

<b>Committee(s):</b>	<b>Date(s):</b>
Policy & Resources Committee Community and Children's Services Committee Court of Common Council	10 <sup>th</sup> October 2013 11 <sup>th</sup> October 2013 24 <sup>th</sup> October 2013
<b>Subject:</b> City of London Corporation Education Strategy 2013-2015	<b>Public</b>
<b>Report of:</b> The Town Clerk	<b>For Decision</b>

### Summary

In January 2013 the Policy & Resources Committee approved the establishment of a working party to *devise an education strategy for the City Corporation, to focus on improving the quality of education in London, especially for disadvantaged children.*

The Education Strategy Working Party (ESWP) held its first meeting in May 2013 and has held nine meetings over the course of a four month review period. Throughout the consultation the ESWP reviewed the City Corporation's: schools portfolio and governance arrangements; its statutory education provision; education outreach work from City Corporation organisations; and the City Corporation's employability support. Meetings were also held externally with livery companies, businesses, local authorities and education institutions, which sought to identify educational best practice. This strategy represents the culmination of all these meetings and considerations. It outlines a vision for the City Corporation's education offer and makes recommendations to achieve it. This strategy is limited to education provision between the ages of 4-18, covering primary and secondary, but not tertiary, education.

The strategy states that the City Corporation's vision for education should be *to educate and inspire children and young people to achieve their full potential.* This has been segmented into five strategic aims:

- To promote and support excellent education and access to higher education
- To strive for excellence in the City schools
- To inspire children through an enriched education and outreach opportunities
- To promote an effective transition from education to employment
- To explore opportunities to expand the City's education portfolio and influence on education throughout London

There are several key themes to draw from the strategy that seek to define the City Corporation's approach to education. The first is a commitment to creating a family of schools from its schools portfolio, which will have a shared culture and a common ethos. This includes an increase in the support the City Corporation gives to its academy schools and expresses a desire to increase the number of schools within the City Corporation's 'family of schools' in the

future. The second is to improve the governance and accountability frameworks of the education offer. It is recommended that this should be overseen by the creation of an overarching body that monitors the City Corporation's education offering and the implementation of this strategy. Thirdly it recognises the role the City Corporation can play in its outreach provision across London and seeks to strengthen this offer. Finally it confirms the City Corporation's commitment to providing pathways to employment and bridging the gap between education and employment, making use of the livery and business links within the Square Mile.

To realise the overall vision it is proposed that current education resources are reviewed and directed to where they are most needed and where they will have the greatest impact. It is proposed that the ESWP continues to meet to help achieve the implementation of the strategy's short-term actions. To assist it, it is recommended that the Chairman of the Policy & Resources Committee, in consultation with the Chairman of the Education Strategy Working Party, reserves the right to appoint up to two additional members. It is also recommended that the strategy is reviewed after 18 months.

This strategy sets out the framework for coordinating the City's education offering. Delivering it will take time and many of the recommendations and subsequent actions will be discussed with and in some cases decisions by various City Corporation committees. There will also be opportunities for all members to discuss the strategy in due course.

### **Recommendation(s)**

It is recommended that Members:

- Approve the City of London Corporation Education Strategy 2013-2015.
- Endorse the recommendations and actions contained within the strategy and the need to ensure that resources are directed appropriately to implement them.
- Recognise that delivering the strategy needs the endorsement of the Court of Common Council and will require firm proposals to be brought to and agreed by different City Corporation committees.
- Endorse the focus on improving the governance of the City Corporation's education offering and support action to review the City Corporation's governor appointment processes.
- Endorse the creation of an overarching education body with responsibility for providing strategic oversight and monitoring of the education strategy and the City Corporation's education offering.
- Grant authority to the Chairman of the Policy & Resources Committee, in consultation with the Chairman of the Education Strategy Working Party, to appoint up to two additional members to the Education Strategy Working Party, with the Working Party overseeing the implementation of the strategy for an interim period.
- Agree to review the strategy after 18 months of it being approved.

