



Education Board

Date: THURSDAY, 12 MAY 2016
Time: 3.00 pm
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members: Deputy Catherine McGuinness
Henry Colthurst
Deputy John Bennett
Alderman Peter Estlin
The Rt Hon the Lord Mayor, The Lord Mountevans
Stuart Fraser
Ann Holmes
Virginia Rounding
Alderman William Russell
Ian Seaton
Roy Blackwell (United Westminster Schools)
Tim Campbell (Bright Ideas Trust)
Helen Sanson (Tower Hamlets Education Business Partnership)
External co-opted vacancy
Policy and Resources Committee appointee vacancy
Community and Children's Services Committee appointee vacancy

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

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. **WHITE PAPER 2016**
To receive the White Paper from the Court of Common Council appointing the Education Board for the ensuing year.

For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman in line with Standing Order (29).

For Decision
5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman in line with Standing Order (30).

For Decision
6. **PUBLIC MINUTES**
To agree the public minutes and summary of the meeting held on 3 March 2016.

For Decision
(Pages 3 - 8)

 - a) Outstanding Actions (Pages 9 - 10)
7. **APPOINTMENT OF A NOMINATIONS SUB (EDUCATION BOARD) COMMITTEE**
Report of the Town Clerk.

For Decision
(Pages 11 - 12)
8. **MANAGEMENT OF THE CITY EDUCATIONAL TRUST FUND AND THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY**
Report of the Town Clerk.

For Decision
(Pages 13 - 16)
9. **EDUCATION STRATEGY UPDATE**
Report of the Director of Community and Children's Services.

For Information
(Pages 17 - 22)

10. **'EDUCATIONAL EXCELLENCE EVERYWHERE' - BRIEFING ON THE GOVERNMENT'S WHITE PAPER**
Report of the Director of Community and Children's Services.
- For Information**
(Pages 23 - 30)
11. **PROPOSED MODEL GOVERNANCE STRUCTURE FOR LOCAL GOVERNING BODIES OF CITY OF LONDON ACADEMIES TRUST**
Report of the Director of Community and Children's Services.
- For Decision**
(Pages 31 - 34)
12. **REQUEST FOR DELEGATED AUTHORITY - APPOINTMENT OF SPONSOR GOVERNOR TO CITY OF LONDON ACADEMY ISLINGTON**
Report of the Town Clerk.
- For Decision**
(Pages 35 - 36)
13. **ACTION TAKEN SINCE THE LAST MEETING**
Report of the Town Clerk.
This is an updated version of the deferred report on the 3 March 2016 agenda.
- For Information**
(Pages 37 - 38)
- Non-Public Items deferred from 3 March 2016**
14. **STUDY PANEL: THE CITY'S ROLE IN SUPPORTING EMPLOYABILITY AMONG YOUNG PEOPLE IN LONDON**
Report of the Director of Economic Development.
- For Information**
(Pages 39 - 42)
15. **DEVELOPING A FRAMEWORK FOR THE CITY CORPORATION'S WORK ON EMPLOYABILITY**
Report of the Director of Economic Development.
- For Information**
(Pages 43 - 46)
16. **CITY OF LONDON KEY STAGE 1 AND KEY STAGE 2 RESULTS**
Report of the Director of Community and Children's Services.
- For Information**
(Pages 47 - 68)

17. **INCOME GENERATION - REPORT ON CROSS-CUTTING SERVICE BASED REVIEW**

Report of the Chamberlain.

For Decision
(Pages 69 - 80)

18. **IMPLEMENTATION OF GRANTS REVIEW**

This report has been withdrawn.

For Decision

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

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

21. **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

22. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 4 January 2016.

For Decision
(Pages 81 - 82)

23. **QUALITY ASSURANCE AND ACCOUNTABILITY FRAMEWORK MONITORING VISITS SPRING/SUMMER 2016**

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

For Information
(Pages 83 - 92)

24. **CITY OF LONDON ACADEMIES TRUST UPDATE**

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

For Information
(Pages 93 - 96)

25. **LIVERY SCHOOLS LINK LIMITED**

Report of the Town Clerk.

For Decision
(Pages 97 - 102)

Items deferred from the 3 March 2016 meeting

26. **ACADEMY EXPANSION PROGRAMME UPDATE**
Report of the Director of Community and Children's Services.

For Information
(Pages 103 - 108)

27. **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 109 - 118)

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

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

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MOUNTEVANS, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 21st April 2016, doth hereby appoint the following Committee until the first meeting of the Court in April, 2017.
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EDUCATION BOARD

1. **Constitution**

A Non-Ward Committee consisting of,

- 10 Members elected by the Court of Common Council, at least two of who shall have fewer than five years' service on the Court at the time of their appointment
- Up to four external representatives, appointed by the Education Board, with appropriate expertise in the field of education (i.e. non-Members of the Court of Common Council, who shall have voting rights)
- One member appointed by the Policy & Resources Committee
- One member appointed by the Community & Children's Services Committee

2. **Quorum**

The quorum consists of any five Common Council Members and one of the four external representatives, except for the appointment of external representatives, when the quorum consists of any five Common Council Members.

3. **Membership 2016/17**

- 3 (3) Henry Nicholas Almroth Colthurst, *for three years*
- 3 (3) The Lord Mountevans, *for three years*
- 3 (3) Virginia Rounding, *for three years*
- 3 (3) John Alfred Bennett, Deputy
- 3 (3) Catherine McGuinness, Deputy
- 3 (3) William Anthony Bowater Russell, Alderman
- 3 (3) Ian Christopher Norman Seaton
- 3 (1) Peter Estlin, Alderman
- 3 (1) Stuart John Fraser, C.B.E.
- 1 (1) Ann Holmes

Together with four external representatives:-

Roy Blackwell (*appointed for a two year term expiring April 2017*)

Helen Sanson (*appointed for a three year term expiring April 2018*)

Tim Campbell (*appointed for a four year term expiring April 2019*)

Vacancy

And together with the appointed Members referred to in paragraph 1 above.

4. **Terms of Reference**

- (a) To monitor and review the City of London Education Strategy, and to oversee its implementation in consultation with the appropriate City of London Committees; referring any proposed changes to the Court of Common Council for approval;
- (b) To oversee generally the City of London Corporation's education activities; consulting with those Committees where education responsibilities are expressly provided for within the terms of reference of those Committees and liaising with the City's affiliated schools and co-sponsors;
- (c) To be responsible for the oversight and monitoring of the City of London Corporation's sponsorship of its Academies, including the appointment of academy governors and, where relevant Members, Directors and Trustees;
- (d) To constitute Sub-Committees in order to consider particular items of business within the terms of reference of the Board.
- (e) To recommend to the Court of Common Council candidates for appointment as the City of London Corporation's representative on school governing bodies where nomination rights are granted and which do not fall within the remit of any other Committee;
- (f) To monitor the frameworks for effective accountability, challenge and support in the City Schools*;
- (g) To be responsible for the distribution of funds specifically allocated to it for education purposes, in accordance with the City of London Corporation's strategic policies;
- (h) Oversight of the City of London Corporation's education-business link activities.

*The expression “the City Schools” means those schools for which the City has direct responsibility, as proprietor, sponsor or local authority, namely: The Sir John Cass Foundation Primary School, The City Academy Hackney, the City of London Academies Southwark, the City of London Academy Islington, the City of London School, the City of London School for Girls, and the City of London Freeman’s School.

EDUCATION BOARD

Thursday, 3 March 2016

Minutes of the meeting of the Education Board held at Museum of London - 150 London Wall, London, EC2Y 5HN on Thursday, 3 March 2016 at 4.00 pm

Present

Members:

Deputy Catherine McGuinness (Chairman)	Philip Woodhouse
Alderman Peter Estlin	Tim Campbell
Stuart Fraser	Helen Sanson
Alderman William Russell	David Taylor
Ian Seaton	

Officers:

Alistair MacLellan	- Town Clerk's Department
Liz Skelcher	- Assistant Director of Economic Development
Neil Davies	- Town Clerk's Department
Scott Nixon	- Town Clerk's Department
Stephanie Basten	- Town Clerk's Department
Mark Jarvis	- Chamberlain's Department
Emily Rimington	- Comptroller & 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
Sharon Ament	- Director of the Museum of London

1. APOLOGIES

Apologies were received from Henry Colthurst, Deputy John Bennett, Rev Dr Martin Dudley, The Rt Hon the Lord Mayor, The Lord Mountevans, Christopher Hayward, Virginia Rounding and Roy Blackwell.

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

The following standing declarations were made.

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

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
The Worshipful Company of Educators

Stuart Fraser

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

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

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 Grocer

Tim Campbell

Bright Ideas Trust
Board of Governors, St. Bonaventure's School

David Taylor

Board of Governors St Lawrence College, Ramsgate
Board of Governors Sutton Valence School
Board of Governors Queen Anne's School, Caversham
Vice Chair of AGBIS

Helen Sanson

Tower Hamlets Education Business Partnership

3. **PUBLIC MINUTES**

The minutes of the meeting held on 14 January 2016 were approved as a correct record subject to a typographical amendment to Item 12 (Questions - Review of the City of London Academies Multi Academy Trust).

3.1 **Outstanding Actions**

A list of outstanding actions was received.

4. **EDUCATION STRATEGY UPDATE**

Members considered an update report of the Director of Community and Children's Services on the Education Strategy. The following points were raised.

- The Director agreed to provide Members with a list of businesses being approached to take part in the planned careers fair in April 2016.
- Members noted the success of the City Schools Concert held at Guildhall in February 2016.
- A member noted that the City law firm roundtable to promote apprenticeships had similarly been a success.
- The Education Strategy Director noted that the City of London Academies Trust had now been constituted and its Board had held its first meetings. The next meeting was scheduled for the end of March, and the current work of the board included academy applications for two new schools in Newham and Islington. He added that the relationship between the City Corporation and the Trust would be kept under review.
- Members noted that, given the government's academy target, it was likely that the City Corporation would be approached with a view to expanding its existing academy sponsorship.
- In response to a suggestion from the Chairman, the Town Clerk agreed to look into convening discussion breakfasts for the Board.

5. **LEARNING AND ENGAGEMENT FORUM UPDATE**

Members received an update on the Learning and Engagement Forum (LEF) and viewed a short video presentation on Special Education Needs (SEN) work undertaken by the Museum of London. The following points were made.

- The Museum Director (chair of the Learning and Engagement Forum) noted that membership of the LEF was expanding, with St Paul's Cathedral recently invited to join the forum.

Ian Seaton arrived at this point of the meeting.

- The Museum Director noted that the creation of the LEF had promoted greater coordination among its member organisations, bringing together a diverse range of skills to create a stand-out programme.
- The Chairman noted that the LEF model had generated interest from the Arts Council England and others.
- The Museum Director noted that the LEF had undertaken a range of pilot projects and was conducting research to establish what demand there was for further LEF projects. She estimated that the total cost of the LEF would be £300k per annum.
- The Museum Director agreed that the LEF would approach Charterhouse and that at present the LEF was focusing on outreach with the City academies.
- The Museum Director noted that cultural outreach improved employability prospects through nurturing soft skills. Moreover, the New Museum Project would include the recruitment of an apprentice from each London borough.
- The Chairman noted that some schools had been obliged to use their School Visits Fund grant to pay for entrance fees rather than on transport: this issue had now been dealt with through entrance fees being waived.
- In response to a suggestion from the Chairman, the Town Clerk agreed to circulate the report to other relevant committees for information.

6. **EDUCATION STRATEGY REFRESH**

Members considered a report of the Director of Community and Children's Services regarding the Education Strategy Refresh. The following comments were made.

- Reference to academy clusters should reference south, east or north 'London' to avoid the implication that that the City planned to expand its offer nationally. This part of the strategy should emphasise 'consolidation' rather than 'growth' and it should also be clear that residents were entitled to access City academies.
- Links to other City of London Corporation strategies should be referenced on the last page.

RESOLVED, that the refreshed Education Strategy be submitted to the Court of Common Council for approval.

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

Members considered a report of the Director of Community and Children's Services on officers as governors. Members noted that officers should be,

where possible, provided more time away from work to undertake governing duties, and that staff in the City of London Corporation's Education Unit should not be precluded from becoming governors in City schools. The Board noted that the proposal related to City academies rather than the wider family of City schools.

RESOLVED, that

- Subject to the agreement of the Policy and Resources Committee, officers of the City of London Corporation with 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.

8. GOVERNOR DATABASE

Members considered a report of the Director of Community and Children's Services on a City of London Corporation database. Whilst members were happy with the report's recommendation, they requested that officers remain mindful of the potential to include the Livery when seeking to establish a pool of external governors.

RESOLVED, that

- Individuals who express an interest in becoming a governor at a City School also be signposted to the School Governors' One-Stop Shop (SGOSS) so that they are aware of and able to access opportunities to become a governor at non-City schools.

