart 4 shows that performance in Key Stage 1 mathematics at Sir John Cass's School in 2014/15 and 2013/14 was at 97% Level 2 and above and that this is below that of all City of London resident children, and City of London resident children attending Prior Weston School in Islington.

**Chart 4: Percentage of pupils attaining Level 2 and above in Mathematics at Key Stage 1 from 2010/11 to 2014/15**



Source: DfE Statistical First Releases and City of London

<sup>5</sup> City of London resident children includes all City of London resident children on the roll of Sir John Cass, Prior Weston and other Islington primary schools.

## 5.5 Key Stage 2

All Year 6 pupils (11 year olds) are assessed at the end of Key Stage 2. Table 8 shows the numbers of children in each of the groupings for the Key Stage 2 outturns from 2010/11 to 2013/14. The largest group is the children on roll at Sir John Cass's School.

**Table 8: Numbers of children in each group in the Key Stage 2 cohort from 2010/11 to 2014/15**

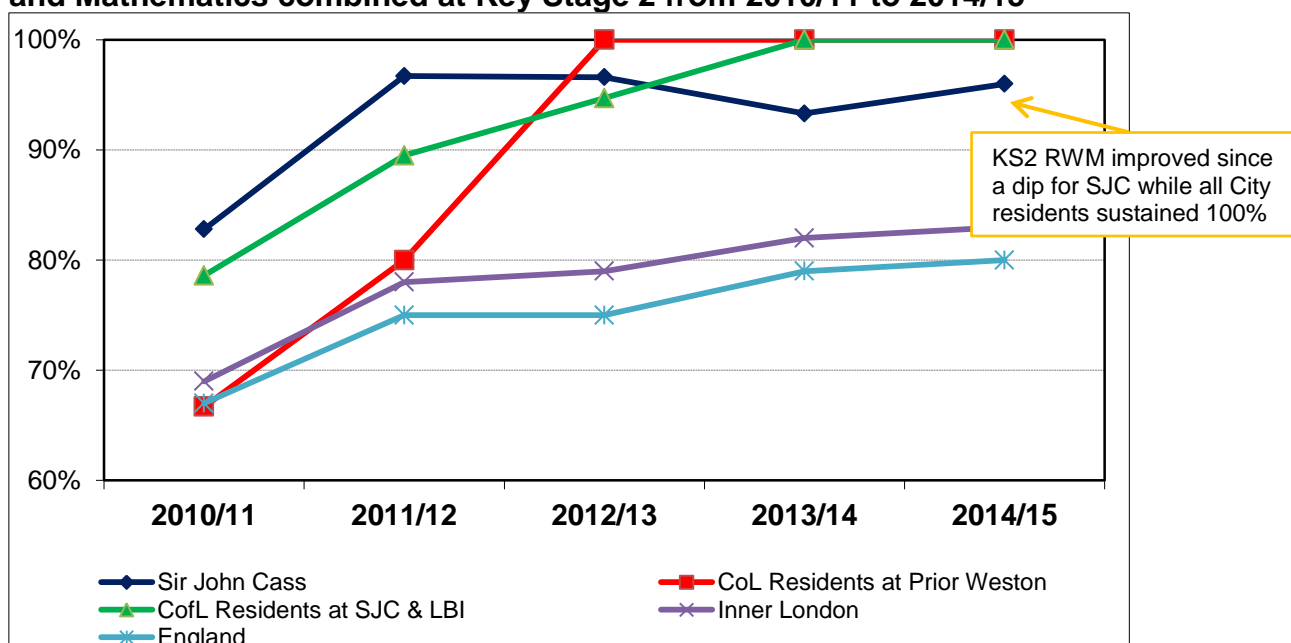
KS 2	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Sir John Cass Cohort</b>	29	30	29	30	28
<b>City of London Residents at SJC</b>	10	7	11	4	5
<b>City of London at Prior Weston</b>	3	10	7	8	9
<b>City of London other Islington school</b>	1	2	1	1	1
<b>City of London Residents Total</b>	<b>14</b>	<b>19</b>	<b>19</b>	<b>13</b>	<b>15</b>

Source: Sir John Cass's School and Islington's Children's Services

Note: The numbers in each of these groupings are not necessarily mutually exclusive

Chart 5 shows that Sir John Cass's School has achieved 96% Level 4 and above in reading, writing and mathematics combined, an improvement on the previous year, and well above the inner London and England averages for 2014/15.

**Chart 5: Percentage of pupils attaining Level 4 and above in Reading, Writing and Mathematics combined at Key Stage 2 from 2010/11 to 2014/15**



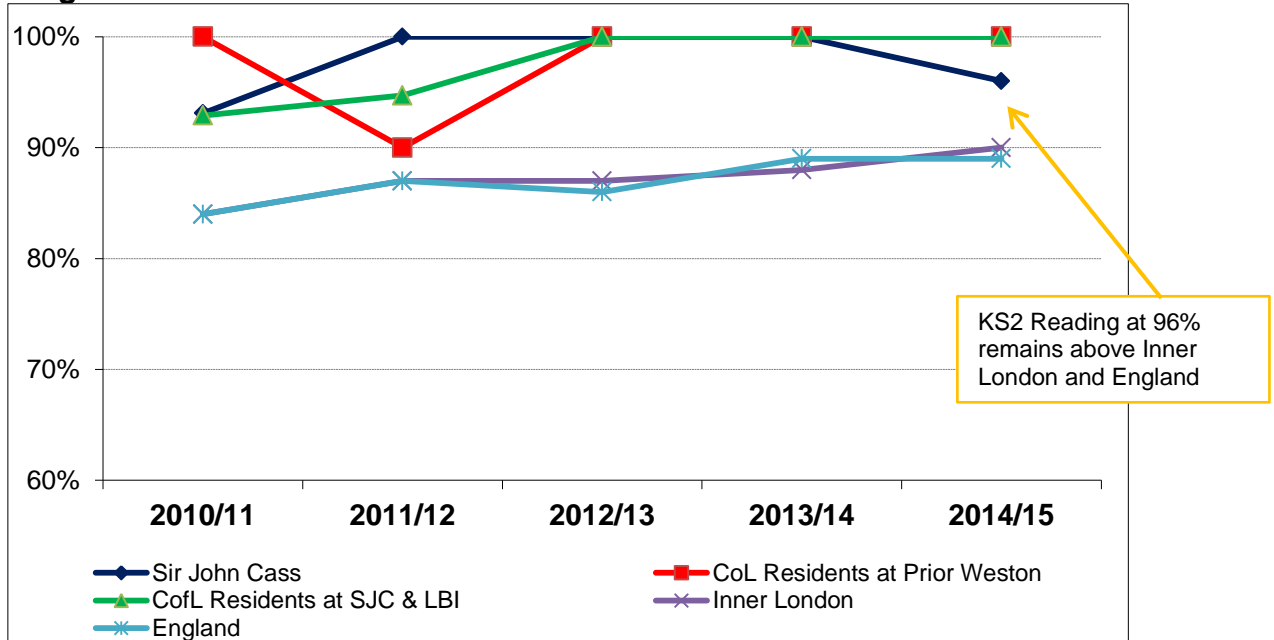
Source: DfE Statistical First Releases and City of London

Performance at Sir John Cass's School in 2014/15 was just below that of all City of London resident children and of City of London resident children attending Prior Weston School in Islington.



Chart 6 shows that Sir John Cass's School has achieved 96% Level 4 and above in reading, slightly below the previous year, above 2010/11 and well above the inner London and England averages. Performance on this measure at Sir John Cass's School in 2014/15 was slightly below that of all City of London resident children and of City of London resident children attending Prior Weston School in Islington.