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**City of London Corporation Education**  
**Strategy 2013-2015**

## **Vision**

***To educate and inspire children and young people to achieve their full potential.***

*The City Corporation (the City) is committed to providing access to excellent education and learning opportunities within and beyond the Square Mile. The City will ensure that every child resident in the City has access to high quality education that enables them to reach their academic and personal potential. The City schools will provide outstanding education that enriches and inspires students. The City will maximise the educational opportunities that its cultural, heritage and environmental assets offer to City residents, the City schools and children throughout London. The City will also be responsive to the changing education landscape, and will welcome appropriate opportunities to expand its education portfolio.*

## **Strategic objectives**

### **1. To promote and support excellent education and access to higher education**

*The City reaches over 100,000 children and young people through its schools and educational activities every year and will always look to improve its current provision. This includes ensuring that its current portfolio is achieving positive results and high Ofsted, ISI and other inspection ratings. It will enhance the City's education offering through providing central support and effective governance and management arrangements. It will seek best practice to ensure that all pupils, regardless of background, are given opportunities to succeed and progress to higher education, where appropriate.*

### **2. To strive for excellence in the City schools**

*The City's diverse schools portfolio presents unique challenges in achieving and maintaining excellence across all schools but also presents an opportunity to benefit from working together. The City's schools will be outstanding and the City will support the provision of a learning environment that produces confident and well-rounded pupils who achieve to the best of their abilities.*

### **3. To inspire children through an enriched education and outreach opportunities**

*The best education incorporates both academic study and exposure to different experiences and learning environments. Children will be given opportunities to explore the world around them, learn new skills, and understand the communities they live in. London is culturally vibrant, historically significant and has a wealth of green spaces to explore. London's children should be able to learn about the community around them and the City can play a part in realising this.*

### **4. To promote an effective transition from education to employment**

*The City of London is the global centre of the financial services industry and is a leading international hub for professional services businesses. It is vitally important that business in the Square Mile continue to attract the best workers. The City can support this by helping young people into employment through training programmes, apprenticeships and employment pathways, and by raising their aspirations and awareness of career opportunities.*

### **5. To explore opportunities to expand the City's education portfolio and influence on education throughout London**

*The City will take advantage of opportunities to extend its impact on education in London through expanding its own education portfolio, providing extensive outreach opportunities for its City schools and schools throughout London, and working in partnership with neighbouring boroughs, businesses, livery companies and interested parties to realise these opportunities.*

## The scope of this Strategy

This education strategy outlines the City's long-term vision for education for children and young people aged 4 - 18. It makes recommendations aimed at maximising the educational opportunities for City of London children, children in City schools, and children who make use of the City's educational services.

In this strategy the term 'education' refers to learning through academic, extra-curricular, formal and informal means, and "the City schools" refers to City of London Academy, City of London Academy (Islington), City of London Freeman's School, City of London School for Girls, Sir John Cass Primary School, The City Academy, Hackney, and any school or academy which enters into a formal federation with one of these schools or is otherwise sponsored by the City as a further City school..

Underlying the aims and objectives of this strategy are four core areas that will need to be addressed to realise the City's education ambitions. These are:

- **The City schools:** Defining the City's relationship with the City schools and the wider group of schools with which the City has links, and creating an effective governance framework.
- **Funding:** Ensuring that City funding is used effectively across its education portfolio to meet the City's vision.
- **Communication with external stakeholders:** Engaging with stakeholders who can have an impact on the City's education portfolio and help achieve the City's vision.
- **Administration:** Clarifying how the City will implement this strategy and realise its ambitions.

The ambitions outlined in the strategic objectives are in line with the City's core values, as set out in the *Corporate Plan 2013-17*. Pursuant to the Corporate Plan the City seeks to provide high quality local and valued services to London and the nation. Despite funding pressures the City remains committed to enriching education throughout London by supporting high-quality schools; a vibrant arts and culture offering; extensive open spaces and sporting facilities for local communities; and pathways to further/higher education, training and employment.

The City is unique as it is not a London borough and owns, maintains and supports a variety of services across London. This includes academy schools in three London boroughs, Hampstead Heath, Epping Forest, Coulsdon Common and the other City Commons, Billingsgate, New Spitalfields and Smithfield Markets. It has its own police force and a Lord Mayor that travels the world promoting the benefits of the Square Mile and for doing business in London. The City works with London boroughs, the Greater London Authority, London Councils and other partners to provide services and strategic support throughout the capital. The educational ambitions contained within this strategy cannot be achieved in isolation and the City will strengthen its relationships with these stakeholders so that children and young people are given the tools to be successful through an excellent and enriched education.