9. QUALITY ASSURANCE AND ACCOUNTABILITY FRAMEWORK UPDATE

Members considered and received an update report of the Director of Community and Children's Services on a Quality Assurance and Accountability Framework.

Ian Seaton and Philip Woodhouse left at this point of the meeting.

At this point, a quorum ceased to exist. There being no likelihood of it being re-established, the Town Clerk dissolved the meeting and noted, as per Standing Order 36, that the remaining items would be submitted to the next scheduled meeting of the Board for consideration. Any items that, in the opinion of the Chairman, required a decision before that meeting would be dealt with under urgency procedure as per Standing Order 41.

The meeting ended at 5.30 pm

Chairman

Contact Officer: Alistair MacLellan / Alistair.MacLellan@cityoflondon.gov.uk

Education Board – Outstanding Actions
3 March 2016

Item	Date	Action	Officer responsible	Progress Update
	3 March 2016	Themed discussion breakfasts to be convened for the Education Board.	Town Clerk	Update at 12 May meeting.
	3 March 2016	Learning and Engagement report to be submitted to other relevant City of London Corporation committees for information.	Town Clerk	Immediate
	3 March 2016	Refreshed Education Strategy to be submitted to the Court of Common Council for approval.	Town Clerk	Immediate
	3 March 2016	Reports to be deferred to May meeting due to quorum being lost at 3 March meeting.	Town Clerk	12 May meeting.

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Committee: Education Board	Date: 12 May 2016
Subject: Appointment of a Nominations Sub (Education Board) Committee 2016/17	Public
Report of: Town Clerk	For Decision
Report Author: Alistair MacLellan	

Summary

1. The Education Board's terms of reference makes provision for the appointment of up to four external representatives. A vacancy for one external member recently arose in April 2016. It is therefore proposed that a Nominations Sub (Education Board) Committee is established – comprising the Chairman, Deputy Chairman and two additional Members – to oversee a skills audit of Education Board Members, review supporting statements for external representatives, and provide recommendations on the appointment of an external representative to the Board for a term to begin from July 2016.

Recommendation(s)

- That members appoint a Nominations Sub (Education Board) Committee and agree the proposed terms of reference;

Main Report

Background

2. The membership of the Education Board is drawn from the Court of Common Council and up to four external representatives, who are appointed by the Education Board.

Nominations Sub (Education Board) Committee

3. It proposed that a Nominations Sub (Education Board) Committee be established to review the existing skills audit of Education Board Members, review supporting statements for candidates, and provide recommendations to the Board on the appointment of an external representative.
4. It is proposed that the Nominations Sub (Education Board) Committee is constituted to include both the Chairman and Deputy Chairman of the Education Board, and two additional Members. A proposed terms of reference for the sub committee is included as an appendix.
5. Eligible Members (those drawn from the Court of Common Council) of the Education Board will be invited to express an interest in serving on the Nominations Sub (Education Board) Committee at the Education Board meeting on 12 May 2016. If more than two Members express an interest a ballot will be held, or alternatively members may wish to increase sub committee membership in line with demand.

Alistair MacLellan

Town Clerk's Department

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Appendix

Nominations Sub (Education Board) Committee Terms of Reference

Constitution

- Chairman and Deputy Chairman of the Education Board.
- At least two members of the Education Board, who are also members of the Court of Common Council.

Quorum

- Any three members.

Terms of Reference

- Review the skills audit of the Education Board's membership and identify areas in which the Board would benefit from the addition of expertise;
- Review supporting statements from interested parties who wish to be considered as external members of the Education Board;
- Make recommendations on the appointment of external candidates to the Education Board.

Committee(s) Education Board Community and Children’s Services Policy and Resources Court of Common Council	Dated: 12 May 2016 13 May 2016 19 May 2016 23 June 2016
Subject: Management of the City Educational Trust Fund and the City of London Corporation Combined Education Charity	Public
Report of: Town Clerk	For Decision
Report Author: Alistair MacLellan, Senior Members’ Services Officer	

Summary

This report recommends that Members agree some proposed amendments to the terms of reference of the Education Board and the Community and Children’s Services Committee. The purpose of these amendments is to give one Grand Committee primary responsibility for the management of two charities, the City Educational Trust Fund and the City of London Corporation Combined Education Charity. It is proposed that the Education Board be appointed as the Grand Committee responsible for those charities, and that it appoint an Education Charity Sub (Education Board) Committee to oversee the application of funds from those charities. The Community and Children’s Services Committee will be responsible for making recommendations to the Education Board on any policy adopted for the application of those funds, and appointing some of its membership to serve on the Education Charity Sub (Education Board) Committee. The report also proposes some minor clarifications to the existing terms of reference.

Recommendation(s)

That Members,

- Approve the enclosed proposed amendments to the terms of reference of both the Education Board and Community and Children’s Services Committee, for onward submission to the Court of Common Council for final approval.
- Delegate authority to the Town Clerk to make any further amendments deemed necessary prior to submission to the Court, in consultation with the Chairmen and Deputy Chairmen.

Main Report

1. Under the City of London Corporation’s recent Effectiveness of Grants Service Based Review, it was proposed that the Education Board and the Community and Children’s Services Committee exercise joint responsibility for two education charities, the City Educational Trust Fund and the City of London Corporation Combined Education Charity (“the Combined Education Charity”). The City of London Corporation is the corporate trustee of both charities and exercises those trustee functions through the City’s existing corporate governance framework. It is the City’s usual practice to delegate the principal administration and management of each charity (including the award of grants) to a named Grand Committee, accepting that certain functions under the City’s corporate governance framework remain within the purview of other Committees in accordance with their terms of reference, e.g. relevant functions of the Court of Common Council relating to audit of the charitable funds remain with Audit and Risk Management Committee.

2. It was envisaged that in practice the responsibility for managing those two charities would be exercised by a sub-committee of either the Education Board or the Community and Children's Services Committee, and that the membership of that sub-committee be composed of members from both the Board and the Community and Children's Services Committee.
3. Wording that reflected this proposed 'joint' responsibility was intended to be submitted for approval to the Court of Common Council at its meeting on 21 April 2016. In the interim and on the basis of advice from the Comptroller & City Solicitor, the Town Clerk deemed it necessary, for the avoidance of doubt and to eliminate the potential for challenge as to the City's proper administration of those charities under the City's delegated arrangements, that reference to any 'joint' management be removed from the terms of reference of both the Education Board and the Community and Children's Services Committee, and this amendment was reflected in the terms of reference approved at that meeting of the Court.
4. The Court can only effectively delegate the exercise of particular charitable trustee functions to one of its Committees at any one time. This is to ensure that there is clear accountability for any decisions and actions taken under delegated authority affecting the administration of the charity, and to enable the expedient conduct of the charity's business in the best interests of the charity's beneficiaries. Officers therefore recommend that the terms of reference should make it clear that principal management of those charities is the responsibility of a single Grand Committee (reflecting the arrangements which were in place prior to the Corporate Grants Service Based Review).
5. Therefore, it is proposed that the Education Board is given that responsibility in respect of the management of the two charities, given their educational character, and that the charitable grant-making activity in respect of each charity be undertaken by a sub-committee of the Board. In recognition of the Community and Children's Services Committee's role as the Grand Committee responsible for the City of London Corporation's statutory education function, it is further proposed that the sub committee appointed by the Board should have membership drawn from both the Board and the Community and Children's Services Committee. Furthermore, it is proposed that the Community and Children's Services Committee be authorised to make recommendations to the Education Board on the policy to be adopted for the application of funds from both charities, although the final decision as to any policy to be adopted will lie with the Education Board consistent with its management responsibilities in respect of each charity.
6. Lastly, the opportunity has been taken to clarify some associated wording within the terms of reference of both the Board and the Community and Children's Services Committee. Proposed amendments and deletions are clearly marked as set out within the appendix.

Alistair MacLellan

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Appendix – Proposed Amended Terms of Reference

Proposed additional text is underlined and proposed deletions are ~~struck through~~.

Education Board

4. Terms of Reference

- (a) To monitor and review the City of London Education Strategy, and to oversee its implementation in consultation with the appropriate City of London Committees; referring any proposed changes to the Court of Common Council for approval;
- (b) To oversee generally the City of London Corporation's education activities; consulting with those Committees where education responsibilities are expressly provided for within the terms of reference of those Committees and liaising with the City's affiliated schools and co-sponsors;
- (c) To be responsible for the oversight and monitoring of the City of London Corporation's sponsorship of its Academies, including the appointment of academy governors and, where relevant Members, Directors and Trustees;
- (d) The management of The City of London Corporation Combined Education Charity (registered charity no. 312836), subject to consulting with the Community and Children's Services Committee as to any policy to be adopted for the application of the charity's funds;
- (e) The management of the City Educational Trust Fund (registered charity no. 290840), subject to consulting with the Community and Children's Services Committee as to any policy to be adopted for the application of the charity's funds;
- (f) To constitute Sub-Committees in order to consider particular items of business within the terms of reference of the Board, including:-
Education Charity Sub (Education Board) Committee*
- (g) To recommend to the Court of Common Council candidates for appointment as the City of London Corporation's representative on school governing bodies where nomination rights are granted and which do not fall within the remit of any other Committee;
- (h) To monitor the frameworks for effective accountability, challenge and support in the City Schools**;
- (i) To be responsible for the distribution of funds specifically allocated to it for education purposes, in accordance with the City of London Corporation's strategic policies;
- (j) Oversight of the City of London Corporation's education-business link activities.

* The constitution of The Education Charity Sub-Committee is set by the Court of Common Council and comprises three Members appointed by the Education Board and three Members appointed by the Community and Children's Services Committee.

**The expression "the City Schools" means those schools for which the City has direct responsibility, as proprietor, sponsor or local authority, namely: The Sir John Cass Foundation Primary School, The City Academy Hackney, ~~the City of London Academies Southwark~~, the City of London Academy Islington, the City of London School, the City of London School for Girls, and the City of London Freeman's School, and the academies managed by the City of London Academies Trust.

Community and Children's Services Committee

4. Terms of Reference

- To be responsible for:-
- (a) the appointment of the Director of Community & Children's Services;
 - (b) the following functions of the City of London Corporation (other than in respect of powers expressly delegated to another committee, sub-committee, board or panel):-
 - Children's Services
 - Adults' Services
 - Education
 - Social Services
 - Social Housing (i.e. the management of the property owned by the City of London Corporation under the Housing Revenue Account and the City Fund in accordance with the requirements of all relevant legislation and the disposal of interests in the City of London Corporation's Housing Estates (pursuant to such policies as are from time to time laid down by the Court of Common Council)
 - public health (within the meaning of the Health and Social Care Act 2012), liaison with health services and health scrutiny
 - Sport/Leisure Activities
 - management of the City of London Almshouses (registered charity no 1005857) in accordance with the charity's governing instrumentsand the preparation of all statutory plans relating to those functions and consulting as appropriate on the exercise of those functions;
 - (c) ~~the management of The City of London Corporation Combined Education Charity (registered charity no. 312836);~~

- (d) appointing Statutory Panels, Boards and Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-
Housing Management and Almshouses Sub-Committee
Health & Social Care Scrutiny Sub-Committee
Safeguarding Sub-Committee
- (e) the management of The City of London Corporation Combined Relief of Poverty Charity (registered charity no. 1073660);
- (f) To have responsibility for making recommendations to the Education Board on the policy to be adopted for the application of charitable funds from The City of London Corporation Combined Education Charity (registered charity no. 312836) and the City Educational Trust Fund (registered charity no. 290840); and to make appointments to the Sub-Committee established by the Education Board for the purpose of managing those charities.
- (g) the management of the Aldgate Pavilion.

Committee	Dated:
Education Board	12 May 2016
Subject: Education Strategy Update Report	Public
Report of: Director of Community and Children's Services	For Information

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 2013 – 2015. 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) The City schools Career Convention took place on 19 April. The City of London School for Girls' careers department supported the event and students were able to meet employers from a range of sectors including banking, construction, business and finance, legal services, retail, technology, design, medical, and higher education.

- b) In line with the Quality Assurance and Accountability Framework, the Education Strategy Director has visited every City school and a report of his visits appears as a separate agenda item.

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

- a) The Headteachers' Forum has agreed to meet half-termly for the forthcoming year. At their meeting on 21 April the headteachers discussed the possibility of holding a City Schools Conference for all teaching staff at City schools, and the implementation of the Quality Assurance and Accountability Framework.
- b) The Chairmen of Governors Forum met on 10 March and discussed Governor Training, an update on the development of City of London Academies Trust, and planned partnership activities for the City schools.
- c) City of London Academy, Islington (COLAI) and City of London Academy Southwark (COLAS) have been nationally recognised for their 2015 performance by the Schools, Students and Teachers network (SSAT). Educational Outcomes data analysis from SSAT shows that COLAI is in the top 10% and COLAS is in the top 20%, nationally, for progress made by pupils between their key stage 2 results at primary school and their key stage 4 results. Figures released by the Department for Education also show that The City Academy, Hackney is within the top five schools in the country for levels of progress made for the second year in a row.