**Chart 6: Percentage of pupils attaining Level 4 and above in Reading at Key Stage 2 from 2010/11 to 2014/15**



Source: DfE Statistical First Releases and City of London

**Chart 7: Percentage of pupils attaining Level 4 and above in Writing at Key Stage 2 from 2010/11 to 2014/15**

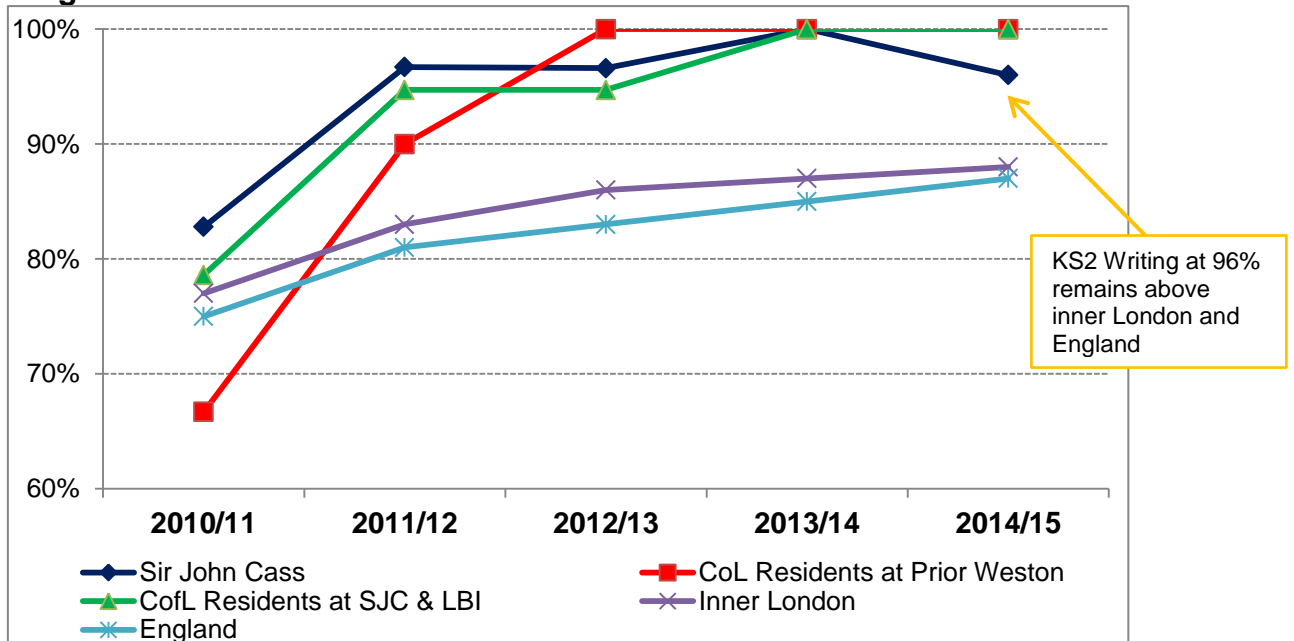
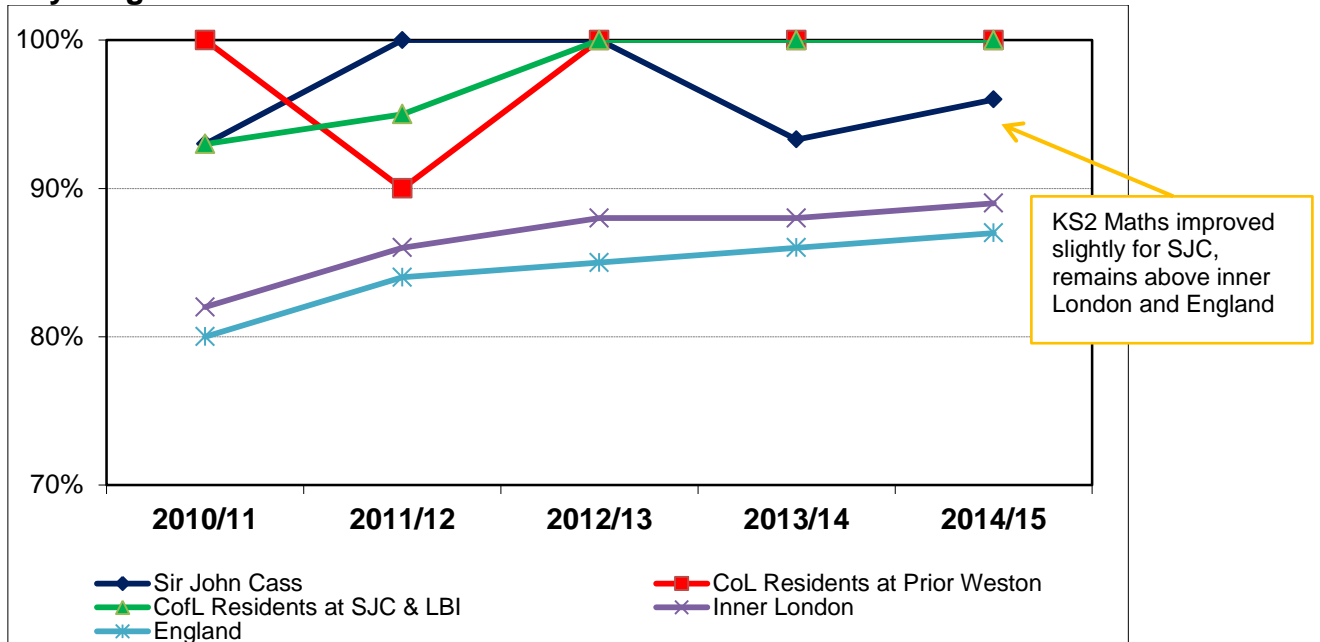


Chart 7 (above) shows Key Stage 2 performance in writing at Level 4 and above. Performance at Sir John Cass's School was at 96% and in 2014/15 this was slightly below all City of London resident children and City of London resident children attending Prior Weston School in Islington.

**Chart 8: Percentage of pupils attaining Level 4 and above in Mathematics at Key Stage 2 from 2010/11 to 2014/15**

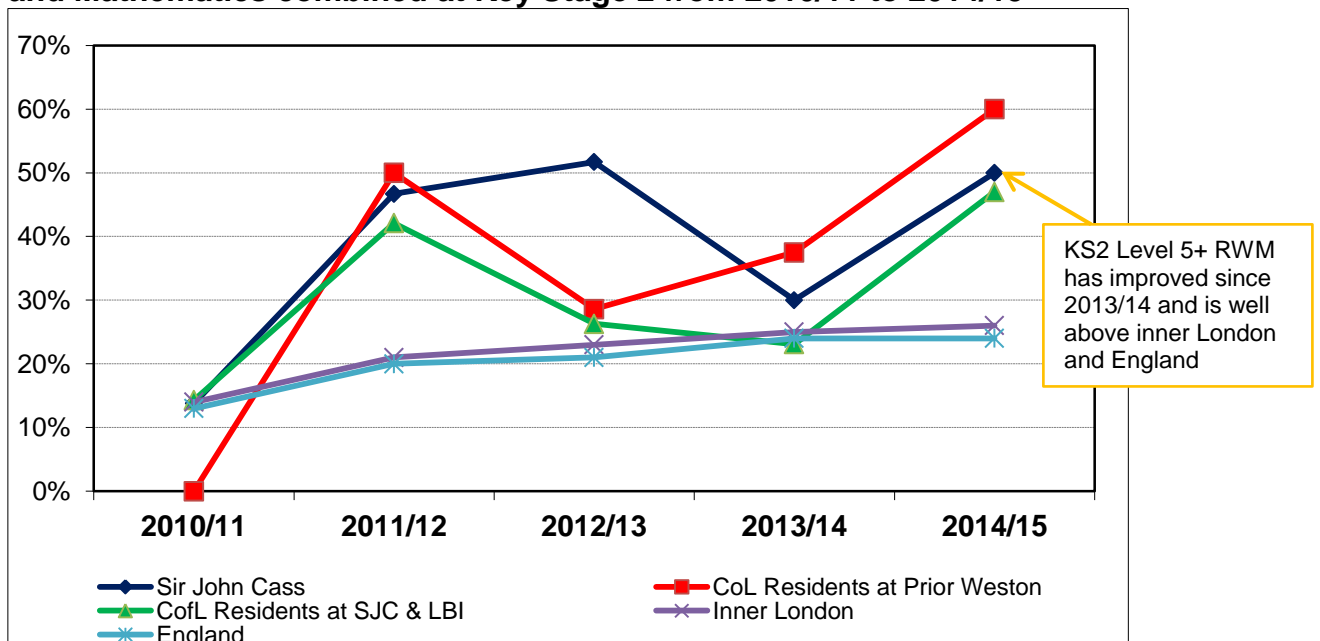


Source: DfE Statistical First Releases and City of London

### 5.5.1 Level 5 and above at Key Stage 2

Performance at Level 5 and above shows the proportion of children who achieved above the expected level for their age in reading, writing and mathematics combined. In 2013/14 we saw a drop in performance for this measure, largely as a result of reductions in reading and maths. Performance in the combined measure has improved by 20% points in 2014/15, well above inner London and England averages, yet this remains below City residents at Prior Weston.

**Chart 9: Percentage of pupils attaining Level 5 and above in Reading, Writing and Mathematics combined at Key Stage 2 from 2010/11 to 2014/15**



Source: DfE Statistical First Releases and City of London

Note: The change in the English measure in 2012/13, while still similar to the measure reported on in previous years, means that some caution should be applied when making direct comparisons

Chart 10 shows the Key Stage 2 performance in reading at Level 5 and above. Performance at Sir John Cass's School in 2014/15 has improved and at 79% is well above the inner London and national averages, and is slightly below City of London residents at Prior Weston 80%.