The recommendations outlined in this document will deliver a framework for unifying and improving the City's current education provision. It will address the need to target funding where it is most needed. It will secure a commitment to provide outreach opportunities for the City's schools and schools throughout London, and it recognises the impact the City can have in supporting pathways to employment.

### **Why this strategy is needed**

The City's education portfolio continues to expand and it is important that the City can ensure that its schools provide excellent education. As an academy sponsor the City Corporation is held to account by the Secretary of State for Education and by host boroughs for the improving performance of its academies. The decline in standards and performance at one of these academies in 2011/12 caused significant concern to the City and indicated the need for improved governance, quality assurance and accountability. The Education Strategy includes proposals for strengthening governance and accountability to ensure sustained improvement and excellence in all City schools. This is considered to be an essential precursor to any expansion of the City's role in education.

The City believes it should go further than this and give children and young people an enriched education that exposes them to opportunities to explore the world around them. The City has a wealth of cultural and historical institutions, and open spaces that can provide programmes for schools. A unifying strategy will help to get the most out of these activities. The same is true of the links the City has with businesses and London stakeholders which can support schools to provide experiences for young people away from academic learning.

### **Implementing this Strategy**

The Education Strategy Working Party (ESWP) has consulted with a wide variety of educational stakeholders, including school sponsors, enrichment providers, school leaders, and employability programme leaders, to understand the City's current education portfolio and outline its vision of what the City should aspire to.

This strategy contains actions that need to be delivered in the immediate future. It is recommended that the ESWP continues to meet for an interim period to ensure that these short-term actions are implemented. This includes overseeing the creation of an overarching education body and monitoring the creation of an effective governance framework for the City schools. It is further recommended that this strategy is reviewed after 18 months.

In endorsing this strategy the City must ensure that it allocates sufficient resources to both implement the actions and to support the education infrastructure for the long-term. The actions outlined in this document are based on best practice models and the ESWP is confident that they will help deliver the City's ambition for education.

## **The City of London's contribution to education throughout London**

### *The City:*

- Spends over £30m per annum on educational initiatives and programmes.
- Has a statutory responsibility for one maintained school
- Is the proprietor of three independent schools, sponsors three academy schools, and provides extensive youth music provision through Centre for Young Musicians and Junior Guildhall, together supporting over 5,000 pupils.
- Funds over £2m worth of scholarships and bursaries in its schools
- Contributes over £350,000 per annum to support education for pupils from disadvantaged backgrounds in independent boarding schools
- Introduces over 18,000 young people to the Arts through the Barbican Centre, Guildhall School of Music & Drama, and Centre for Young Musicians, and supports the London Schools Symphony Orchestra. Further outreach is undertaken by the City supported London Symphony Orchestra and the City of London Festival.
- Hosts over 100,000 school children to learn about London's history and evolving culture
- Provides environmental outreach and extensive sporting facilities in the City Corporation's open spaces to over 12,000 children every year
- Introduces over 1,500 young people to future employment opportunities
- Supports over 400 school leavers in to work placements within the City
- Provides over 40 apprenticeships through the City Corporation and City firms

## **Developing the City education portfolio and brand**

### **Background**

The City has a reputation for excellence and for providing quality services. It is also recognised for its links to businesses. It is clear that all the schools associated with the City believe that the partnership has benefits for them.

There is currently one maintained school, three independent schools and three academies within the City's immediate education portfolio. The majority of these schools operate in different local authorities. The schools have varying relationships with the City; with the Sir John Cass Foundation Primary School it is as the local authority, with the independent schools it is as proprietor, and with the academy schools it is as the sponsor or co-sponsor. Each operates as a single entity with a link with the City but not as part of a group which shares a defined culture and a common ethos. Each is proud of its association with the City, but the level of interaction with it differs as a result of location and the nature of the relationship with the City. One of the independent schools is outside of London and two of the academy schools are co-sponsored with other organisations.

The City wants each school to provide outstanding education and recognises that there is a reputational risk to the City should any one of these schools fall below standard expectations.

The experience of other groupings of schools, including those supported by livery companies such as the Haberdashers Company and the United Westminster Schools Foundation, suggests that increased collaboration and a shared ethos throughout the group can encourage quality teaching and learning. In each of these organisations the schools share a common ethos, the central organisations provide a robust governance framework, they provide financial support, and they support collaboration across the portfolio. There are opportunities for the City to support its own portfolio of schools through strengthening these areas, whilst being able to make use of its enrichment and outreach opportunities to develop well-rounded pupils at all of its schools.