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

Open Spaces

- a) The City Bridge Trust funded 'Green Spaces, Learning Places' programme launches during the May half-term with four innovative projects aiming to engage our local communities with our open spaces:
- Guerrilla Interpretation Project (based at West Ham Park and Epping Forest) aims to connect London's families to nature through 'bringing nature to families' using bespoke interpretation tricycles.
 - Green Spaces Friendly Schools Project (based at West Ham Park) takes a full-school approach with a smaller number of London's inner city schools. The project aims to embed outdoor learning in a school's ethos and curriculum, and create a sense of place with their local green space, through assemblies, school sessions, teacher training and senior leadership support.
 - Green Space Play Project (based at Hampstead Heath & Queen's Park) aims to address barriers to connection with nature by targeting families with under-5s through natural play activities.
 - Green Talent (based primarily at Hampstead Heath & Bunhill Fields) provides opportunities for long term unemployed young people to explore careers in the environmental and green spaces sector.

Through these projects, Open Spaces aims to deliver tangible outcomes to the urbanised and deprived communities it works with across five areas of learning impact: understanding, confidence, involvement, wellbeing, and connection.

- b) Open Spaces also continues to develop its successful school programmes at Hampstead Heath and Epping Forest, engaging with close to 10,000 students in 2015/16.
- c) Open Spaces is currently developing an in depth evaluation framework to understand the impact that its programmes make to young people in London.

Museum of London

- d) Over 400 people took part in the Schools & Families Day of the National Festival of LGBT History on Sunday 7 February, which took place at the museum in partnership with Schools OUT UK. The UK Children's Laureate, book illustrator and political cartoonist Chris Riddell attended the festival and created a sketch-diary of the day.
- e) On Monday 22 February students from the Guildhall School of Music and Drama (GSMD) performed original site-specific compositions in the Pleasure Gardens and the World City gallery. This was an inaugural collaboration with GSMD which the Museum of London hopes to continue next year.
- f) The annual Chinese New Year family day took place during half-term at the Museum of London Docklands, which saw over 800 people take part in a range of activities including watching the renowned Chongqing Sichuan Opera perform. The rest of the week saw an additional 4,000 people taking part in family events on the theme of Heroes of London.
- g) 67 applications to the City of London School Visits Fund have been approved since it launched in November, benefitting 3,658 pupils. On average, schools applying to the fund have 49% of pupils eligible for Pupil Premium, compared to the national average of 26%.
- h) The Designing Cities family festival took place at the Museum of London Docklands on 5 and 6 March, with 1,782 people taking part in activities. The weekend was in partnership with the Iranian Youth Development Association whose young people led tours in the museum. A particular highlight of the festival was the showing of films about inventions that have changed Londoners' lives, which were made in a recent Arts Award project with teenagers from the Fostering Network.
- i) Over 3,000 people took part in the Families Find Out festival at the museum on 12-13 March. Part of British Science Week, science communication masters students from Imperial College London developed a variety of stalls and activities to reveal the science behind our city.

- j) 4,400 people took part in activities on the theme of inventions as part of the Easter family events programme at the Museum of London and Museum of London Docklands.
- k) During the financial year 2015-16, 130,000 school pupils and 47,500 people in family groups took part in the museum's learning programmes.

Great Fire of London website

- l) The Great Fire of London website project is proceeding apace and is currently operating on time and on budget. A new version of the existing interactive story for key stage 1 children (currently found at www.fireoflondon.org.uk) has been signed off. The new version reinvigorates the existing story with new, more contemporary graphics and improved functionality. Crucially, it is built in HTML5 which will allow it to work on smartphones and tablets, on which the current site did not work.
- m) In addition, some cartography work has been carried out to prepare three historic maps of London: pre-fire, burnt London and rebuilt London. These will form the basis of interactive elements of the site which we hope will overlay the maps onto a present-day map of the City. Lastly, a series of 3D images of highlight objects that tell the story of the Fire of London have been commissioned. These will add an extra dimension to other collection images on the site, providing website visitors with a view of the objects from every angle.
- n) The next stage, which is now beginning, is commissioning the design and build of the rest of the website and continuing with the process of planning, commissioning and creating the remaining content.

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

- a) EDO has provided the secretariat for a study into the City's role in supporting employability amongst young Londoners. The study is steered by a panel of 20 senior people (a cross-section of businesses, Livery Companies, City Corporation Members, charities and local authority leaders) and has developed five principles to strengthen the work of City institutions in supporting employability. The principles (and associated guide www.cityoflondon.gov.uk/thecitysbusiness) were launched at an event on 21 March. Tim Campbell, Mayoral Ambassador for Training and Enterprise, was the keynote speaker. Plans are now underway to develop a calendar of events led by panel members, to disseminate the principles.
- b) EDO is supporting Alderman Parmley in his role as a member of the Government's Apprenticeships Delivery Board, which was set up to provide advice on how to expand the apprenticeships programme. Alderman Parmley has been tasked with encouraging 20 financial and professional services firms to develop apprenticeship programmes. Alderman Parmley hosted an event on 23 March (jointly with National

Apprenticeships Service) on apprenticeships in the financial services sector, focusing on the practical implications of the upcoming Apprenticeships Levy.

- c) The City Business Traineeship internship programme for school-leavers in the City's neighbouring boroughs is now open for 2016 applications. The programme offers prestigious paid work placements within City businesses. The scheme helps young people build a professional network, improve future employability and learn about a career in financial and professional services. Delivered by the Brokerage Citylink, on the City Corporation's behalf, the scheme places more than 100 young people into placements each year.
 - d) The Brokerage Citylink has been appointed to deliver a further year of the City Careers Open House programme for the academic year 2016/17. The programme brings young people from neighbouring boroughs into City businesses on structured taster days.
 - e) A careers coordinator has been recruited at City of London Academy, Southwark, which we hope will enable more employability activity to take place through the Employee Volunteering Programme.
 - f) Nineteen City of London employees attended the careers convention at Guildhall on 19 April. Stalls were hosted by City of London Police, Barbican, City Business Library, Chamberlain's, City Surveyors, HR, and Built Environment to help give students a range of potential career avenues. The City Centre (former City Marketing Suite) also hosted a stall.
7. Strategic Objective 5: To explore opportunities to expand the City's education portfolio and influence on education throughout London
- a) The Department for Education has invited to the City Corporation to attend an interview on 13 May to progress the four free school applications that were submitted in Wave 11 of the free school application process.
 - b) An update on the progress of schools in the pre-opening and application phases will be provided under the corresponding agenda item.

Corporate & Strategic Implications

- 8. At its meeting on 21 April 2016 the Court of Common Council approved the City of London Corporation Education Strategy 2016 – 2019.
- 9. The Education Strategy complements and supports the City Corporation's corporate policies and objectives, as set out in the Corporate Plan 2013-2017.

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Committee(s) Education Board Community and Children’s Services	Dated: 12 May 2016 13 May 2016
Subject: Department for Education White Paper - <i>Educational Excellence Everywhere</i>	Public
Report of: Director of Community and Children’s Services	For Information
Report Author: Pip Hesketh, Interim Education and Early Years Manager	

Summary

In March 2016, the Department for Education (DfE) published a White Paper ‘Educational Excellence Everywhere’ in which it sets out the government’s intentions to introduce significant changes to the way schools are run and the way local authorities support them.

The White Paper contains a number of changes, many of which relate to leadership models in schools. Of the changes, the most widely discussed are the DfE’s intention that every school in the country should convert to academy status and that the local authority role for school improvement should reduce proportionally as each of its maintained schools convert so that when all schools convert, there is no further school improvement role or the distribution of funding to schools for local authorities.

Recommendation(s)

- Members are asked to note the report.

Main Report

Background

1. An academy is a state funded (maintained) school that is run independently from local authorities. On April 1st 2016 there were 5,655 open academies in England, making up 25% of schools within the maintained sector. Originally the academies programme was introduced as a mechanism for intervening where schools had consistently low standards. At that time it was usual to change the leadership team and introduce external sponsors who would add value to the school.
2. Since then, the reasons for converting to academy status have broadened and a significant number of Multi Academy Trusts (MATs) have developed, some with a large number of schools within the Trust and often operating regionally. From May 2013, it became no longer possible to introduce a new maintained school that is not an academy.

Current Position

3. The White Paper has caused considerable debate amongst education professionals, politicians and other stakeholders alike. The main proposals are:
 - That all maintained schools will be made to convert to academy status by 2020, with an absolute cut off point of 2022. The title for local authority school sites will be transferred to the Treasury

- That the local authority role for administering funding be changed so that schools will receive funding directly from the Multi Academy Trusts that they join or set up.
 - That the local authority role in school improvement will diminish as each of its maintained schools convert to academy status and will cease entirely when the last school converts.
 - That the local authority role will be enhanced in some areas and a new paradigm will be introduced in which local authorities will be expected to influence academies and facilitate important discussions such as failing schools in their area or agreement to expand as required with the EFA and Regional Schools Commissioner.
4. Its publication comes very quickly after the publication of a consultation on a national funding formula and underlines that consultations proposals to change the level of funding to schools across the country, levelling up those schools who have been financially disadvantaged with other schools who receive higher funding.
 5. This proposal has itself caused great controversy as although there is consensus of opinion that no school should be underfunded, those who have historically received higher levels of funding may have a significant reduction to their current funding levels, and be unable to let long standing commitments simply fall away.
 6. Within the last year there have been DfE consultations on strengthening the local authority role in safeguarding and in particular children missing education and a consultation on the provision of services for children with Special Educational Needs and Disabilities. The White Paper broadly underlines its proposals for each.

Corporate & Strategic Implications

7. The City of London is discussing the implications of the White Paper with the Sir John Cass Foundation and the school. These discussions include evaluating the financial impact of changes to the current funding model, the way in which the City and the Foundation can continue to support the school when and if roles change and providing advice on options for constitutional models for 'academisation'.

Conclusion

8. There is significant change proposed within the White Paper which if introduced in legislation will have a significant effect on Sir John Cass School and the City of London's future role in education services. Whilst proposals are still in discussion, a workstream is underway to test their implications to allow informed decisions to safeguard the best interests of the City's resident children for now and in the future.

Appendices

- Appendix 1 – 'Educational Excellence Everywhere' – Briefing Note

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Appendix 1

'Educational Excellence Everywhere' - A briefing note

In March 2016, the DfE published a White Paper, setting out its proposals for fundamental shifts in the way education is organised and managed. The White Paper sets out broad concepts rather than provides detail. This is a very far reaching paper with a range of diverse proposals within its scope. The broad headlines of all changes, including changes to the curriculum proposed which are set out in bullet points in Annexe 1 while the main briefing focuses on the five main changes as these have a direct impact on the partnership between the authority and the school.

- Every school to convert to academy status
- Changes to local authority responsibilities
- Changes to funding
- Changes to the provision for children with additional needs, including the use of boarding schools instead of the care system
- Changes to commissioning Alternative Provision

Every school to convert academy status

The White Paper sets out the government's intention to convert **every school** in the country to academy status. It argues that to convert to schools to academy status is to free them up from local authority control and provide greater room for innovation to raise standards. The White Paper provides no empirical evidence to support this.

The White Paper proposes that the ownership of all local authority school sites will transfer directly to the Secretary of State, who will then grant a lease to the relevant academy trust.

The expectation is that the majority of schools will either join or set up a Multi Academy Trust (MAT). 'Effective' schools can become Single Academy Trusts (SATs) unless they are 'too small to be successful and sustainable'.

Schools will receive most of their funding directly under new proposals for a National Funding Formula for schools. In reality, this funding will come via the relevant MAT and MAT Boards will be ultimately accountable for ensuring that schools within the Trust are operating within budget.

All schools should have converted or at least started the conversion process **by 2020** and those who have not begun the process will be directed by the Secretary of State to do so. The paper states that 2022 *'we will have brought a definitive end to the role of local authorities to maintain schools'*.

Changes to local authority responsibilities

The White Paper makes clear that the government's intention is to introduce significant the local authority duties for schools. These change proposed are:

- No further role in school improvement (this will become the MAT responsibility)
- No further role in allocating funding to schools (this will be driven by the (proposed) National Funding Formula)
- A continuing and growing role related to the education of 2,3 and 4 year olds
- A continuing role in 'safety, welfare and extremism'
- A focus on 'working as partners with the school system and champions of parents and the local community':
 - **Ensuring that every child has a school place:** including an enhanced role in admissions, securing agreement to expand or introduce new schools as necessary; developing school transport policies, taking a lead in crisis management and

emergency planning. The strategic planning of new school places, which is more complex than agreeing with schools and then funding places, appears to sit with the Regional Schools Commissioner though this is not explicit. Funding for ‘just in time’ major maintenance is proposed to be distributed directly by central government to the MATS where funding for. Funding for targeted improvement works is by application to the EfA.