**Chart 10: Percentage of pupils attaining Level 5 and above in Reading at Key Stage 2 from 2010/11 to 2014/15**

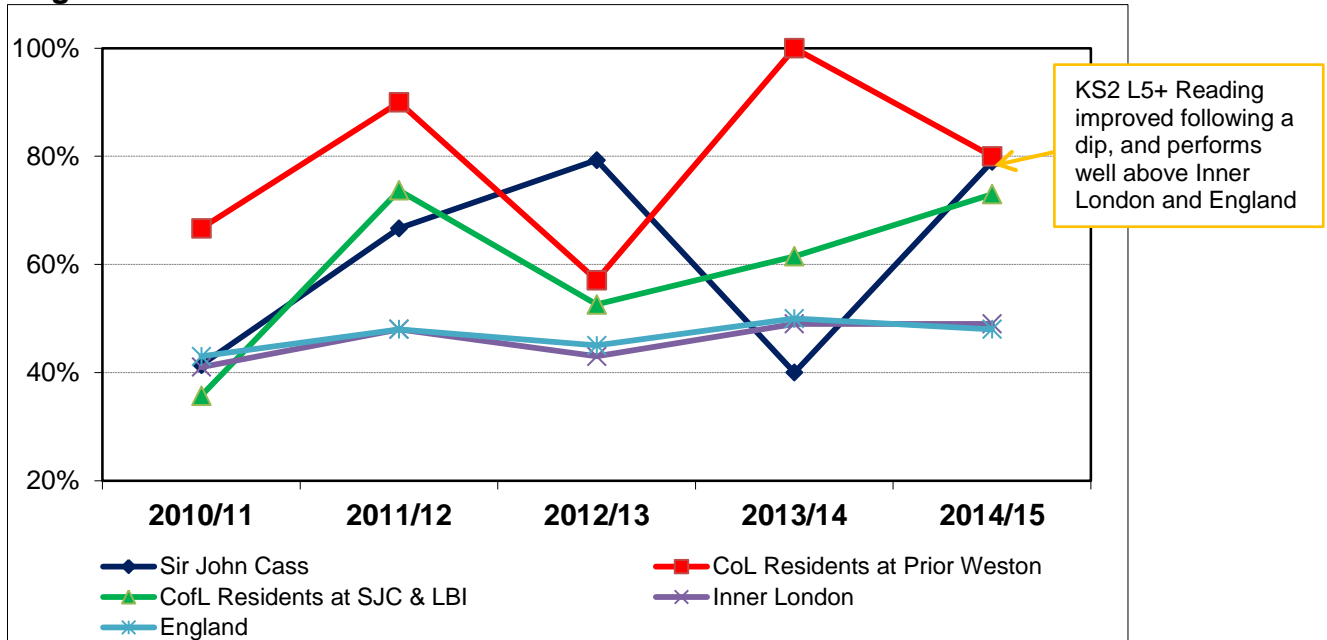
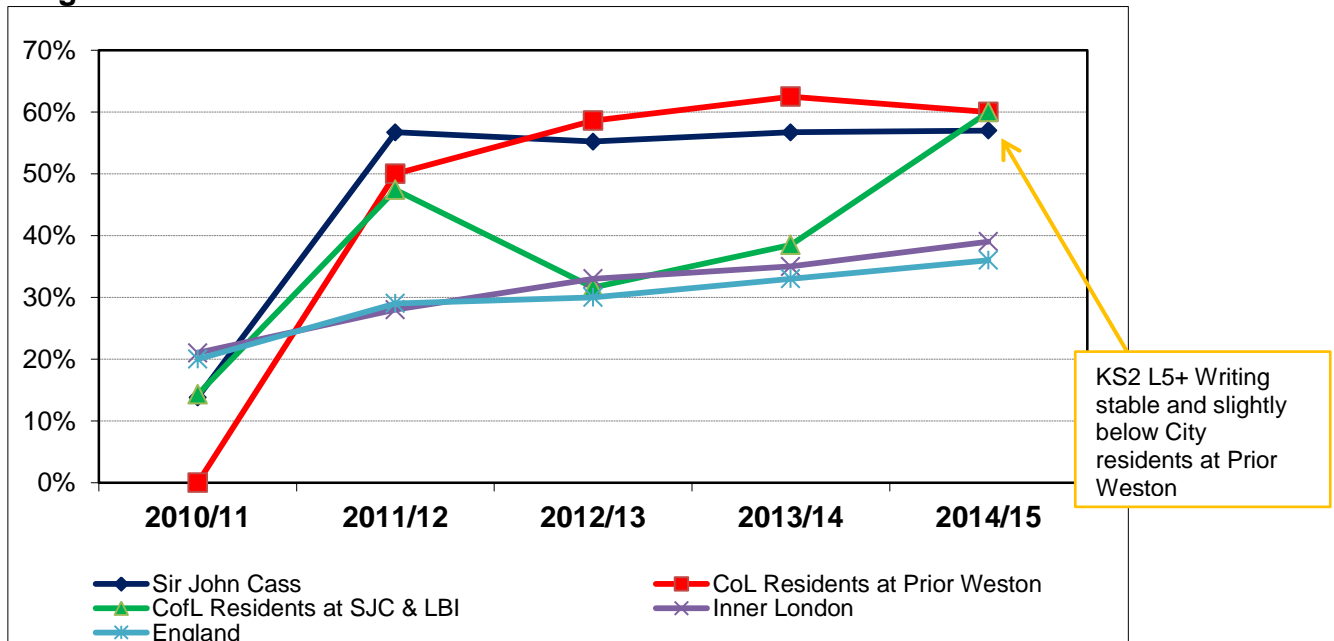


Chart 11 shows that pupils at Sir John Cass have maintained performance in writing, with 57% attaining Level 5 plus, well above Inner London and national comparators, and slightly below performance of City residents at Prior Weston.

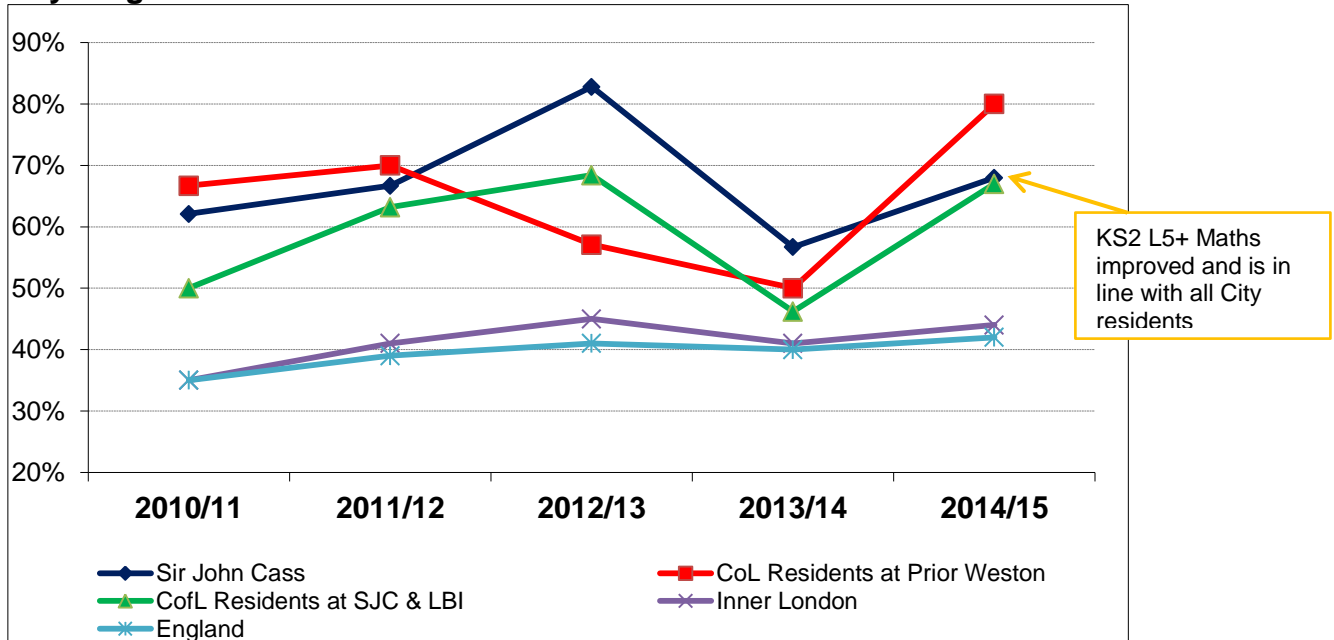
**Chart 11: Percentage of pupils attaining Level 5 and above in Writing at Key Stage 2 from 2010/11 to 2014/15**



Source: DfE Statistical First Releases and City of London

Chart 12 shows that performance in mathematics has improved at Sir John Cass, with 68% of pupils attaining Level 5 or above, well above the inner London and England averages, this is below performance of City residents at Prior Weston as a result of the substantial improvement made by City residents at Prior Weston in 2014/15.