The City also provides bursary support to pupils at King Edwards School, Witley and Christ's Hospital School. Additionally it has the right to nominate governors to a number of other schools and educational bodies, including Emanuel School, part of the United Westminster Schools Foundation group of schools, and Central Foundation Boys School. These institutions value the historic links to the City of London, although they are not part of the City's direct schools portfolio.

There are also education bodies on which the City has Board representation which provide provision for over-18s, such as the Guildhall School of Music and Drama, City Lit and City and Guilds, but this strategy has confined itself to provision for young people up to the age of 18.

There is currently disparity of funding, monitoring and coordination arrangements across the schools and education activities. The funding allocations for scholarships to the City independent schools are based on a historical calculation that has not

been reviewed in recent times or measured against the City's core strategic aims and objectives. Nor has it been reviewed against the City's desire to provide access to high quality education for children from all backgrounds, within the financial constraints which the City currently faces. The time has come to review the allocation of both scholarships and bursaries to ensure that funding is targeted to where it is most needed.

## **Vision**

In its pursuit of educational excellence the City will seek to draw together the schools it has close connections with and establish a family of schools, to be collectively known as *the City schools*. This will include:

- The Sir John Cass Foundation Primary School
- The City of London School
- The City of London School for Girls
- The City of London Freeman's School
- The City Academy, Hackney
- The City of London Academy Islington
- The City of London Academy Southwark

These schools will be encouraged to share a collective ethos that strives for educational excellence and high quality enrichment opportunities. Parents and pupils will be able to identify what it means to be a pupil at a City school and the advantages that this education offering will bring. These schools will be able to: collaborate with each other; share best practice; learn from each other; and explore opportunities to become more efficient through collaboration on back office functions.

The City will target its funding where it can have an effective impact. This includes ensuring that City funding for scholarships and bursaries is targeted to those most in need and reflect the City's strategic aims. It also means identifying possibilities for long-term investments in the City schools, such as specific block funding for classroom or recreational equipment, alongside ad hoc grant allocations.

City resources are not limited to financial support but also through using the City's assets, links to businesses, appointment of governors and governor time to support the City schools. These schools will also have a single point of contact within the City that will act as a central resource for information relating to the City's education provision.

The framework put in place to manage the portfolio must be flexible enough for the City to respond to opportunities for expanding its schools portfolio, including extending sponsorship to new schools, such as is already planned in creating a multi-academy trust between the City of London Academy Southwark and Redriff Primary School. The City should be clear about what its criteria will be when responding to calls to expand its education provision and be responsive to opportunities to work with businesses and livery companies in promoting its education offering.

These schools will also be supported through the establishment of an accountable body within the City's democratic structures overseeing the City's education portfolio and activity. It will oversee school performance, support access to enrichment opportunities alongside service departments, and promote opportunities for collaboration between the schools. The body will have representation from individuals with relevant experience and skills to be able to effectively challenge current activity. In the pursuit of excellence the City will benchmark against the best performing schools across London and work with the schools to raise educational achievement.

## **Recommendations**

### **Develop a framework for overseeing the City's education offering**

- Establish an overarching education body with responsibility for providing strategic oversight and monitoring of the education strategy. The body should be distinct from other City committees and have a regular cycle of reporting on the performance of City schools, governance and enrichment opportunities.
- Create terms of reference that appropriately differentiate the responsibilities of the education body and other City committees such as the Community and Children's Services Committee and the service committees providing the wider educational opportunities.
- Make funding provision to cover the cost of delivering the strategy and for implementing the governance framework of the City's education portfolio.
- Establish a dialogue with other organisations that manage a diverse schools portfolio, such as the City livery companies, to share best practice.
- Review the education strategy and its associated actions after 18 months of it being approved.
- Review the educational outside bodies to which the City appoints representatives to identify if they are still relevant.

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

- Outline the City's aims and priorities for the City schools and communicate these to the schools and stakeholders.
- Identify the appropriate level of interaction each school has with the City and collaborate on how best to manage the relationship.
- Establish a regular forum for the City schools to meet, share best practice and discuss opportunities for collaboration and school to school support.
- Have a link officer between the City and the City schools to support the collaborative approach and ensure each school in the City's family has access to the support and opportunities which the City can offer.