- **Ensuring the needs of vulnerable pupils are met:** including identifying, assessing and making provision for children with Special Educational Needs and Disabilities (SEND), ensuring Alternative Provision (AP) is available (but not commissioning it), the performance of Children Looked After (CLA), the effectiveness of Elective Home Education (ELE), attendance, safeguarding, including children at risk of exploitation and an enhanced role for Virtual School Head to include children previously looked after (adopted).
 - **Acting as Champions for parents and families:** including promoting the needs of parents children and communities, supporting parents to navigate the system, an enhanced role in school admissions, engaging them in co-production of SEND policies, service commissioning and delivery, encouraging high performing schools to establish new school places and calling for RSA action in the case of under-performance.
- The future roles of Directors of Children’s Services and Lead Members will also be considered

The local authority role diminishes as each school converts to academy status. When the final school in an authority converts, the local authority current role in areas such as school improvement and standards ceases.

Changes to funding

The DfE consultation on a National Funding Formula is due to close on 17th April. In the meantime, the White Paper underlines its message. Essentially, the new formula is promoted as attempting to create a level playing field nationally so that all schools receive the same level of financial support, regardless of their location. Pupils with additional needs will still attract more funding and disadvantaged areas more per pupil.

There is a body of concern that there will be a levelling down of allocations to the lowest funded authorities, as opposed to ‘levelling up’ to the highest funded. The following table is extracted from the paper setting out how funding will work in broad terms:

Schools Proposals	High Needs Proposals
<ul style="list-style-type: none"> • To introduce a national funding formula for schools from 2017-18. Funding would be allocated to local authorities to distribute for the first 2 years, and then allocated directly to schools from 2019-20 • To use 4 building blocks for the formula: per pupil costs; additional needs costs; school costs; and geographic costs • To allocate funding for premises factors, growth and business rates to local authorities in 2017-18 and 2018-19 on the basis of historic spend, for them to distribute at local level 	<p>To introduce a national funding formula for high needs from 2017-18</p> <ul style="list-style-type: none"> • To use factors in the formula including population; health; disability; low attainment; and deprivation • To continue to allocate funding to local authorities for high needs, but on a formula basis • To ensure stability by retaining a significant element of funding based on what local authorities are currently spending, and capping the gains and losses of local authorities each year

<ul style="list-style-type: none"> • To ensure stability by retaining the ‘minimum funding guarantee’ • To provide practical help for schools, including through an ‘invest to save’ fund • <i>To create a new ‘central schools block’ to fund the ongoing duties local authorities hold for both maintained</i> 	<ul style="list-style-type: none"> • To provide financial and practical help to authorities to assist them in reshaping their provision, including capital funding for new specialist places and new special free schools
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The proposals are due to come into force in two years’ time. The local authority role continues with its current role until 2019/20 with an expectation that during this period, they pass on all their schools block funding to schools. In 2019/20, a ‘hard’ national funding formula is to be introduced and the local authority role will reduce significantly.

The local authority will manage a ‘central schools block’. The intention is to ‘baseline’ each authority’s 2016/17 spend rather than its allocation and re-allocate based on evidence of need. Similarly, high needs block funding will be scrutinised to create a level playing field.

Changes to the support for children with additional needs

The White Paper acknowledges that some children need additional support, such as children with SEND, children looked after, children previously looked after and children with challenging home circumstances. It proposes to:

- Enhance the role of the Virtual School Head to include previously looked after (adopted) children
- **Promote the benefits of boarding schools to provide stability as an alternative to entering the care system**
- Begin inspections to review the effectiveness of SEND reforms, including what is happening for children with SEND but without EHC plans or statements

Changes to Alternative Provision (AP)

The White Paper sets out an intention to create some fundamental changes to the way AP is provided:

- Additional alternative provision places will be provided through the Free Schools programme
- Schools will be funded for and directly commission AP places themselves
- Schools will retain the responsibility for educational outcomes
- A minimum standard of curriculum will be introduced
- Schools will support AP providers in sharing specialist subjects and facilities

It is not clear who should decide that AP is the most appropriate provision for individual children, and who commissions AP if a child needing this provision presents themselves to the authority for the first time. At the moment, authorities sometimes commission AP directly. There is a risk that under new proposals, parents will be bounced from school to school in the application process if there is no central control within the local authority.

Pip Hesketh
Interim Service Manager, Education and Early Years

Annexe 1 - The White Paper in bullets

Universal Academisation

- The government wants every school to become an academy
- The government is not taking immediate powers to force conversion.
- Schools must have a plan in place by 2020 for completion by 2022.
- The MAT is the preferred option but is not compulsory.
- Local authorities will lose their statutory school improvement role.

Funding

- More funds for primary sport from the sugar tax.
- Extra funds to speed transition to a national funding formula.
- A fund secondary schools can bid for to extend the school day. This is voluntary and secondary only.
- A further rise in employer pension contributions. The amount is not clear and it may cancel some of the above increases.

Teaching

- New content for Initial Teacher Training (ITT) on evidence based practice and subject knowledge.
- Commitment to retain a role for universities in ITT.
- National vacancies website.
- Reform of QTS so it is awarded by the school after two to four years.
- Endorsement for a College of Teaching and a new peer reviewed education journal.
- Broader remit for Education Endowment Foundation (EEF).

Leadership

- Foundation for School Leadership expected to take over development in due course.
- Offer of an Ofsted holiday for new leaders.
- A new fund for innovative leadership development programmes.
- Governance to be skills based.
- A database of governors, including those barred from the role.

School improvement

- There will no longer a local authority function from 2017.
- Build capacity for school-to-school support in areas of the country where it is weak. These will now be called Achieving Excellence Areas. Remember action zones anyone?
- The government will break the link with the Ofsted outstanding grade for participation as teaching schools and system leaders.

Curriculum

- A new focus on Science, Maths, Engineering and Technology (STEM) subjects
- A minimum standard of curriculum for all AP

Accountability

- Schools will remain accountable for the education of children they refer to Alternative Provision

System and resources

- Confirms commitment to a national funding formula.

- Local authorities will retain a role for schools places, admissions, special needs and high needs funding and championing the needs of families and children

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Committee(s)	Dated:
Education Board	12 May 2016
Subject: Proposed model governance structure for local governing bodies of City of London Academies Trust	Public
Report of: Director of Community and Children’s Services	For Decision

Summary

City of London Academies Trust (the Trust) has developed a proposed model membership for the local governing bodies of all new schools which join the Trust. The proposed model for the composition of Local Governing Bodies meets the statutory requirements of a governing body in terms of minimum numbers and membership, allows sufficient flexibility to meet local needs, and reflects the relationship between the Trust and sponsor as set out in the sponsorship agreement.

Recommendation(s)

Members are asked to endorse the proposed model membership for LGBs of new schools which join the Trust.

Main Report

Background

1. City of London Academies Trust has developed a proposed model membership for the local governing bodies of all new schools which join the Trust. This model has been developed to ensure that minimum requirements are met and that all relevant interests are represented. While LGBs may request to make small changes to this model, in order to reflect their local circumstances, such requests would be considered on their merits by the Trust Board.

Current Position

2. The proposed model will be adopted by City of London Primary Academy Islington.

Proposal

3. The proposed model membership for LGBs of the Trust is:
 - up to five sponsor governors (of which two can be from a partner organisation);

- Up to two parent governors;
 - the Headteacher/Principal
 - one staff governor;
 - one local authority governor; and
 - up to two co-opted governors.
4. As set out in the sponsorship agreement the establishment, terms of reference, constitution and membership of any such Local Governing Body or committee shall be notified to the Sponsor who shall be invited to nominate suitable candidates to be appointed as members of such Local Governing Bodies. The Chairman of every Local Governing Body will be nominated by the LGB and approved by the Trust Board. The Chairman of every Local Governing Body must be approved by the Sponsor.
5. It is recommended that Members endorse the proposed model membership for LGBs of new schools which join the Trust.

Corporate & Strategic Implications

6. The City Corporation has submitted applications to sponsor four new schools therefore, if these application are successful, the City Corporation will need to identify up to five sponsor governors for each of the following Boards of governors:
- September 2016 – Newham Collegiate Sixth Form Centre.
 - September 2017 – Mount Carmel.
 - September 2017 – City of London Academy Shoreditch Park.
 - September 2019 – City of London Academy Downs Park.
7. A summary of the City of London Corporation’s current commitment to the governing bodies of the City Schools any beyond is included as an appendix.

Conclusion

8. The proposed model for the composition of LGBs meets the statutory requirements of a governing body in terms of minimum numbers and membership, allows sufficient flexibility to meet local needs, and reflects the relationship between the Trust and the Sponsor, as set out in the sponsorship agreement.

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Appendix

Summary of City of London Corporation School Governors

- 77 governor roles are carried out by Members of the Court of Common Council across the City Family of Schools
- 45 Members of the Court sit on more than one City School governing body
- 11 Members of the Court sit on governing bodies of non-City Schools
- 23 governor roles in City Schools are held by external members, appointed by the City
- 21 governor roles make up the governing body of the City of London School - 1 Alderman, 10 Common Councilmen, 8 co-opted external governors, and 2 co-opted Chairmen of fellow City independent schools
- 22 governor roles make up the governing body of the City of London School for Girls - 2 Aldermen, 12 Common Councilmen, 6 co-opted external governors, and 2 co-opted Chairmen of fellow City independent schools
- 22 governor roles make up the governing body of the City of London Freeman's School - 2 Aldermen, 12 Common Councilmen, 6 co-opted external governors, and 2 co-opted Chairmen of fellow City independent schools
- c.50% of City Corporation sponsor governors at (joint sponsored) City Academy Hackney and City of London Academy Islington are external governors with close links to the City and hold skills relevant to the needs of the governing body
- Of last 3 advertisements to the Court of Common Council for City academy governor vacancies, only 1 candidate came forward for each vacancy

Key Points

- Pool of Court of Common Council members is heavily committed to existing City School governing bodies
- On evidence of past advertisement campaigns, there is little evidence remaining pool will demonstrate appetite, skills to meet demand of new governing bodies
- City has an established policy of co-opting external members with relevant skills, experience and expertise
- Members of City academy local governing bodies will be directly accountable to the new City of London Academies Trust

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Committee(s) Education Board	Dated: 12 May 2016
Subject: Request for Delegated Authority – Appointment of Academy Governor (City of London Academy Islington)	Public
Report of: Town Clerk	For Decision
Report Author: Alistair MacLellan	

Summary

A vacancy has arisen among the City-appointed governors at the City of London Academy Islington. Given the Education Board does not next meet until July 2016, members are asked to grant the Town Clerk, under Standing Order 41, delegated authority to consider applications received and, in consultation with the Chairman and Deputy Chairman, appoint the successful candidate to the vacancy.

Recommendation(s)

- Grant the Town Clerk delegated authority under Standing Order 41, in consultation with the Chairman and Deputy Chairman, to consider applications received and appoint to the vacancy on the board of governors of the City of London Academy Islington.

Main Report

Background

1. The Rev. Dr. Martin Dudley CC has resigned as a City of London Corporation Sponsor Governor at the City of London Academy Islington.
2. The Town Clerk will therefore conduct the appointment procedure agreed by the Education Board. This procedure is outlined in the attached appendix.

Request for Delegated Authority

3. Given that the Board does not next meet until July 2016, members are requested to grant delegated authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to appoint a Common Councilman as academy governor at the City of London Academy Islington in the room of the Rev. Dr. Martin Dudley. This will ensure the vacancy is appointed to ahead of the City of London Academy Governing Body meeting on 4 July 2016.

Alistair MacLellan

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Appendix – City of London Corporation Academy Governor Appointment Process

1. The academy informs the City of a vacancy and provides a person specification (including preferred skills-set), information about the academy, the constitution of the Governing Body and the time commitment that is required.



2. The vacancy is sent to all Members of the Court of Common Council.



3. The City consults with the lead City Member.



4. The Education Board takes a decision.

Committee(s) Education Board	Dated: 12 May 2016
Subject: Action Taken Since the Last Meeting	Public
Report of: Town Clerk	For Information
Report Author: Alistair MacLellan, Senior Members' Services Officer	

Summary

This is an updated version of the report your Board was due to consider at its meeting in March 2016, but did not do so due to a quorum being lost during the course of the meeting. It reports that the Town Clerk has exercised delegated authority on behalf of the Board on two occasions since January 2016. The Town Clerk 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; and to sign a written resolution to adopt amended articles of association for the City of London Academies Trust.