**Chart 12: Percentage of pupils attaining Level 5 and above in Mathematics at Key Stage 2 from 2010/11 to 2014/15**



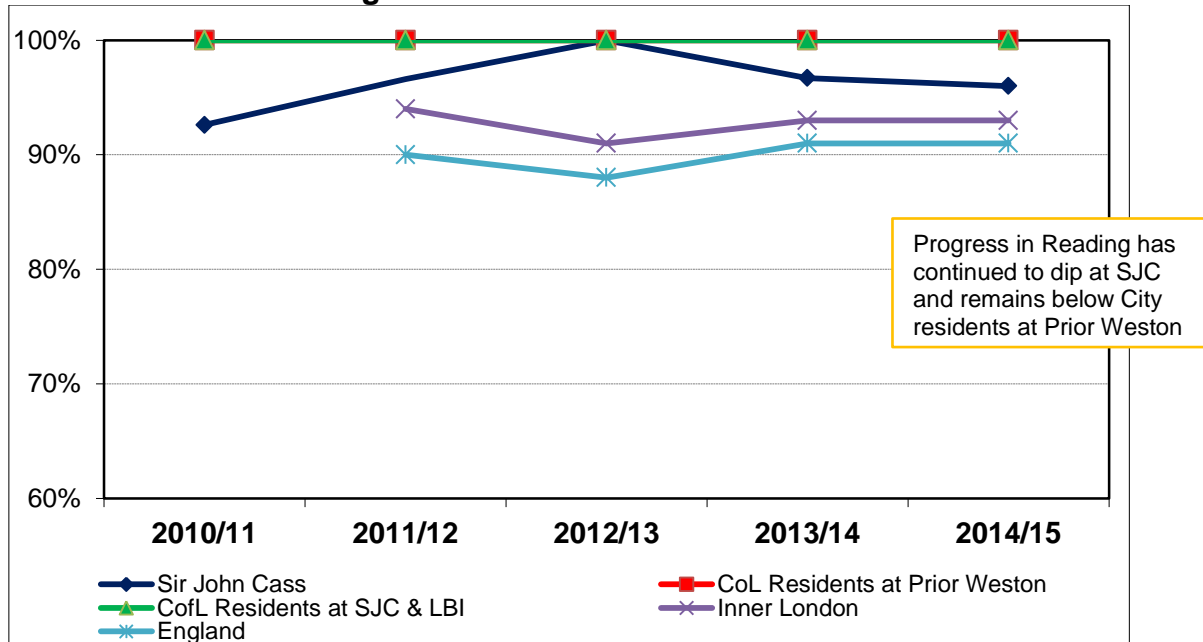
Source: DfE Statistical First Releases and City of London

### 5.5.2 Progress from Key Stage 1 to Key Stage 2

Sir John Cass's School has been very successful at achieving high rates of pupil progress between Key Stage 1 and Key Stage 2. Two levels progress is the minimum requirement that pupils are expected to achieve on these measures, i.e. between Key Stage 1 and Key Stage 2. Two levels of progress are based on the average 7 year old attaining Level 2 at Key Stage 1 and the average 11 year old attaining Level 4 at Key Stage 2. Progress is therefore based on measuring how far each child has progressed between the two assessments; so a child who had been assessed at Level 1 when 7 who then attained a Level 3 at 11 would be considered to have made the required progress, despite having attained below the expected Level for their age.

Chart 13 (following page) shows that 96% of pupils at Sir John Cass made two or more levels progress in reading in 2014/15, which remains above inner London and England averages yet has fallen below that of all City of London resident children and City of London resident children attending Prior Weston School in Islington.

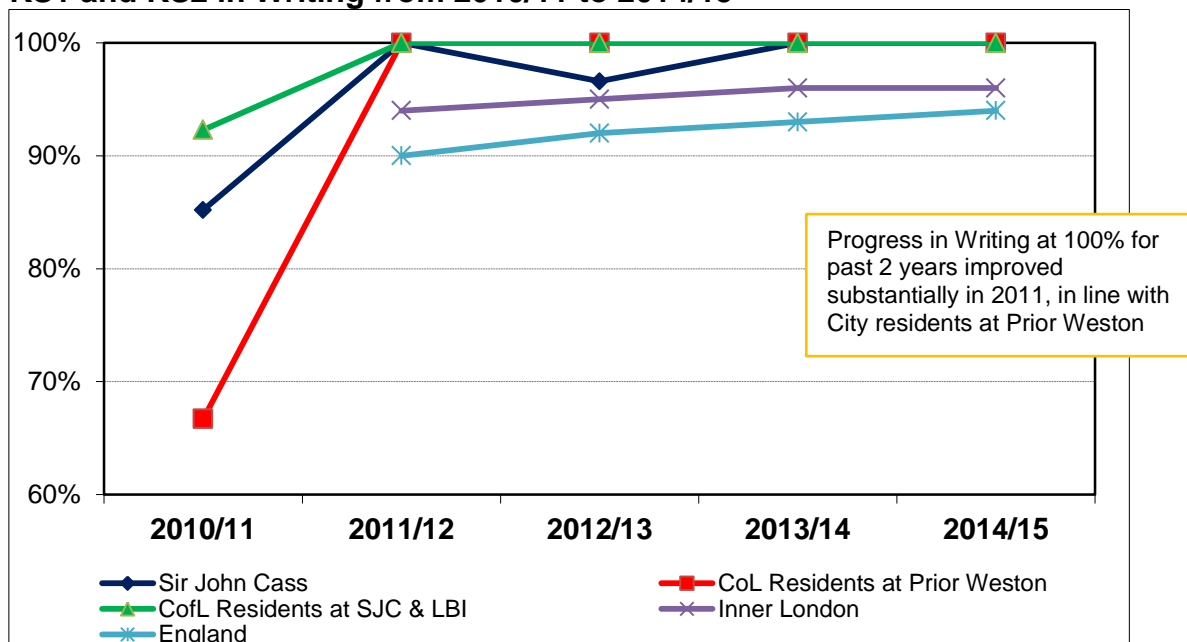
**Chart 13: Percentage of pupils making at least 2 levels of progress between KS1 and KS2 in Reading from 2010/11 to 2014/15**



Source: DfE Statistical First Releases and City of London

Note: Changes in the measures in 2012 mean that national statistics are not available for 2010/11.

**Chart 14: Percentage of pupils making at least 2 levels of progress between KS1 and KS2 in Writing from 2010/11 to 2014/15**

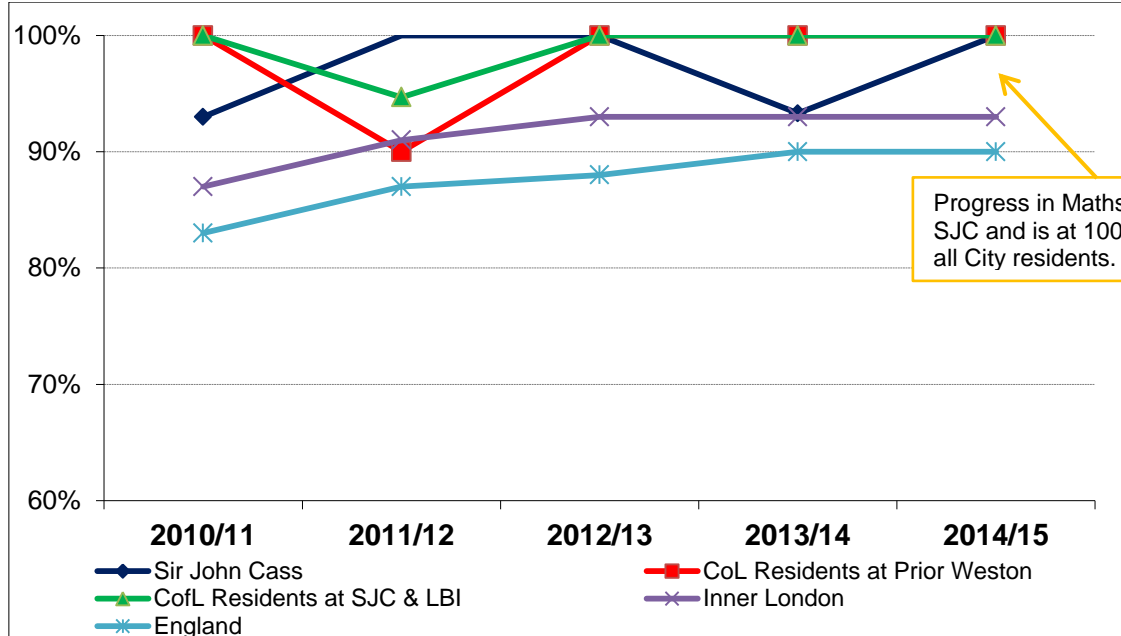


Source: DfE Statistical First Releases and City of London

Chart 14 shows that 100% of Sir John Cass pupils make expected progress in writing, which is above Inner London and national and in line with other City residents.