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

- Review, with the City schools, the level of funding needed from the City to sustain the schools, provide an enriched curriculum and achieve the City's objectives.
- Clarify and review the various sources of funding, including the grant giving bodies, for the City's educational portfolio.
- Identify those education bodies, such as Teach First and the School Governors One Stop Shop (SGOSS), funded by the City and task the overarching education body with reviewing these arrangements.
- Identify appropriate funding arrangements to provide long-term central education support for educational outreach.
- Review the City's scholarship and bursary funding with a view to supporting those families most in need and removing non-means tested scholarships
- Establish a mechanism for monitoring the allocation and use of City funding across the City schools.

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

- Build relationships with key education stakeholders in London, including the Greater London Authority, London Councils and the Department for Education, to identify areas of educational best practice.
- Create an open dialogue with the livery companies, businesses and other organisations to better understand the opportunities they have to contribute to the education environment.
- Host a conference on exploring how the City can contribute to London's education and employment landscape that brings together neighbouring boroughs, school sponsors, livery companies and education stakeholders.

**Clarify the relationship between the City of London and the schools associated with it, recognising the historic links that exists between them**

- As part of a wider review of the City's education funding, review the accountability arrangements and conditions of bursary support provided to the City schools, and King Edwards School Witley and Christ's Hospital School and ensure that it is directed towards the City's aims and priorities.

## **Children living and learning in the Square Mile**

### **Background**

The City has a statutory obligation to administer early years provision, school places for children resident within the City of London and to safeguard these children, and those being educated in schools within the Square Mile or attending other childcare or educational provision. In addition the City gives parents information and guidance on what school provision is available and provides support for the smooth transition between each stage of education.

The City of London has one maintained primary school which, whilst rated outstanding, cannot provide places for all children living in the Square Mile. It is also denominational, being a Church of England school. This has led to more than half of all City of London children being educated in other local authority schools. In particular, approximately 60% of City children educated in state primary schools currently attend Prior Weston, an Islington school. The desire to ensure that all City children have access to high quality education is not confined to those educated in the Square Mile but extends out to schools teaching City children in neighbouring boroughs. There is a great emphasis on developing and maintaining partnerships with other local authorities and schools to help promote the delivery of effective teaching and learning.

### **Vision**

The City will work to ensure that every child resident and/or educated in the City of London has access to high quality education and has the opportunity to achieve their maximum potential and thrive in their community.

By working in close partnership with the City schools and other educational institutions the City will strive to provide the best possible opportunities to learn and to develop. Its achievements will be measured not only by the opportunity for the strongest student to excel, but through providing the opportunities for the least able to achieve so that all children, including those in vulnerable groups, can match the progress of their highest performing peers. The City recognises its statutory responsibilities regarding children with special educational needs and disabilities (SEND) and will continue to improve its support in this area.

The measure of success of this will be in the educational outcomes that begin in schools and extend beyond education. This includes reducing the educational inequality gap between the best and least well performing pupils, securing an improved rate of progress for City children across the Early Years Foundation Stage and Key Stages 1 and 2. To support this, the City will need to support schools teaching significant numbers of City of London children to become or remain outstanding. Beyond this the City believes in the value of, and will promote, enrichment and extra-curricular activities to create well-rounded pupils that will have the necessary skills and confidence to succeed beyond statutory education.

### **Recommendations**

### **Ensure that the City provides sufficient primary school places to meet the demand from City of London families**

- Review the current demand from City families for state primary schooling and identify the future growth of demand over the next five years.
- Work with the Sir John Cass Foundation and the Sir John Cass Foundation Primary School to increase its capacity and amend its admissions criteria to enable it to take in more City of London children.

### **Improve access for City children to outstanding state primary education**

- Work in partnership with Sir John Cass Foundation Primary School and Prior Weston Primary School to promote high standards, ensure fair access to opportunity for learning, access to extra-curricular activities and promote the fulfilment of learning potential by every child.
- Create a stronger link between the City and Prior Weston Primary School through identifying opportunities for financial and/or in-kind contributions.
- Liaise with neighbouring boroughs to assess the future capacity of schools to meet the demand of City of London families.