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.

Delegated Authority Decision - City of London Academies Trust – Amended Articles of Association - Written Resolution (18 March 2016)

4. The Department for Education (DfE) advised the City of London Academies Trust in early March that the Trust was required to adopt amended Articles of Association to bring them into line with new model Articles issued by the DfE in February 2016. The adoption of those amended articles was non-negotiable and a requirement to guarantee a funding agreement to enable Galleywall Primary School to open in September 2016. The proposed amendments did not touch on significant matters such as the City Corporation's rights as academy sponsor. The Town Clerk therefore signed the resolution in his capacity as corporate member of the City of London Academies Trust.
5. Background papers for Members are available from alistair.maclellan@cityoflondon.gov.uk on request.

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

Committee(s)	Dated:
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
Subject: Developing a Framework for the City Corporation’s work on Employability	Public
Report of: Director of Economic Development	
Report author: 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.

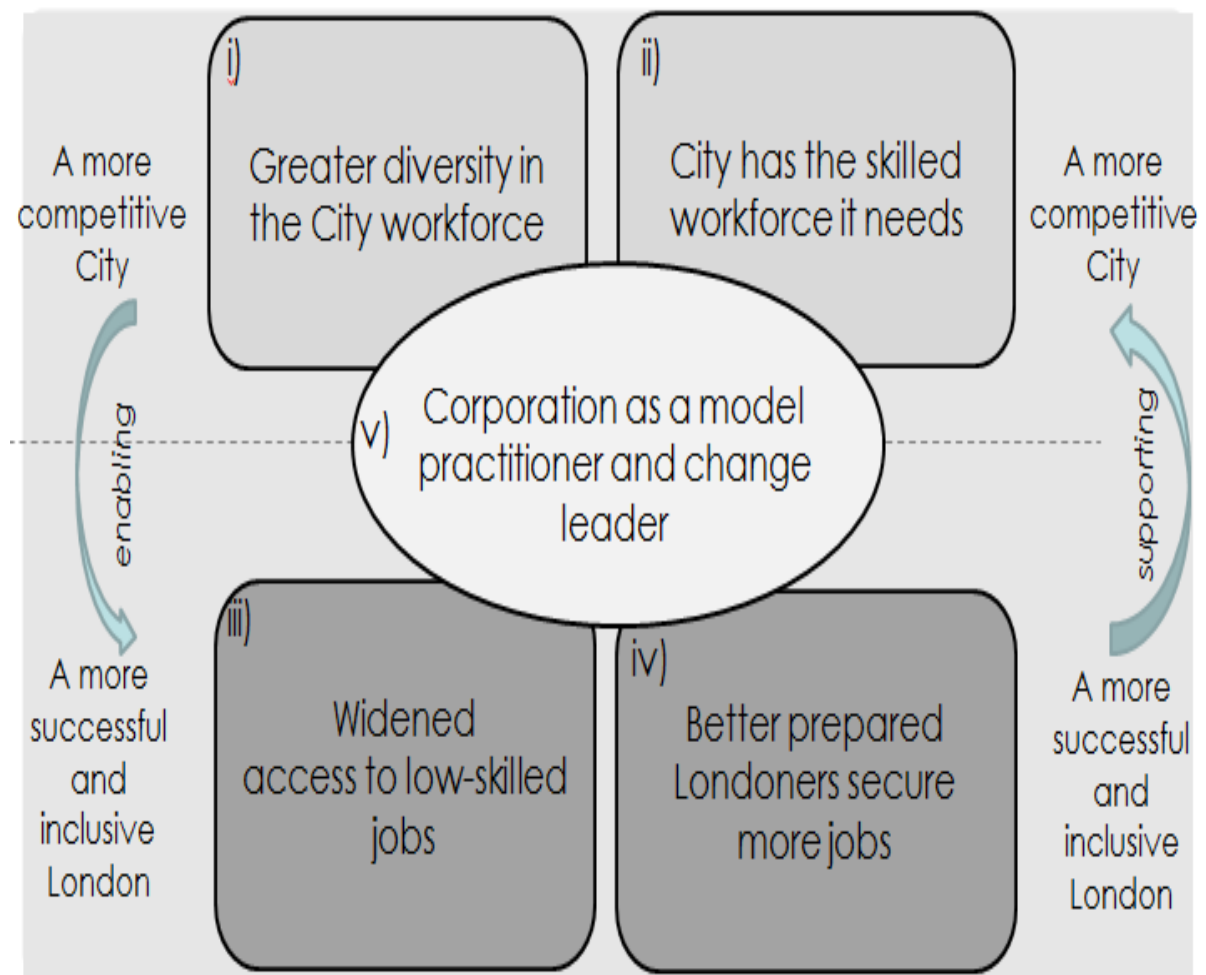
Main Report

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

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
Children's Services
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 9,450¹ 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 olds². Of the 843 young people aged 0 - 19 years, 361 (43%) are from Black and minority ethnic (BME) backgrounds.

City of London is the 31st most deprived local authority in London out of 33 according to the 2015 Indices of Multiple Deprivation (up from 32nd 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%
Total	232	100%	233	100%	233	100%	240	100%

Source: January School Census 2012 to 2015

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

² 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%
Total	232	100%	233	100%	233	100%	240	100%

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 ³
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.

³ 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

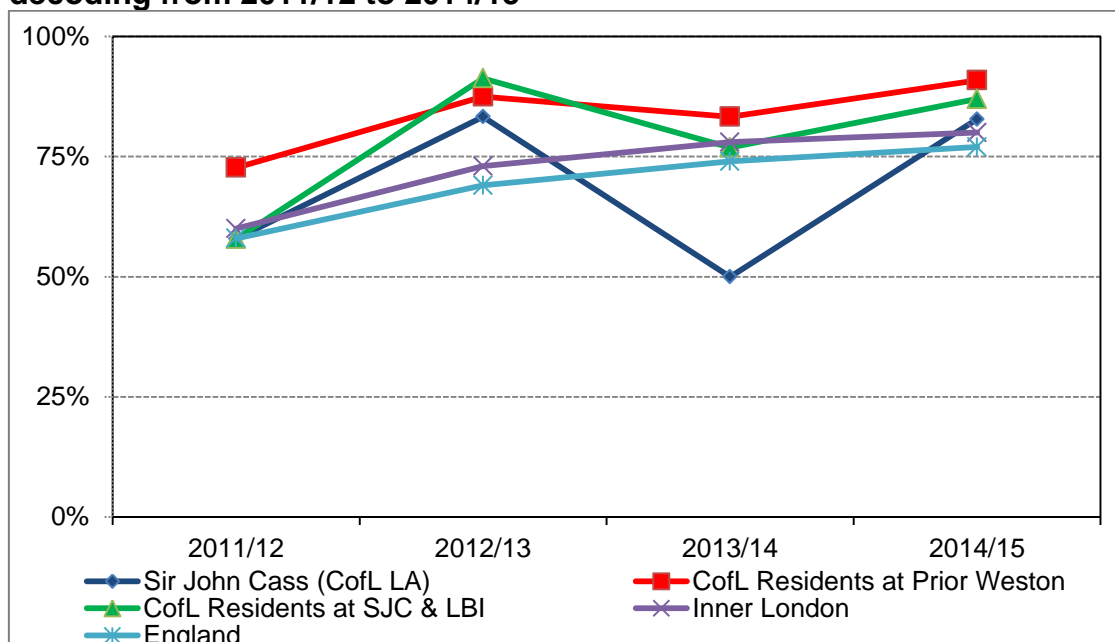
EYFS: Good Level of Development	2012/13		2013/14		2014/15	
	No.s	%	No.s	%	No.s	%
Sir John Cass	18	64.0%	21	70.0%	23	76.7%
CofL Residents	n/a	n/a	18	69.2%	23	82.1%
Cof L Residents at Prior Weston	14	50.0%	11	81.8%	10	100.0%
Inner London	n/a	53.0%	n/a	62%	n/a	67.7%
England	n/a	52.0%	n/a	60%	n/a	66.3%

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 check⁴ 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
Sir John Cass (CofL LA)	57.9%	83.3%	50.0%	82.8%
CofL Residents at Prior Weston	72.7%	87.5%	83.3%	90.9%
CofL Residents at SJC & LBI	57.9%	91.3%	76.9%	87.0%
Inner London	60.0%	73.0%	78.0%	80.0%
England	58.0%	69.0%	74.0%	77.0%

Source: DfE Statistical First Releases and City of London

⁴ 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

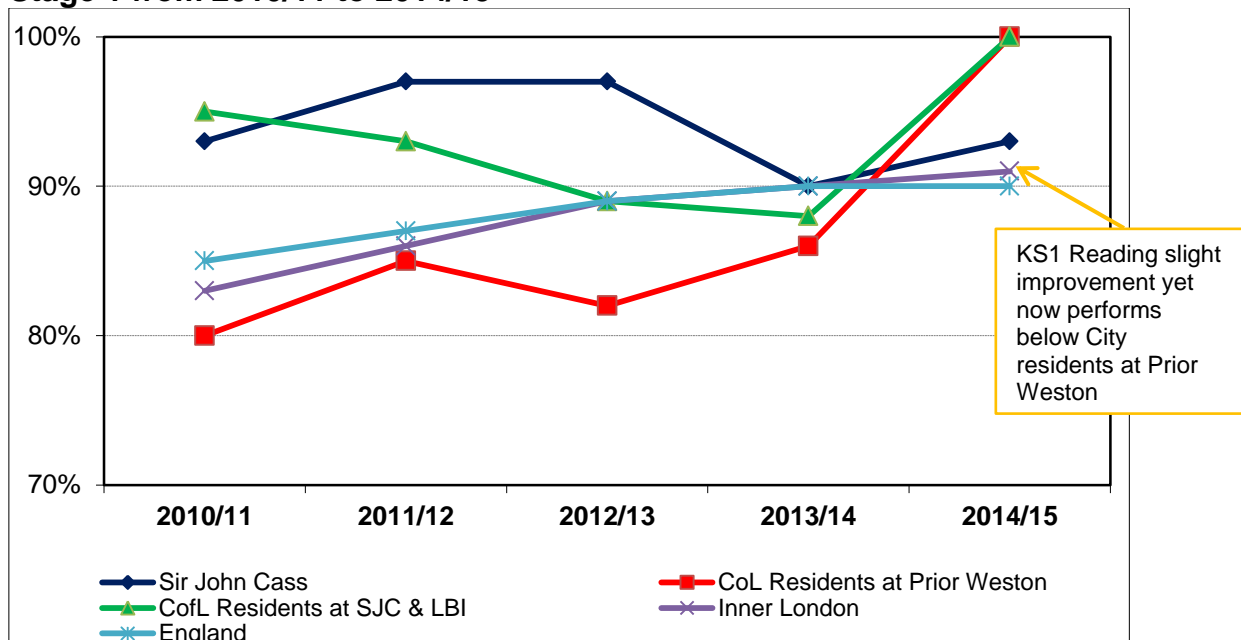
Key Stage 1	2010/11	2011/12	2012/13	2013/14	2014/15
Sir John Cass Cohort	29	30	30	30	30
City of London Residents at SJC	11	12	7	8	10
City of London at Prior Weston	5	13	11	7	14
City of London other Islington school	3	2	0	2	3
CofL Residents at SJC & LBI	19	27	18	17	27

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



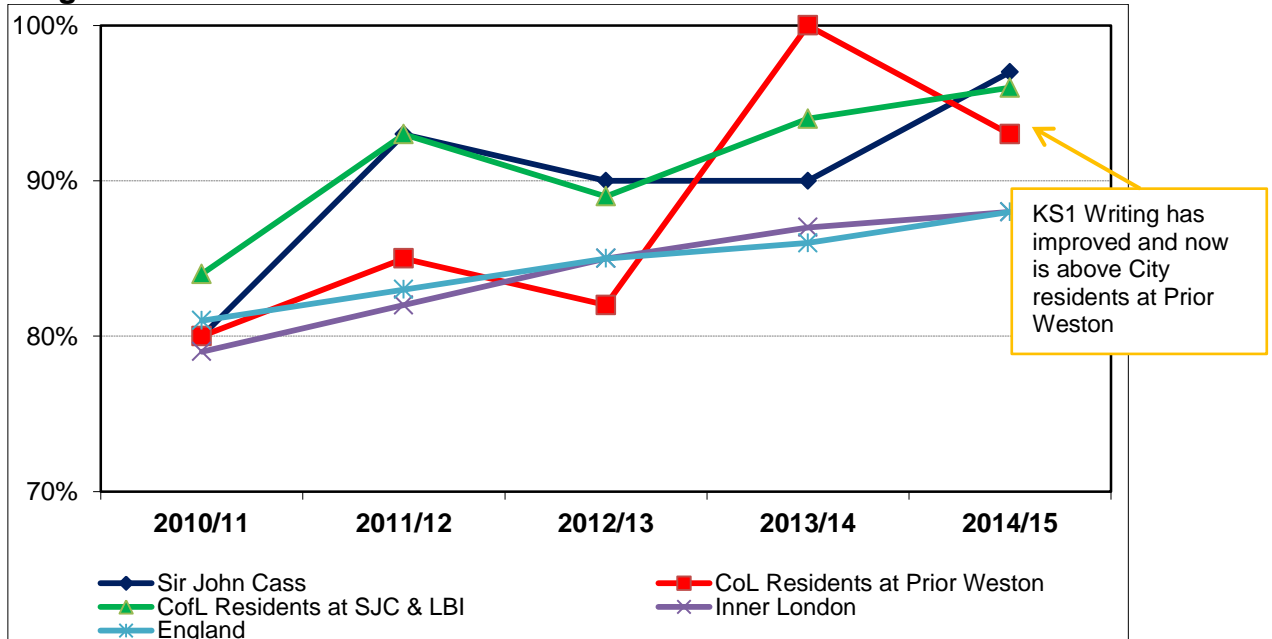
Source: DfE Statistical First Releases and City of London

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 children⁵ and of City of London resident children attending Prior Weston School in Islington.