Chart 15 shows that 100% of pupils at Sir John Cass make expected progress in mathematics, again above Inner London and national and in line with all City resident pupils.

**Chart 15: Percentage of pupils making at least 2 levels of progress between KS1 and KS2 in Mathematics from 2010/11 to 2014/15**



Progress in Maths improved at SJC and is at 100%, in line with all City residents.

Source: DfE Statistical First Releases and City of London

## 6. Attendance

Table 9 compares the City of London primary school overall absence rates with inner London and national. The City of London's overall absence rate improved in 2013/14 following a rise the previous year (up from 2.1% in 2011/12), overall absence remains better than the inner London and England averages.

**Table 9: Overall absence rates in 2012/13 and 2013/14**

%	Overall absence		Change from 2012/13 to 2013/14
	2012/13	2013/14	
City of London	3.5%	3.2%	-0.3% points better
Inner London	4.7%	4.0%	-0.7% points better
England (primary state-funded schools only)	4.8%	3.9%	-0.9% points better

Source: DfE Performance Tables and SFRs 2012, 2013

Note: Data on absence in 2014/15 is not yet available

Table 10 shows that there have been no pupils persistently absent from the City of London primary school for the two academic years 2012/13 to 2013/14, which is better than the inner London and England averages. Absence data for 2014/15 is not yet available.

**Table 10: Persistent absence rates in 2012/13 and 2013/14**

	Persistent absence (15%+ sessions)		Change from 2012/13 to 2013/14
	2012/13	2013/14	
City of London	0.0%	0.0%	0.0% No change
Inner London	3.7%	3.0%	-0.7% points better
England (primary state-funded schools only)	3.6%	2.8%	-0.8% points better

Source: DfE Performance Tables and SFRs 2012 and 2013

From 2016 onwards the Department for education will publish persistent absence at the more challenging lower 10% rate for all local authorities in England.

## 7. Admissions

Islington Council processes the school admissions for the City of London resident children. The data reported in this section relate to children who are City of London residents.

### 7.1 Primary school admissions

Table 11 shows the number and percentage of children who were offered a City of London school, an Islington school or an out borough school. In 2015 and 2013 around one third were offered a City of London school, and roughly 60% were offered an Islington school. In 2014, offers decreased slightly for other borough schools and increased slightly for Sir John Cass.

**Table 11: Offers of reception school places to City of London resident children in 2012 to 2014**

Reception Place Offers	2013		2014		2015	
	Number	%	Number	%	Number	%
Sir John Cass's	10	31.3%	13	40.6%	10	31.3%
Islington Schools	20	62.5%	18	56.3%	18	56.3%
Out borough Schools	2	6.3%	1	3.1%	4	12.5%
<b>Total</b>	<b>32</b>	<b>100%</b>	<b>32</b>	<b>100%</b>	<b>32</b>	<b>100%</b>

Source: Islington Admissions Section, based on the position on offer day.

Note: These are offers to City residents only. Only offered pupils are included in each year. The rest of the reception applications for Sir John Cass are also processed by LBI but they are non-City residents.

### 7.2 Secondary school admissions

Table 12 shows the number and percentage of children who were offered an Islington secondary school or an out borough school. In 2015 the secondary transfer cohort increased to 21 children, with 43% being offered Islington schools.

**Table 12: Offers of secondary school places to City of London resident children in 2013 to 2015**

Secondary Transfer Offers	2013		2014		2015	
	Number	%	Number	%	Number	%
<b>Islington Schools</b>	<b>6</b>	<b>28.6%</b>	<b>6</b>	<b>40.0%</b>	<b>9</b>	<b>42.9%</b>
Hackney	4	19.0%	2	13.3%	3	14.3%
Kensington & Chelsea	1	4.8%	0	0.0%	1	4.8%
Lewisham	0	0.0%	0	0.0%	0	0.0%
Southwark	1	4.8%	3	20.0%	1	4.8%
Tower Hamlets	6	28.6%	1	6.7%	6	28.6%
Westminster	2	9.5%	3	20.0%	0	0.0%
Essex	1	4.8%	0	0.0%	0	0.0%
Lambeth	0	0.0%	0	0.0%	1	4.8%
<b>Out borough schools Sub-Total</b>	<b>15</b>	<b>71.4%</b>	<b>9</b>	<b>60.0%</b>	<b>12</b>	<b>57.1%</b>
<b>Grand Total</b>	<b>21</b>	<b>100%</b>	<b>15</b>	<b>100%</b>	<b>21</b>	<b>100%</b>

Source: Islington Admissions Section, based on the position on offer day.

Note: These are offers to City residents only. Only offered pupils are included in each year.



<b>Committee:</b>	<b>Date:</b>
Finance Committee	16 February 2016
Policy & Resources Committee	18 February 2016
Education Board	3 March 2016
Epping Forest and Commons Committee	7 March 2016
Culture, Heritage and Libraries	7 March 2016
Efficiency and Performance Sub-Committee	7 March 2016
Port Health & Environmental Services Committee	8 March 2016
Property Investment Board	9 March 2016
Planning & Transportation Committee	10 March 2016
Community & Children's Services Committee	11 March 2016
General Purposes Committee of Aldermen	15 March 2016
Barbican Centre	16 March 2016
<b>Subject:</b>	<b>Public</b>
Income Generation - Report of a Cross-Cutting Service Based Review	
<b>Report of:</b>	<b>For Decision</b>
The Chamberlain (on behalf of the Performance and Strategy Summit Group)	
<b>Report author:</b>	
Susan Baxter	

## Summary

A cross-cutting review of the potential for the City Corporation to exploit new sources of income was commissioned as part of the Service Based Review programme. The review was undertaken from April - September 2015, with a final report cleared by the Chief Officers Summit Group in January 2016. A summary of the review report and its recommendations are attached at Appendix 1.

The review found that there are:

- Opportunities to increase certain fees and charges to bring income into greater alignment with costs, in line with the approach taken in London local authorities;
- Opportunities to drive increased income from a more entrepreneurial approach in certain areas;
- Limited scope to increase revenues from public sector grants
- Potential opportunities to unlock increased corporate sponsorship and private giving to the benefit of the City's cultural and artistic institutions by taking a more co-ordinated approach.

## Recommendations

The **Finance Committee** is asked to agree the overall report and all of its recommendations.

The **Policy & Resources Committee** is asked to agree the overall report and all of its recommendations.

**All Committees** are asked to endorse the overall report.

The **Planning & Transportation Committee** is asked to:

- a) approve headline recommendation 1 (“Harmonise the approach to setting all charges, fees and debt recovery for City Fund services with those of other relevant authorities within 12 months, unless a compelling business case is agreed for individual exceptions.”)
- b) approve the introduction of Planning Performance Agreements to increase income from Development Control services (detailed recommendation a); and
- c) agree to review options to maximise full deployment of capacity and increase charges to align with neighbouring authorities / NCP charges to increase income from off-street parking (detailed recommendation b).

The **Education Board** is asked to note detailed recommendation i) (“that the Department of Community & Children’s Services lead the preparation of a business case presenting options, costs, resources, risks and timetables for establishing the commercial expansion of central support services tied to the expansion of academy schools over the next one to three years”).

The **Culture, Heritage and Libraries Committee** is asked to:

- a) endorse headline recommendation 5 (“That a feasibility study be commissioned to explore the potential cost-benefits of adopting a more co-ordinated approach to securing commercial sponsorship for the City’s cultural, heritage and arts institutions with the long term aim of ensuring they become less dependent upon public funding”);
- b) agree detailed recommendation c) (“that the Department of Culture, Heritage & Libraries prepare options to review charging and income generation opportunities from the City Corporation’s museums and galleries”); and
- C) endorse the recommendation g (“to adopt a proactive approach to marketing the Corporation’s filming locations ensuring consistent coverage of professional film location handling services services across the Corporation’s entire land and property portfolio”) and endorse the proposal to seek income from filming commercials on Tower Bridge.D) agree detailed recommendation j) (“that the Department of Culture, Heritage & Libraries commission a marketing consultancy to explore ways in which the City’s offer to visitors can be better developed, co-ordinated and promoted to increase revenues to the City Corporation”).

The **Efficiency and Performance Sub-Committee** is asked to agree headline recommendation 1) (“Harmonise the approach to setting all charges, fees and debt recovery for City Fund services with those of other relevant authorities within 12 months, unless a compelling business case is agreed for individual exceptions.”)

The **Port Health & Environmental Services Committee** is asked to:

- a) agree detailed recommendation d) (“that the Department of Markets & Consumer Protection prepare a business case for expanding the animal transit and inspections services to London’s airports on a more commercial basis to maximise potential income”); and
- b) agree detailed recommendation h) (“that the Department of Markets & Consumer Protection prepare a business case for maximising the commercial potential of business regulatory advisory services via the Primary Authority

partnership model”).