### **Improve access to outstanding state secondary education**

- Ensure all City of London parents are aware of the City academies and the places available for children resident in the Square Mile.
- Work with those primary schools, within and outside of the Square Mile, teaching City of London children to provide an effective transition from primary to secondary education.

### **Reduce the inequality gap between the highest and lowest performing City children**

- Work with schools to identify those primary school aged children resident in the City of London identified as performing below expectations and work with the schools to ensure appropriate improvement measures are in place.
- Review the quality of educational support for City of London children with special educational needs on an annual basis and monitor this against progress.
- Identify those children highlighted as being gifted and talented and work with the schools to make sure these children fulfil their potential.
- Support schools and partners in engaging parents and carers in their children's learning.

## The City Schools

### ***School Accountability and Improvement Framework***

#### **Background**

The City is responsible for one maintained school, three academy schools and three independent schools. In its role as a local authority and as an academy sponsor, the City has a statutory responsibility to the Secretary of State for Education to promote high standards and to provide support and challenge to help schools to improve. As the proprietor of three independent schools the City is held accountable to the Independent Schools Inspectorate (ISI) for the quality and standard of education provided.

Reports on Ofsted inspections and examination performance of Sir John Cass Foundation School and the three City academies are presented to the Community and Children's Services Committee but there is currently no coordinated accountability framework for monitoring and evaluating the performance of all City schools. The ISI inspection reports are presented only to the governing bodies of the independent schools.

The City has been an effective sponsor to the City academies in helping to establish the schools and creating a governance framework for them. However, the co-sponsors of the City Academy Hackney extend their support beyond governance responsibilities, through providing funding for tutoring, classroom equipment and capital projects. The City does not currently support the schools in this manner and is at risk from falling behind its co-sponsors, and indeed other sponsors of academies, in its support.

#### **Vision**

The City is committed to ensuring the very best education for children and families within the City of London and for children educated at City schools. The City will raise standards to create outstanding schools across the portfolio through promoting excellent teaching and learning, supporting a high quality learning environment, and promoting an enriched education. As a local education authority, academy sponsor, and independent school proprietor the City will support its schools to secure excellent outcomes for all pupils. The City will promote a culture of high expectations and aspiration and will establish a school improvement and accountability framework. A school improvement and accountability framework will support and challenge the City schools and the Sir John Cass Foundation Primary School to achieve year on year improvement in educational attainment and standards of teaching and learning. It will also be a mechanism for the early identification of any signs of underperformance to enable timely and effective intervention and action. The framework will be proportionate, reasonable and appropriate to ensure that the City can be able to challenge its schools and it will be flexible enough to include any additional schools that join the City family.

The City will encourage school-to-school support as an effective way of raising standards and improving outcomes. It will actively promote collaboration between

schools and academies encouraging them to work together, share best practice and to support other schools and academies in challenging circumstances to support excellent teaching and learning across the City schools.

The City demonstrated its broader commitment to education when it became an academy sponsor. As the City becomes an established sponsor and strengthens its systems for governance and accountability, the City will be able to develop this commitment further by exploring opportunities, either directly or through its schools, for future federations between schools and academies particularly where this will improve the educational opportunities of children in the Square Mile and its neighbouring boroughs.

In aspiring for excellence, the City recognises the importance of working with its partners; the academy co-sponsors, the Sir John Cass Foundation, City businesses and livery companies; to enhance the learning environment and academic, outreach, and employability opportunities within the schools.

## **Recommendations**

### **Create a framework for clearer accountability, challenge and support**

- Ensure effective arrangements are in place for supporting school and academy leadership and brokering school-to school support.
- Liaise with the local authority and co-sponsors for each City academy to develop shared and coordinated arrangements for monitoring, challenge and support.
- Work in partnership with schools, academies, co-sponsors and relevant local authority representatives to establish a shared view of how to promote school improvement, including arrangements for early identification and action to address any signs of underperformance.
- Develop arrangements for federation between schools and academies where this will improve the educational opportunities of children living in the Square Mile and/or those living in the fringe boroughs.

### **Strengthen the collaboration with academy co-sponsors to ensure that both sponsors play an equal part in the development of the school**

- Allocate funding to enhance the learning environment of the academy schools in line with that already being allocated by co-sponsors, working with the Headteachers to identify school needs.
- Establish regular forums for the co-sponsors to discuss issues relating to the academy schools and coordinated funding needs.