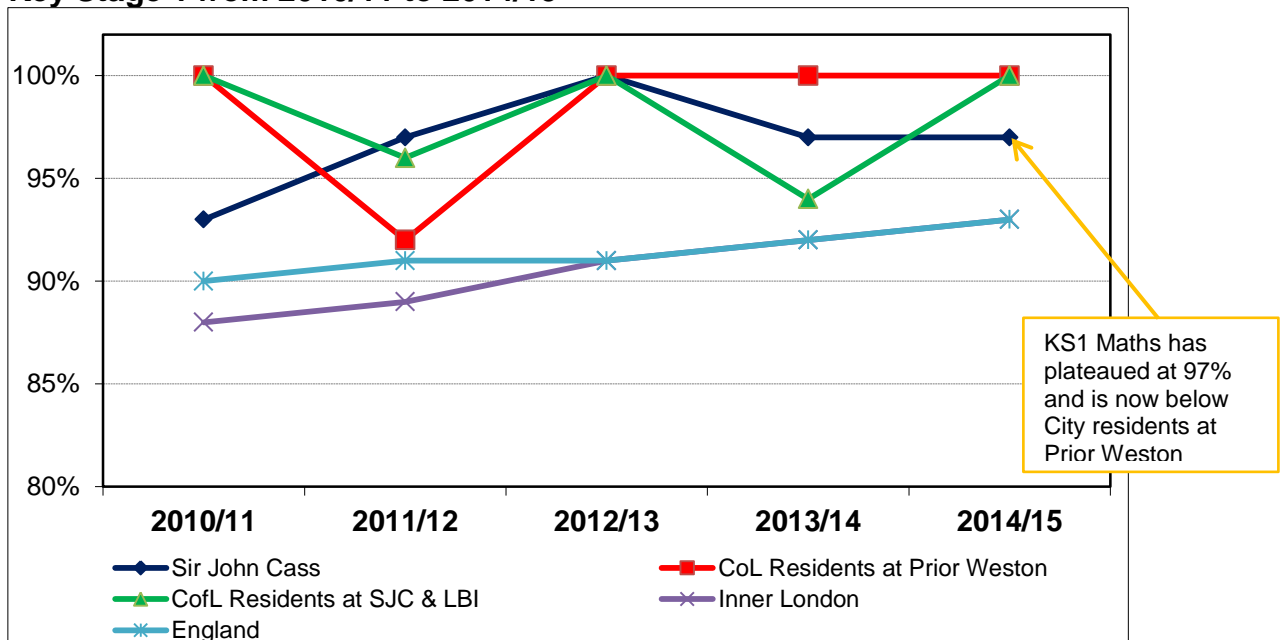
Chart 3: Percentage of pupils attaining Level 2 and above in Writing at Key Stage 1 from 2010/11 to 2014/15



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

⁵ 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

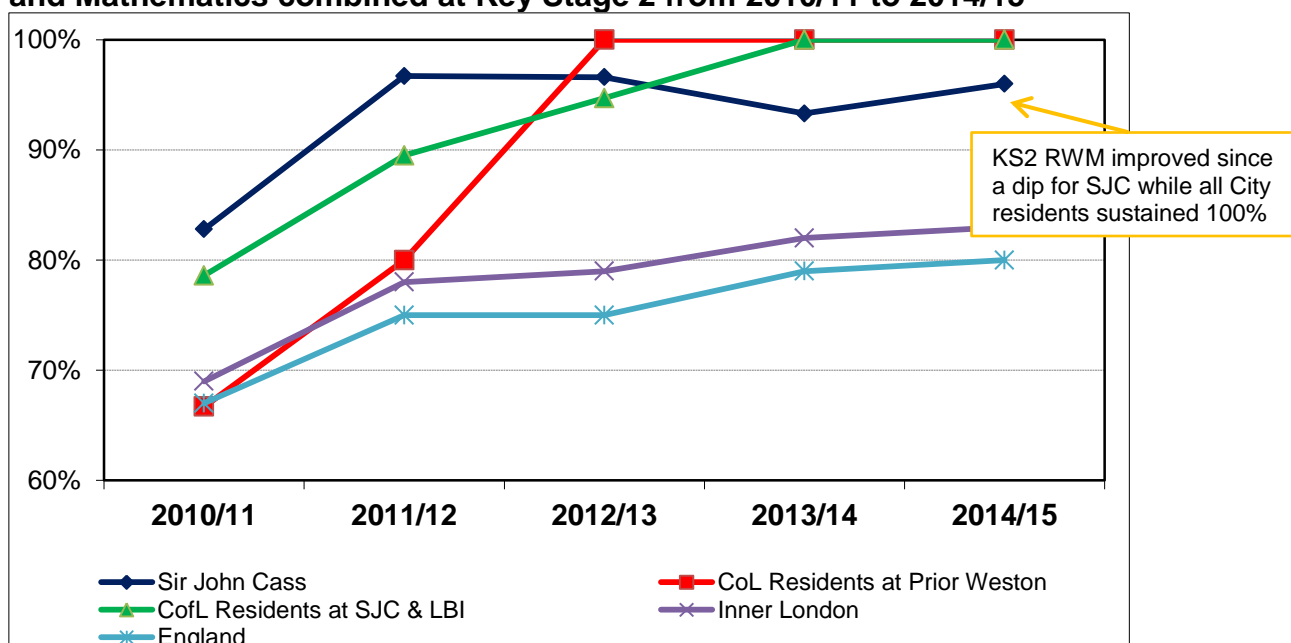
KS 2	2010/11	2011/12	2012/13	2013/14	2014/15
Sir John Cass Cohort	29	30	29	30	28
City of London Residents at SJC	10	7	11	4	5
City of London at Prior Weston	3	10	7	8	9
City of London other Islington school	1	2	1	1	1
City of London Residents Total	14	19	19	13	15

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

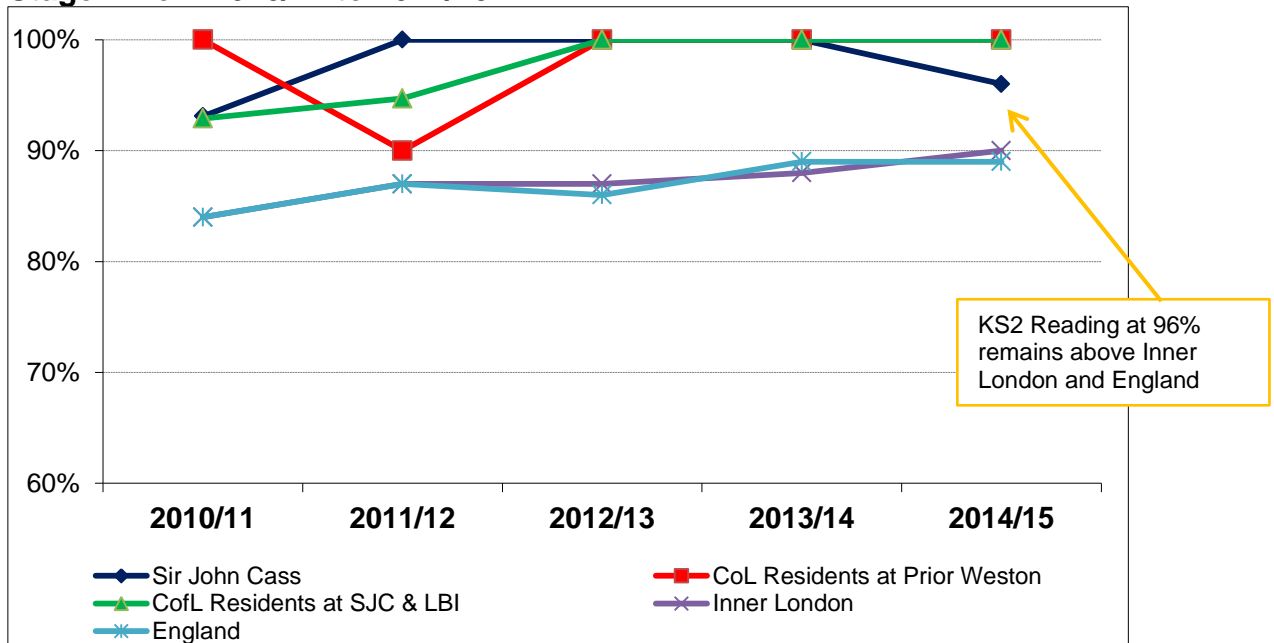


Source: DfE Statistical First Releases and City of London

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

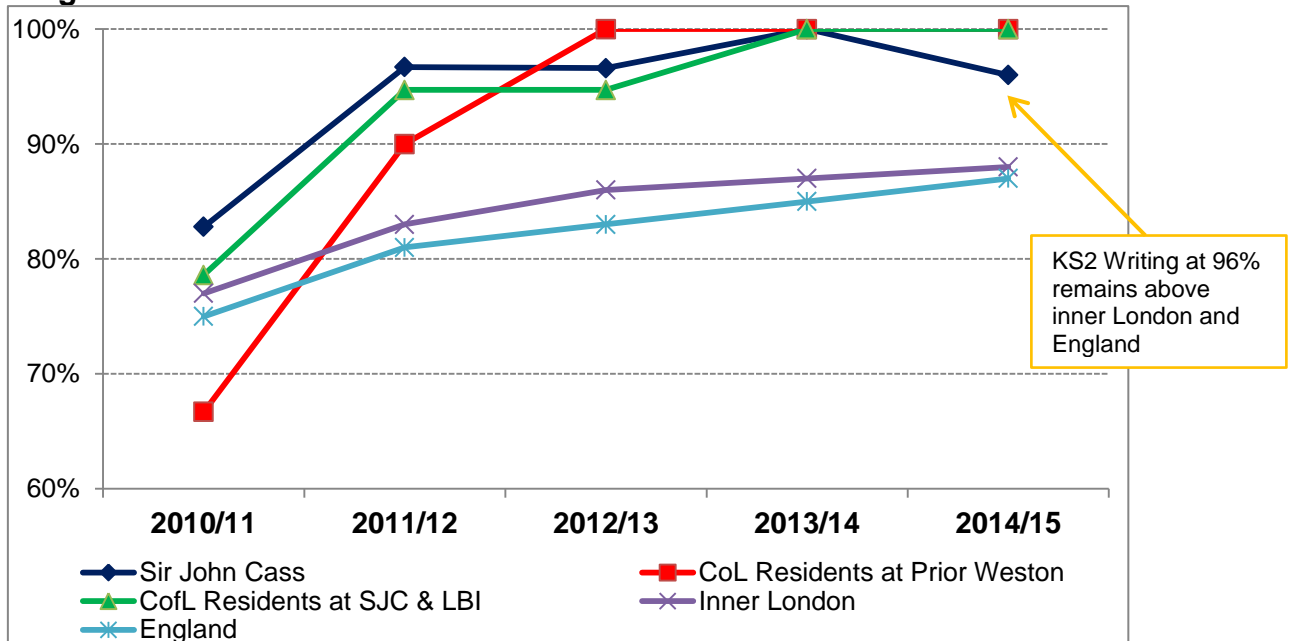
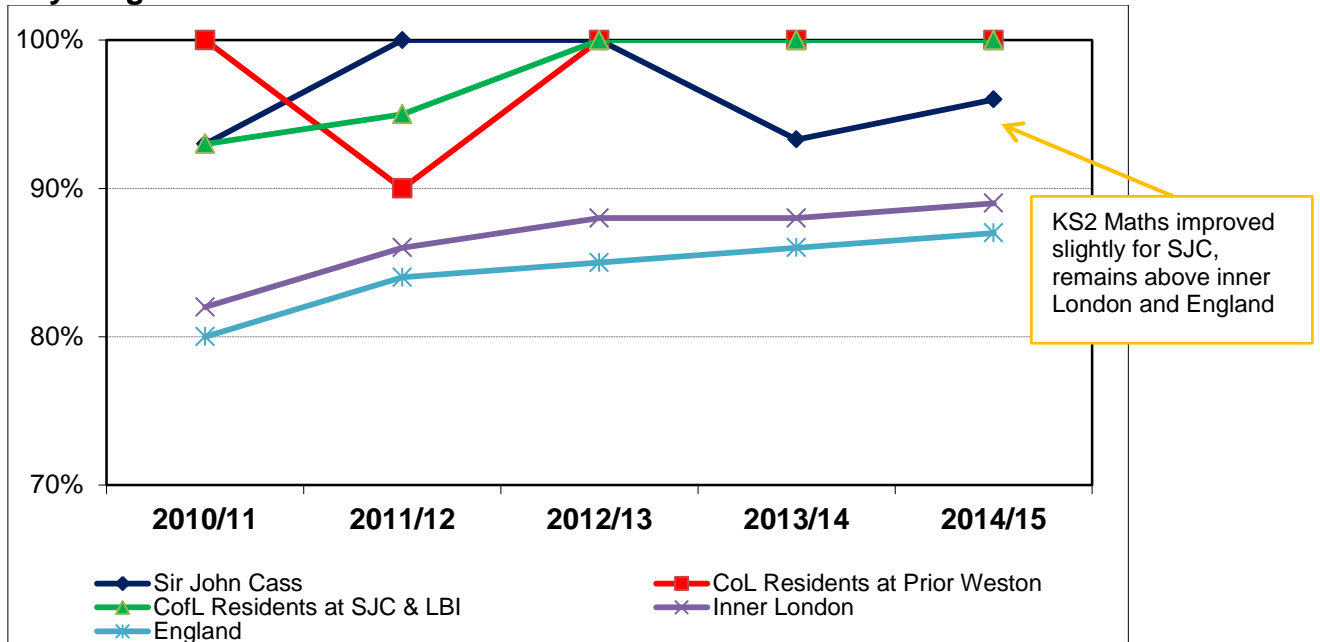