The **Community & Children’s Services Committee** is asked to agree detailed recommendation i) (“that the Department of Community & Children’s Services lead the preparation of a business case presenting options, costs, resources, risks and timetables for establishing the commercial expansion of central support services tied to the expansion of academy schools over the next one to three years.”)

The **Barbican Centre Board** is asked to:

- a) endorse headline recommendation 5: (“That a feasibility study be commissioned to explore the potential cost-benefits of adopting a more co-ordinated approach to securing commercial sponsorship for the City’s cultural, heritage and arts institutions with the long term aim of ensuring they become less dependent upon public funding”);
- b) note detailed recommendation j) (“that the Department of Culture, Heritage & Libraries commission a marketing consultancy to explore ways in which the City’s offer to visitors can be better developed, co-ordinated and promoted to increase revenues to the City Corporation”).

The **Property Investment Board** is asked to agree detailed recommendation e (“That the City Surveyor prepares a business case for the relevant Committees presenting options, costs, resources required, risks and timetables for establishing an “intelligent client” service for public bodies seeking to manage and develop their property assets.”)

The **General Purposes Committee of Aldermen** is asked to endorse the recommendation g (“to adopt a proactive approach to marketing the Corporation’s filming locations ensuring consistent coverage of professional film location handling services services across the Corporation’s entire land and property portfolio”), noting the specific reference to actively marketing Mansion House as a filming location.

The **Epping Forest and Commons Committee** is asked to endorse the recommendation g (“to adopt a proactive approach to marketing the Corporation’s filming locations ensuring consistent coverage of professional film location handling services services across the Corporation’s entire land and property portfolio”), noting the specific reference to the opportunity to in relation to Burnham Beeches.

## **Main Report**

### **Background**

#### 1. The review:

- Benchmarked the City Corporation’s income in relation to costs for its public services against those of London local authorities (on a consistent basis and taking account of the differences in scale);
- Assessed the opportunities to increase revenues from a more commercial approach to providing services;
- Assessed the scope to increase income from public grants and
- Considered the scope to increase income from commercial sponsorship and donations, particularly for the cultural and artistic initiatives.

## **Current Position**

2. In relation to the City Corporation's income from fees, charges and reclaimable costs from its public services, the City Corporation compares favourably with London local authorities in over half of London's services which are almost wholly self-financing. The areas of Off-street Parking, Development Control and Museums & Galleries offer the greatest opportunities for increasing charges to achieve levels more approaching London averages for cost-efficiency.
3. Upwards of £3m in additional income could be derived by taking a more overtly commercial approach to expanded services in several areas, the top three being:
  - Animal transit and inspections at London's airports
  - Property services: provision of an 'intelligent client' service for public bodies seeking to manage and develop their property assets
  - Venue hire and events management
4. Different commercial models would be deployed according to the nature of the service and certain of the City Corporation's decision-making processes and operating procedures might require adjustment to enable these services to operate with optimum commercial efficacy.
5. There is limited scope to drive significant additional income from domestic and EU public sector grants, since these sources are geared towards supporting new public sector initiatives and/or special needs – which the City Corporation does not generally tend to focus on due to its relatively small scale and its customer base as a public authority.
6. There is more scope to work in partnership with the City's cultural and artistic institutions to take a more structured and co-ordinated approach to securing corporate sponsorship and giving. This might unlock levels of funding and patronage that organisations are currently unable to secure at an individual level.

## **Options, Proposals and Implications**

7. These are set out for each of the areas identified above in the tables of recommendations at Appendix 1.

## **Appendix**

Appendix 1 - Income Generation Cross-Cutting Review: Summary & Recommendations.

## **Background Papers**

A copy of the full report and its Annexes is available to Members as a PDF on the intranet at: <http://vmtcapp12/documents/s60865/IncomeGenerationFullReport.pdf> PDF and paper copies are also available on request from the Committee and Member Services Team.

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# INCOME GENERATION CROSS CUTTING REVIEW : SUMMARY

## WHY INCOME GENERATION MATTERS FOR THE CITY CORPORATION

The Square Mile has long been a premiere global destination for financial and blue chip businesses and in more recent years, increasing numbers of new visitors and tourists who have come to enjoy its world class attractions and cultural events. The completion of Crossrail in the next 2-3 years will bring the City within even easier reach of millions more businesses, workers and visitors. Ensuring the Square Mile continues to flourish as an engaging economic engine in a constantly evolving geo-political, financial, social and cultural environment brings ever changing challenges and opportunities for the City Corporation to extend its reach, impact and income. The current agenda of rapidly diminishing public sector financing, rising public expectations of transparency in governance, ambitions to create a cultural hub in the Square Mile, potentially with a new world class Centre for Music, means that taking a fresh look at the City Corporation's approach to income generation will help to maximise its full potential, achieve its ambitions, reduce the need to cut resources and embrace best commercial and public sector practice.

## SCOPE OF THE REVIEW

This report summarises the conclusions of an exercise between May - October 2015 to assess the potential to increase income from a variety of sources. The review aimed to:

1. Compare the City Corporation's income from fees, charges and debt recovery with that of London local authorities on a service-by-service basis for 2013/14 (the latest year for which comparisons were available)
2. Identify areas where fees, charging and debt recovery could be set in greater alignment with the approach taken elsewhere in London to increase income for the Corporation
3. Highlight the potential for more effective commercial exploitation of some of the City's services and the organisational implications for achieving optimum returns
4. Assess the extent to which the City Corporation might benefit from additional public funds and grants which have previously not been explored
5. Assess the potential to secure greater private sector sponsorship to support the City Corporation's priorities and the implications for the organisation.

Excluded from the review were issues which are (or have been recently) considered elsewhere:

- Use of property assets: this is subject to a separate cross-cutting review
- Measures to review business rates: the Business Rates Premium is under consideration as part of the budget setting process for the City of London Police
- Community Infrastructure Levy (CIL): the CIL rates have recently been set at a deliberately lower rate than elsewhere in central London but this may be reviewed by the Department for the Built Environment
- The Corporation's current policy against advertising hoardings around the Square Mile: this currently remains a priority for retention by Members, although it merits periodic review in relation to income potential, particularly in relation to public information
- Departmental efficiency savings: these are covered by departmental service based reviews.

## HEADLINE FINDINGS

### STATUTORY SERVICES

**The City Corporation boasts some unique strengths but increased income could be achieved in other areas if an approach to setting fees, charges and debt recovery was aligned to and regularly benchmarked against London local authorities.**

From an assessment of comparable categories of public authority spending, the City Corporation is most distinguished from London local authorities in relation to its significantly higher City Fund-related income derived from its property portfolio, its ‘theatres’ (as a result of the Barbican Centre), its ‘port health functions’ (as a result of the Animal Reception Centre) and from its ‘cemetery and cremation services’ (these spending categories are set and defined by the Revenue Outturn Returns reporting process.) These City Fund services alone generate £34m more than the London average for the equivalent services. Other City Corporation services, such as on-street parking and trade waste also do well when income is compared to costs in areas which are readily comparable. However, it would be possible to raise even more by increasing the rate of return on investment to levels which proportionately match the London local authority average in relation to the following services:

- Off street parking
- Development control
- Museums & galleries  
(in relation to the Guildhall Art Gallery, the Amphitheatre, the Roman Bath House and the Museum of London grant – ie the budgets included within this City Fund category.)

### COMMERCIAL ACTIVITY & MARKETING

**There is scope to refocus and expand some of the City Corporation’s services which already have a commercial or recharged element. This could increase income by around £3m and would also demonstrate the City Corporation’s commercial acumen to public and private sector stakeholders.**

The City Corporation could maximise its earning potential and its reputational credibility as a public authority by working more adeptly in an increasingly commercial and competitive public sector environment. Current commercial offers across the City Corporation have evolved incidentally over time, resulting in a somewhat ad hoc and low key market presence. Whilst some services are more focussed than others on generating revenues, there is scope to augment income if the Corporation takes a fresh look at its commercial and marketing approach to services with income potential, most significantly in the areas of:

1. Animal transit & inspections at London’s airports
2. Property services: An “intelligent client” service for public bodies seeking to manage and develop their property assets
3. Venue hire and events management
4. Film location services
5. Business regulatory advisory services – via the “Primary Authority” partnership model
6. Central support services (especially for potential future academy schools)

The success of greater commercialisation in the above areas would be reliant upon a more purposeful and corporately coherent approach to their direction, promotion and support (including investment, resourcing and professional services). However, the specific form and

structure of the commercial presentation of these services to the market will vary according to the circumstances of each specific case.