Chart 7 (above) shows Key Stage 2 performance in writing at Level 4 and above. Performance at Sir John Cass's School was at 96% and in 2014/15 this was slightly below all City of London resident children and City of London resident children attending Prior Weston School in Islington.

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

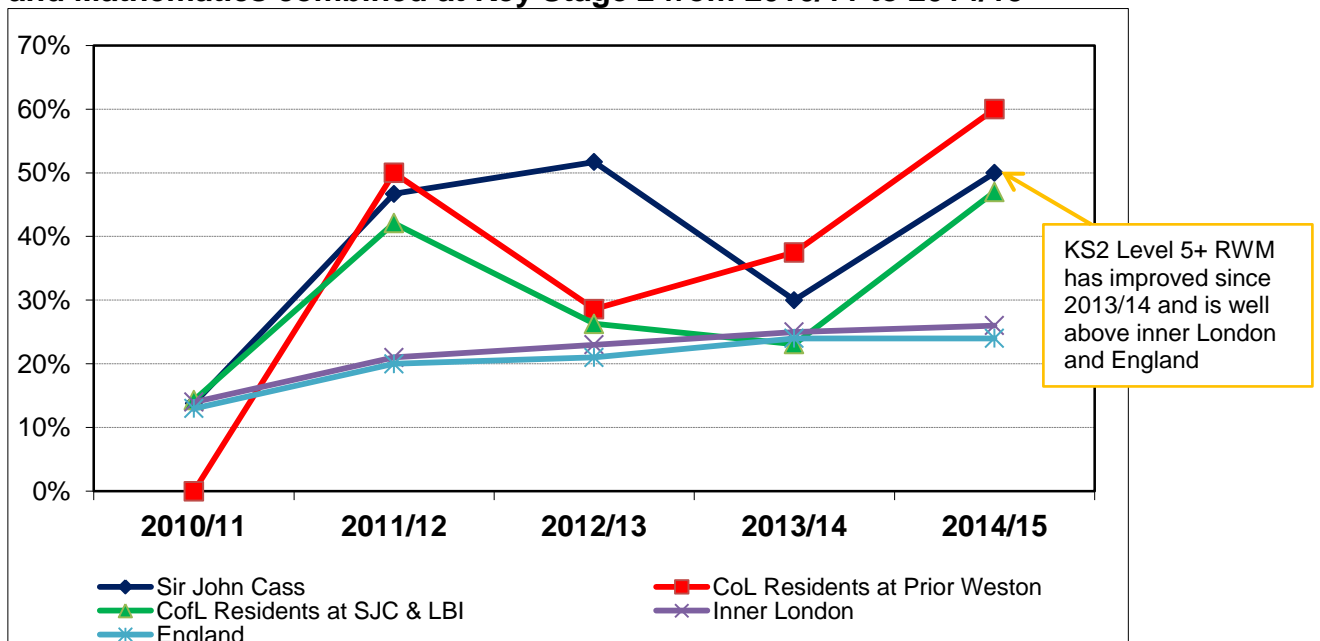


Source: DfE Statistical First Releases and City of London

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

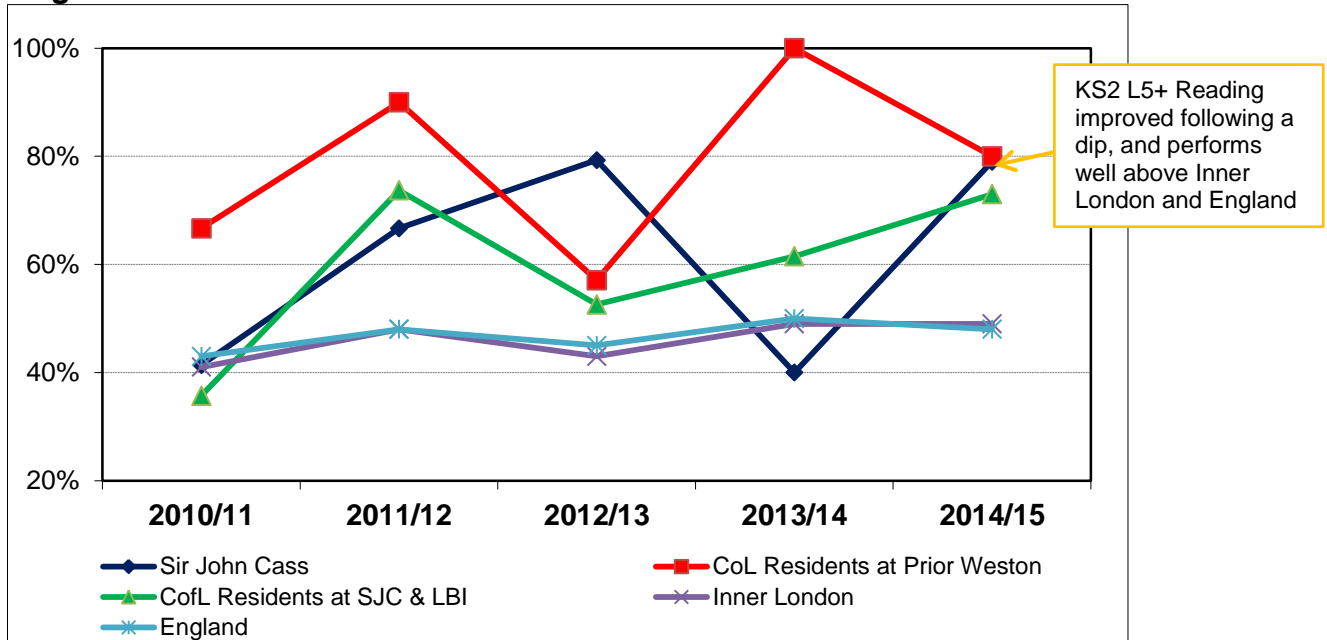
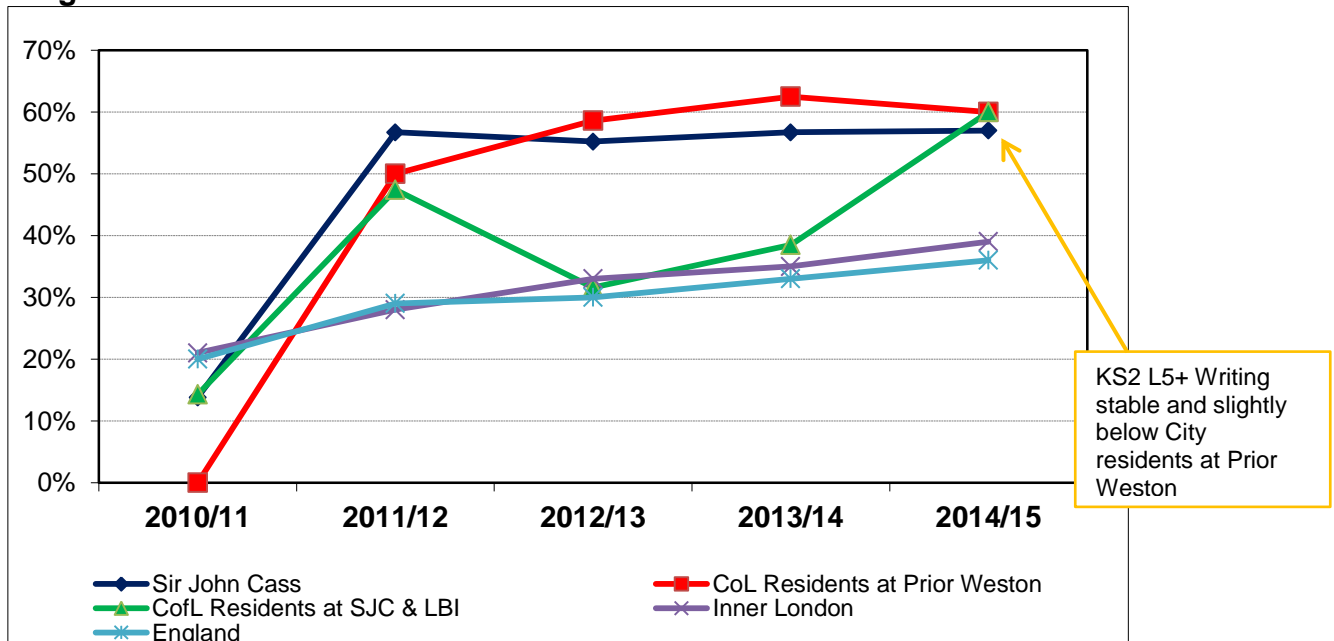


Chart 11 shows that pupils at Sir John Cass have maintained performance in writing, with 57% attaining Level 5 plus, well above Inner London and national comparators, and slightly below performance of City residents at Prior Weston.

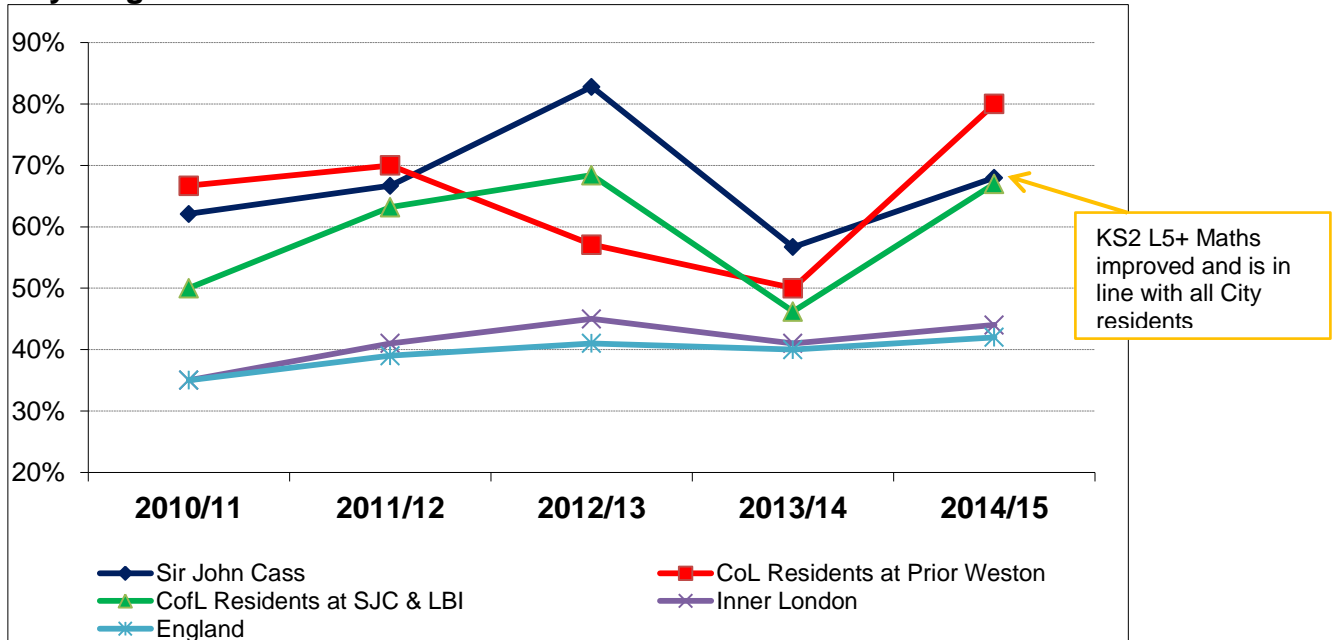
Chart 11: Percentage of pupils attaining Level 5 and above in Writing at Key Stage 2 from 2010/11 to 2014/15