## **PUBLIC SECTOR GRANTS**

**There is no significant scope to increase income from mainstream domestic grants. However, there is potential to apply for a wider range of competitive UK and EU programmes but these are geared more towards new initiatives than to supporting core business.**

The relatively small scale and wealthy nature of the City detracts from its capacity to attract substantial income other than the mainstream local authority grants from central government. However, there are approximately 20 domestic sources of funding (such as the Heritage Lottery Fund in relation to historic buildings) and 13 EU programmes which could fund the Corporation's more experimental projects, such as the Safe & Smarter City Programme. These are aimed principally at enabling new initiatives and innovative ways of working (for example, many of the performing organisations which perform at City venues and festivals benefit from Arts Council England grants) rather than at meeting shortfalls in domestic mainstream funding. These programmes often require 'match-funding' although if projects are carefully constructed, match-funding can comprise existing budgets. Many larger local authorities run EU funded projects to highlight their initiative and participation on a wider stage. The Corporation has directly led a few EU funded projects within the last five years (mainly to support employment and policing) but none are currently live.

## **CORPORATE SPONSORSHIP & PRIVATE GIVING**

**As public funding for culture, heritage and the arts in London drops sharply, there is scope to help the City's organisations operating in these areas secure increased commercial sponsorship.**

There is potential to lead the establishment of a more co-ordinated approach to fund-raising and seeking commercial sponsorship, while respecting the sensitive nature of sharing development contacts nurtured over long periods of time. A more structured and co-ordinated approach supported by the City Corporation might be able to unlock significant funds and patronage which smaller, individual organisations or different parts of the City Corporation are currently unable to secure on a piecemeal basis. Positive involvement by the City in developing major contacts for new projects, particularly as the plans for a new Museum of London and a world-class Centre for Music develop, would require a wholly different level of private support.

## HEADLINE RECOMMENDATIONS

Recommendations	Committee approval
<p>1. <b>Harmonise the approach to setting all charges, fees and debt recovery for City Fund services with those of other relevant authorities within 12 months, unless a compelling business case is agreed for individual exceptions.</b></p>	<ul style="list-style-type: none"> <li>- Policy &amp; Resources Committee;</li> <li>- Finance Committee;</li> <li>- Performance &amp; Efficiency Sub Committee;</li> <li>- Relevant service committees</li> </ul>
<p>2. <b>Review annual performance of income recovered in relation to costs for all services from which income can be derived, benchmarking performance against London local authorities.</b></p>	<ul style="list-style-type: none"> <li>- Finance Committee;</li> <li>- Performance &amp; Efficiency Sub Committee;</li> <li>- Relevant service committees</li> </ul>
<p>3. <b>Commission business cases containing business model options to maximise the short, medium and longer term commercial income</b> from:</p> <ul style="list-style-type: none"> <li>▪ Animal transit &amp; inspections at London’s airports</li> <li>▪ Property services: An “intelligent client” service for public bodies seeking to manage and develop their property assets</li> <li>▪ Venue hire and events management – following a steer from Members on principles for free and subsidised venue hire</li> <li>▪ Film location services</li> <li>▪ Central support services (targeting future CoLC academy schools)</li> <li>▪ Business regulatory advisory services – via the “Primary Authority” partnership model</li> <li>▪ Development of a co-ordinated and marketed City ‘heritage offer’</li> </ul>	<ul style="list-style-type: none"> <li>- Policy &amp; Resources Committee;</li> <li>- Finance Committee;</li> <li>- Relevant service committees</li> </ul>
<p>4. <b>Decide which commercialised services to implement, if any, on the basis of the business cases prepared.</b> Agree an appropriate business model for each case agreed and any associated broader organisational changes which are required to accommodate and support the commercial activity.</p>	<ul style="list-style-type: none"> <li>- Policy &amp; Resources Committee;</li> <li>- Finance Committee;</li> <li>- Relevant service committees</li> </ul>
<p>5. <b>Commission a feasibility study to explore the potential cost-benefits of adopting a more co-ordinated approach to securing commercial sponsorship for the City’s cultural, heritage and arts institutions</b> with the long term aim of ensuring they become less dependent upon public funding.</p>	<ul style="list-style-type: none"> <li>- Policy &amp; Resources Committee;</li> <li>- Finance Committee;</li> <li>- Relevant service committees</li> </ul>



## PUBLICLY FUNDED SERVICES - BENCHMARKING FEES, CHARGES & RECLAIMABLE COSTS : DETAILED RECOMMENDATIONS

Headline recommendations	Actions	Timescales
1. Harmonise the approach to setting all charges, fees and debt recovery for City Fund services with those of other relevant authorities within 12 months, unless a compelling business case is agreed for individual exceptions.	All departments: All officers responsible for recovering fees, charges and debts to review CoLC charging & recovery policies / practice in relation to those applied by individual neighbouring or relevant London boroughs and recommend any changes to their respective committees.	Immediate
2. Review annual performance of income recovered in relation to costs for all services from which income can be derived, benchmarking performance against other London local authorities.	Chamberlain's: <ul style="list-style-type: none"> <li>▪ Maintain a central overview of full service costs and income, ensuring that systems used to apportion income and expenditure to City's Cash and City Fund do not make the City Corporation appear unduly inefficient.</li> <li>▪ Commission annual supplementary analysis from CIPFA drawn from "Income Generation Comparative Profiles" derived from revenue outturn returns to Government</li> <li>▪ Analyse significant differences and the underlying reasons and propose relevant recommendations in collaboration with relevant departments.</li> </ul>	Immediate

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Detailed Recommendations	Actions	Timescales
<b>a) Development Control</b>		
Consider the introduction of Planning Performance Agreements	Department of Built Environment (DBE) to propose options.	Immediate
<b>b) Off-street parking</b>		
Review options to maximise full deployment of capacity and increase charges to align with neighbouring authorities / NCP charges.	DBE to propose options for maximising capacity and adjusting charging on an annual basis, following any necessary upgrades to car parks.	Immediate
<b>c) Museums &amp; galleries</b>		
Review charging and income generation opportunities to increase revenues.	Department of Culture, Heritage & Libraries to propose options to increase income.	Immediate

## CORPORATE COMMERCIAL ACTIVITY : DETAILED RECOMMENDATIONS

Headline recommendations	Actions	Timescales
<p>3. <b>Commission business cases containing business model options to maximise the short, medium and longer term commercial income</b> from:</p> <ul style="list-style-type: none"> <li>▪ Animal transit &amp; inspections at London’s airports</li> <li>▪ Property services: An “intelligent client” service for public bodies seeking to manage and develop their property assets</li> <li>▪ Venue hire and events management</li> <li>▪ Film location services</li> <li>▪ Business regulatory advisory services – via the “Primary Authority” partnership model</li> <li>▪ Central support services (targeting future CoLC academy schools)</li> </ul> <p>Recommended business models should set out:</p> <ul style="list-style-type: none"> <li>- Anticipated additional annual income against additional costs and/or other resources required</li> <li>- Additional organisational changes or services required to enable and support the commercial activity, including any additional central support</li> <li>- The scope of commercial ‘autonomy’ sought by the service in relation to the relevant department/s and committee/s; a viable proposition for the apportionment of central costs and overheads and relevant commercial incentives (eg retention of surpluses generated)</li> </ul>	<p>Income Generation Review implementation process to propose a framework for adopting and supporting a more commercial approach in the areas outlined in Recommendation 3. This should include operational proposals for:</p> <ul style="list-style-type: none"> <li>- Prioritising investment to increase revenue-generating activities</li> <li>- Retention of revenues for business reinvestment</li> <li>- Apportionment of central costs</li> <li>- Longer term options for establishing formal trading vehicles in appropriate cases.</li> </ul>	<p>Starting immediately and spread over the next year.</p>
<p>4. <b>Decide which commercialised services to implement, if any, on the basis of the business cases prepared.</b> Agree an appropriate business model for each case and any associated broader organisational changes required to accommodate and support the commercial activity.</p>		

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Detailed recommendations	Actions	Timescales
<p>d) <b>Animal transit &amp; inspections at London’s airports</b></p>	<p>Dept Markets &amp; Consumer Protection to prepare a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition as outlined.</p>	<p>Immediate</p>
<p>e) <b>Property services: Management of property assets &amp; development works</b></p>	<p>City Surveyor’s to prepare a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition as outlined.</p>	<p>Within 1 year</p>
<p>f) <b>Venue hire &amp; events management</b></p>	<p>Income Generation Review implementation process to deliver a business case with options for a tighter, more integrated corporate commercial offer which addresses:</p> <ul style="list-style-type: none"> <li>- Pricing policy in relation to principles for free and subsidised hire (who, when and why) and which draws on models pursued elsewhere (eg charging on the basis of per person per hour) – following a steer by Members</li> <li>- Core terms and conditions of hire for incorporation into all hire contracts which cover the Corporation’s risks and liabilities associated with the commercial hire of its venues – under the auspices of the City Events Management Group proposed by the Hospitality SBR (provided this is agreed)</li> </ul>	<p>Within 1 year</p>