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



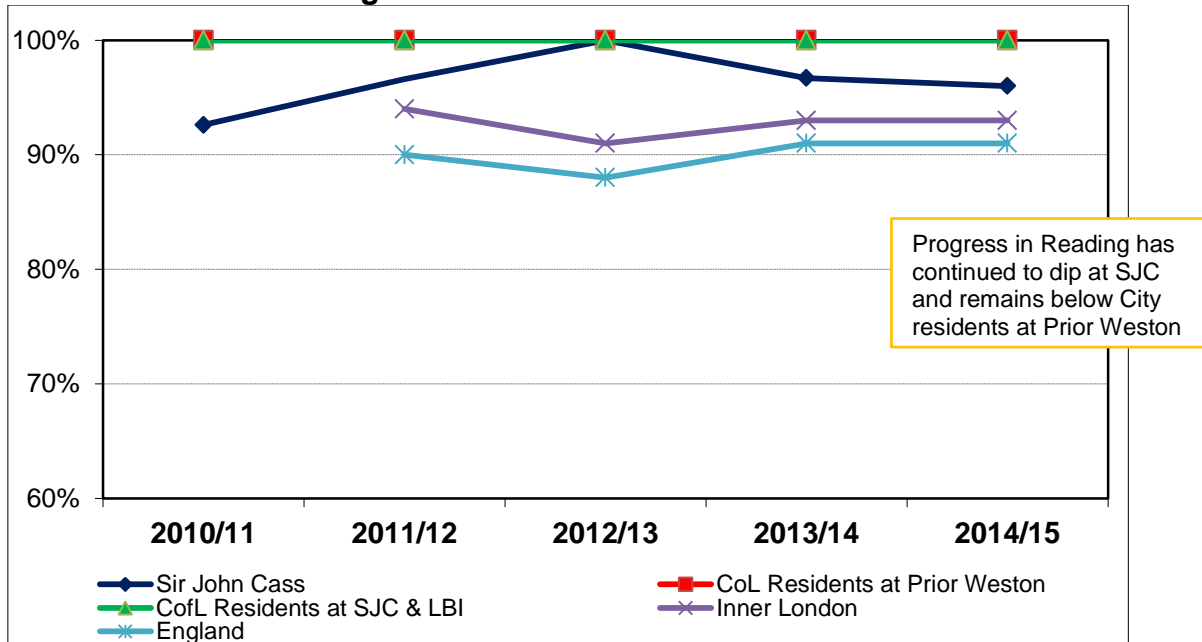
Source: DfE Statistical First Releases and City of London

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.

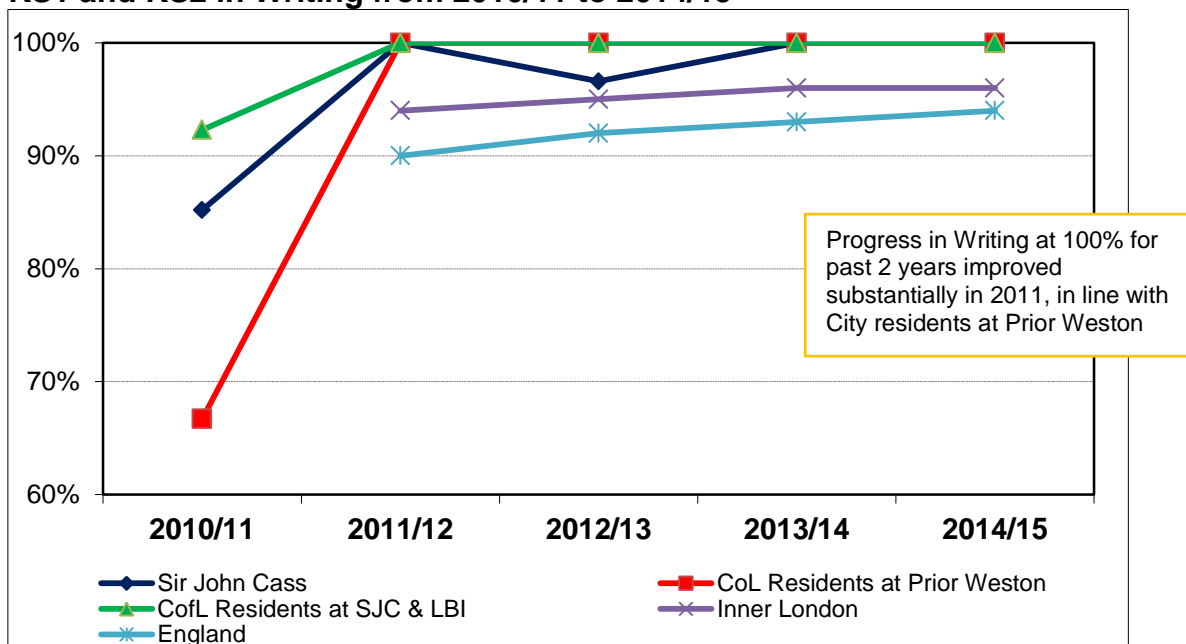
Chart 13: Percentage of pupils making at least 2 levels of progress between KS1 and KS2 in Reading from 2010/11 to 2014/15



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

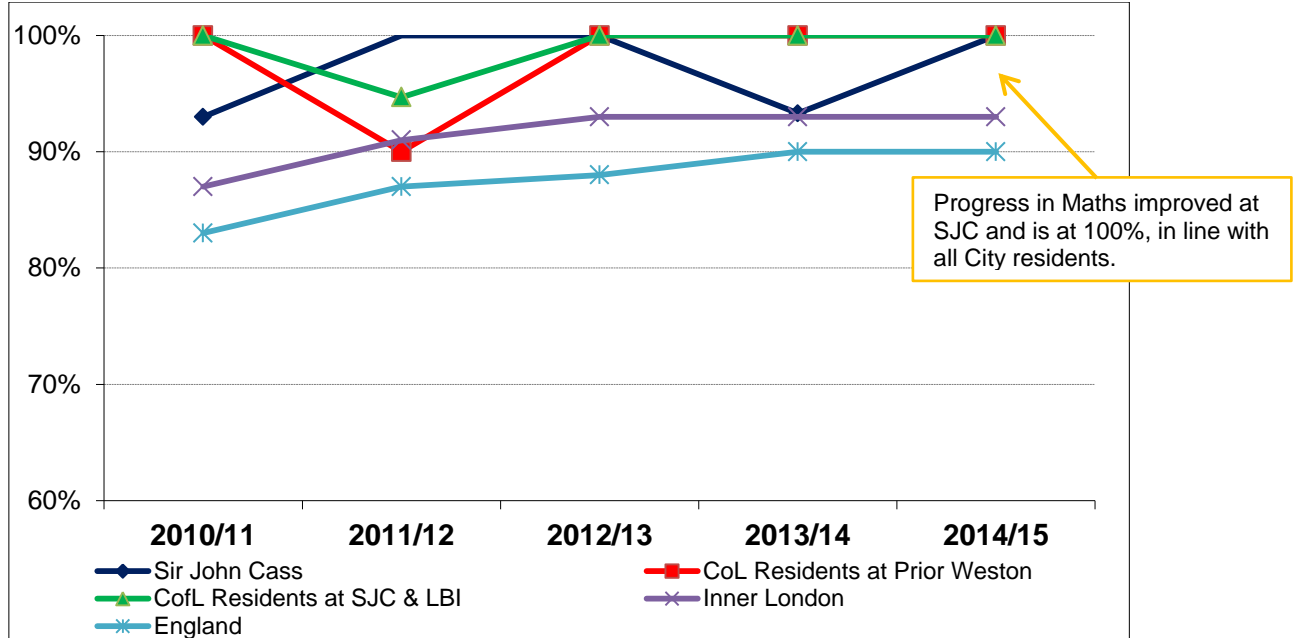


Source: DfE Statistical First Releases and City of London

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



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%
Total	32	100%	32	100%	32	100%

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	%
Islington Schools	6	28.6%	6	40.0%	9	42.9%
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%
Out borough schools Sub-Total	15	71.4%	9	60.0%	12	57.1%
Grand Total	21	100%	15	100%	21	100%

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.

Committee:	Date:
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
Subject:	Public
Income Generation - Report of a Cross-Cutting Service Based Review	
Report of:	For Decision
The Chamberlain (on behalf of the Performance and Strategy Summit Group)	
Report author:	
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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T: 020 7332 3148, E: sue.baxter@cityoflondon.gov.uk

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. 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.</p>	<ul style="list-style-type: none"> - Policy & Resources Committee; - Finance Committee; - Performance & Efficiency Sub Committee; - Relevant service committees
<p>2. 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.</p>	<ul style="list-style-type: none"> - Finance Committee; - Performance & Efficiency Sub Committee; - Relevant service committees
<p>3. Commission business cases containing business model options to maximise the short, medium and longer term commercial income from:</p> <ul style="list-style-type: none"> ▪ Animal transit & inspections at London’s airports ▪ Property services: An “intelligent client” service for public bodies seeking to manage and develop their property assets ▪ Venue hire and events management – following a steer from Members on principles for free and subsidised venue hire ▪ Film location services ▪ Central support services (targeting future CoLC academy schools) ▪ Business regulatory advisory services – via the “Primary Authority” partnership model ▪ Development of a co-ordinated and marketed City ‘heritage offer’ 	<ul style="list-style-type: none"> - Policy & Resources Committee; - Finance Committee; - Relevant service committees
<p>4. Decide which commercialised services to implement, if any, on the basis of the business cases prepared. 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"> - Policy & Resources Committee; - Finance Committee; - Relevant service committees
<p>5. 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 with the long term aim of ensuring they become less dependent upon public funding.</p>	<ul style="list-style-type: none"> - Policy & Resources Committee; - Finance Committee; - Relevant service committees

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"> ▪ 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. ▪ Commission annual supplementary analysis from CIPFA drawn from "Income Generation Comparative Profiles" derived from revenue outturn returns to Government ▪ Analyse significant differences and the underlying reasons and propose relevant recommendations in collaboration with relevant departments. 	Immediate

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Detailed Recommendations	Actions	Timescales
a) Development Control		
Consider the introduction of Planning Performance Agreements	Department of Built Environment (DBE) to propose options.	Immediate
b) Off-street parking		
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
c) Museums & galleries		
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. Commission business cases containing business model options to maximise the short, medium and longer term commercial income from:</p> <ul style="list-style-type: none"> ▪ Animal transit & inspections at London’s airports ▪ Property services: An “intelligent client” service for public bodies seeking to manage and develop their property assets ▪ Venue hire and events management ▪ Film location services ▪ Business regulatory advisory services – via the “Primary Authority” partnership model ▪ Central support services (targeting future CoLC academy schools) <p>Recommended business models should set out:</p> <ul style="list-style-type: none"> - Anticipated additional annual income against additional costs and/or other resources required - Additional organisational changes or services required to enable and support the commercial activity, including any additional central support - 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) 	<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"> - Prioritising investment to increase revenue-generating activities - Retention of revenues for business reinvestment - Apportionment of central costs - Longer term options for establishing formal trading vehicles in appropriate cases. 	<p>Starting immediately and spread over the next year.</p>
<p>4. Decide which commercialised services to implement, if any, on the basis of the business cases prepared. 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) Animal transit & inspections at London’s airports</p>	<p>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 as outlined.</p>	<p>Immediate</p>
<p>e) Property services: Management of property assets & development works</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) Venue hire & events management</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"> - 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 - 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) 	<p>Within 1 year</p>

	<ul style="list-style-type: none"> - 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) - 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) 	
g) Film Location Services		
Adopt a proactive (rather than reactive) approach to marketing the Corporation’s filming locations.	<ul style="list-style-type: none"> - 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.) - 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. 	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"> - 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.) 	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
h) Business regulatory advisory services – via the “Primary Authority” partnership model	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
i) Central support services – especially tied to the expansion of academy schools	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
j) Development of the City’s heritage offer	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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