	<ul style="list-style-type: none"> <li>- Functions, resources and expertise which might be shared to increase business, reduce duplication and plug gaps – under the auspices of the City Events Management Group proposed by the Hospitality SBR (provided this is agreed)</li> <li>- Identification of additional venues and grounds which could be hired out + any associated investments needed to bring them into use – under the auspices of the City Events Management Group proposed by the Hospitality SBR (provided this is agreed)</li> </ul>	
<b>g) Film Location Services</b>		
Adopt a proactive (rather than reactive) approach to marketing the Corporation’s filming locations.	<ul style="list-style-type: none"> <li>- Income Generation Review Implementation Manager to prepare a business case to increase staff resources by one or two additional people in the Film Team on a 2 year trial basis - the arrangement to be assessed after 2 years in relation to the additional revenues generated. (There is a particular need to market the Mansion House actively as a film location to turn around industry perceptions that filming is not allowed there.)</li> <li>- Enlarged Film Location Services team to prepare a comprehensive prospectus of all the City’s potential filming assets (both within and outside the Square Mile) working closely with City Surveyors and Open Spaces to identify and document potential locations and indicative filming charges. This might be done as an internship project in partnership with the London Film School or University of Arts London more widely. Corporation venues also available for hire should be signalled and promoted prominently.</li> </ul>	Immediate
Ensure consistent coverage of professional film location handling services across the Corporation’s entire land and property portfolio.	<ul style="list-style-type: none"> <li>- Enlarged Film Location Services team to establish a consistent charging policy and service across the entire land and property portfolio of the City Corporation, working closely with the relevant governing Trusts or leaseholders. (Burnham Beeches, due to its proximity to Pinewood Studios, has particular potential to generate more filming income.)</li> </ul>	Within 1 year
Seek income from filming commercials on Tower Bridge.	Income Generation Review Implementation Manager to propose rescinding the blanket ban on filming commercials on Tower Bridge in favour of an approach which considers the merits of every application (which would be consistent with the approach taken for all other filming and hospitality applications to use the Bridge).	Immediate
<b>h) Business regulatory advisory services – via the “Primary Authority” partnership model</b>	Dept Markets & Consumer Protection to prepare a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition outlined in this report.	Immediate
<b>i) Central support services – especially tied to the expansion of academy schools</b>	Dept Community & Children’s Services to lead preparation of a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition outlined in this report.	1 – 3 years
<b>j) Development of the City’s heritage offer</b>	Dept Culture, Heritage & Libraries (in consultation with the workstream to develop the cultural hub) to commission a marketing consultancy to explore ways in which the City’s offer to visitors can be better developed, co-ordinated and promoted, leading to increased revenues to the City Corporation.	Within 1 year

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<b>Committee(s):</b> Education Board	<b>Dated:</b> 3 March 2016
<b>Subject:</b> Implementation of Grants Review	<b>Public</b>
<b>Report of:</b> Deputy Town Clerk	<b>For Decision</b>
<b>Report author:</b> Scott Nixon, Project Manager, Town Clerk's Department	

## Summary

As part of the Service Based Review, a review of the grant giving activities of the City of London Corporation under City Fund and City's Cash was commissioned. The results of the review were reported to Members during 2015, and a new approach to grant giving was agreed, with a target implementation date of 1 April 2016.

One of the key principles of this new approach was to consolidate the City Corporation's grants programmes under "a smaller number of distinct themes which reflect the City Corporation's priorities". Proposals for four themes, including "Education and Employment" are being presented to the Policy and Resources Committee in March for their approval. For each agreed theme, it is intended that the governing Committee be consulted on sub themes and associated eligibility criteria, before applications for grants under the new arrangements are invited.

As this Committee does not meet between the date of the Policy and Resources Committee in March and the target commencement date for the new arrangements, Members' approval is being sought to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to consider the matters outlined above, should the Policy and Resources Committee agree to an 'Education and Employment' theme.

## Recommendation

Members are asked to:

- Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to agree the sub themes and eligibility criteria for the proposed grant giving theme of "Education and Employment", subject to that theme being agreed by the Policy and Resources Committee.

## **Main Report**

### **Background**

1. As part of the Service Based Review, a cross-cutting review of the grant giving activities of the City of London Corporation under City Fund and City's Cash was commissioned. The objectives were to analyse the grants programmes offered by the Corporation to develop a more consistent approach to grant giving, improve value for money and increase impact.
2. Following the agreement of the Policy and Resources Committee to the overall approach proposed, the review report was considered by the various Committees and Boards with responsibilities for grant giving. This included the Education Board.
3. One of the key principles of the agreed approach was to consolidate the City Corporation's grants programmes under "a smaller number of distinct themes which reflect the City Corporation's priorities".

### **Current Position**

4. Following the recruitment of a dedicated project manager in November 2015, work has been undertaken to investigate how the detailed recommendations and principles identified within the grants review report should be implemented. The target commencement date for the new arrangements is 1 April 2016.
5. The broad outline for the new process is:
  - Resource Allocation Sub Committee/Policy and Resources Committee identifies priorities for grant giving activities, and sets the annual quantum for each programme;
  - The relevant Service Committee(s) agree appropriate sub-themes and eligibility criteria and consider applications related to priorities within their area of responsibility, and
  - The Finance Grants Sub Committee monitors the grants which have been awarded and reports annually to the Resource Allocation Sub Committee on the effectiveness of the scheme.
6. Following consideration of the potential themes identified in the review report, and discussion with Chief Officers, four funding themes for 2016-2018 are being proposed to the Policy and Resources Committee in March. This includes the theme of "Education and Employment", governance for which would be the joint responsibility of the Education Board and Community and Children's Services Committee.
7. Your officers have also considered sub themes that could be adopted by your Committee, should the Policy and Resources Committee agree to the proposal for an 'Education and Employment' theme. The draft sub-themes are:
  - Supporting people to achieve their potential through the education process

- Ensuring that the City Corporation's outstanding cultural and historical resources enrich the creative experience of all London's learners
  - Develop excellent employment opportunities and pathways
8. Your officers will also be developing relevant eligibility criteria to be applied to grant applications under the agreed themes. As far as possible, the application process will be standardised across the themes, and administrative management will be consolidated under the Chief Grants Officer. The Chief Grants Officer has also been involved in the development and oversight of the work programme to implement the review recommendations.

### **Proposal**

9. As this Committee does not meet between the date of the Policy and Resources Committee in March and the target commencement date for the new arrangements, your Committee is asked to give early consideration to the prospective sub-themes outlined at paragraph 7 above and agree to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the final sub-themes and eligibility criteria. These would also be circulated to the full Committee ahead of sign-off for information and any further comments.

**Appendices:** None

### **Background Papers**

*Grant Giving: report of cross-cutting Service Based Review*, presented to:

- Education Board 23 July 2015

### **Scott Nixon**

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<b>Committee(s)</b> Education Board	<b>Dated:</b> 3 March 2016
<b>Subject:</b> Action Taken Since the Last Meeting	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report Author:</b> Alistair MacLellan, Senior Members' Services Officer	

### Summary

Since the last meeting of the Education Board in January 2016 the Town Clerk has exercised delegated authority to recommend to the Court of Common Council, on behalf of the Board, that the City of London Primary Southwark project proceed through Gateway 4 of the City of London Corporation's Project Procedure.

### Recommendation(s)

- Members are asked to note the report

### Main Report

#### Background

1. Standing Order 41 of the Court of Common Council allows for decisions to be taken between meetings of Committees. They can be taken if, in the opinion of the Town Clerk it is urgently necessary for a decision to be made, or if the Committee or Sub-Committee has delegated authority to the Town Clerk to make such a decision. The decisions are taken in consultation with the Chairman and Deputy Chairman of that Committee.

#### **Delegated Authority Decision – City of London Primary Southwark Gateway 4b/4c (24 February 2016)**

2. In July 2015 the Education Board and the Projects Sub (Policy and Resources) Committee delegated authority to officers to proceed with negotiations with the Education Funding Agency (EFA) regarding Heads of Terms and the capital funding envelope for a free school on the former Galleywall School site in Bermondsey. These negotiations reached a satisfactory conclusion in January 2016 with the confirmation of capital funding for the project given by the EFA. As the project is over £5m, it was necessary to seek authority from the Court of Common Council for the project to proceed in line with the City of London Corporation's Gateway Project Procedure. The Town Clerk therefore exercised delegated authority to submit a Gateway 4b (Approval of Court of Common Council) Report to the Court at its meeting on 3 March 2016. Subject to the Court's approval, this delegated authority will permit the project to continue to proceed to the Gateway 4c (Detailed Design) stage.
3. The City of London Primary Academy Southwark is scheduled to open in temporary accommodation in September 2016 and will reach full complement in part new-build and part refurbished accommodation by 2022.
4. Background papers for Members are available from [alistair.maclellan@cityoflondon.gov.uk](mailto:alistair.maclellan@cityoflondon.gov.uk) on request.

#### **Alistair MacLellan**

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