## ***Governance and accountability***

### **Background**

The City plays a very significant role in school governance across a diverse range of schools.

Members of the Court of Common Council sit as City representatives on the governing body for each of the City schools. The City is also represented, or has nomination rights, on the governing bodies of a number of other schools including: Christ's Hospital School, King Edward's School Witley, Emanuel School and the United Westminster Schools Trust.

The governing body for each school operates autonomously in fulfilling its responsibility to provide support and challenge and to hold school leaders to account. There is however no overarching body holding all City schools and City governors to account on behalf of the City.

### **Vision**

The City is committed to excellence in school governance and accountability to secure the very best educational outcomes for children and young people.

Accountability arrangements for the City schools will be strengthened through the establishment of one body with responsibility for the strategic oversight and monitoring of the City's complex education portfolio. An overarching body for education will monitor the implementation of the Education Strategy, provide strategic direction and oversight over the City's education priorities, and will review school performance and improvement measures. This will provide a forum for the governing bodies of the City schools to identify areas of both weakness and success in the governance framework and promote a culture of shared responsibility for the performance of the City's education portfolio.

Governing bodies are an essential part of the overall system of school accountability and the City will invest in the development of school governance. The administration of governing bodies should be based on best practice and up to date advice and guidance. The City will ensure that all school governors are committed to serving on the governing body, informed about the education environment, and are able to contribute their own skills to the work of the governing body for the benefit of the school. Comprehensive arrangements for the appointment, induction and training of City governors will be developed and all governing bodies will be supported by a knowledgeable and professional clerking framework.

The principles of trust, accountability and transparency will underpin school governance and governors will be encouraged to act as a critical friend, providing both challenge and support to school leaders.

## **Recommendations**

### **Promote a shared commitment to a robust and challenging governance framework throughout the City schools portfolio**

- Include representation of the governing bodies of all City schools in the composition of the overarching education body.
- Review the latest guidance on governing bodies from organisations such as, the Department for Education, Ofsted, The National College and the Association of Governing Bodies of Independent Schools (AGBIS), with a view to implementing best practice where appropriate.

### **Improve arrangements for the appointment, support and training of school governors**

- Establish arrangements for the appointment of governors who have the right mix of skills, expertise and time to commit to the role.
- Support school governors by providing a comprehensive programme of training and development matched to their needs, including induction for new governors.

### **Support governing bodies to be effective in carrying out their duties**

- Ensure that all governing body meetings are supported by skilled and knowledgeable clerking arrangements, whether this is provided by the City or externally.
- Provide access to high quality advice and guidance on governance procedures and best practice.
- Encourage governing bodies of the City schools to work with the overarching education body to reflect on their own effectiveness.
- Work in partnership with the relevant local authority and co-sponsor to ensure the effectiveness of governance at each City academy.

## ***Enrichment***

### **Background**

The City has a long and proud history of providing education to London children from disadvantaged backgrounds. It was for this that the City of London School, the City of London School for Girls and the City of London Freeman's School were founded. This was before the Education Act 1918 created a universally available education system, which included the abolition of fees for elementary education. The quality of education on offer at the City of London schools enriched the education of these pupils above and beyond the statutory entitlement. Historic links with Christ's Hospital School and King Edwards School Witley, which educate children who would not be able to afford independent schooling, further reinforces this commitment.

In the 21<sup>st</sup> century the City provides bursaries and scholarships to widen access to the independent schools to children who might not have attended these schools otherwise. The historic links between Christ's Hospital School and King Edwards School Witley are further strengthened through the provision of bursary funding. The quality of education in these schools lies in the enrichment opportunities they provide, extending beyond the provision of a good academic education and preparing pupils for life after school. This includes exposing pupils to extra-curricular activities, cultural experiences and developing an understanding of the communities and areas in which they live.

In agreeing to sponsor three academy schools in areas with a history of poor educational attainment the City renewed its commitment to securing high quality education for all, including those living in areas of disadvantage. Since project managing the delivery of new buildings, the City has been supporting the academies primarily through governance arrangements and has provided access to the City's resources and opportunities on an ad hoc basis. There is scope for the City to coordinate its support to provide more effective provision and access to enrichment opportunities.

There is currently disparity of funding, monitoring and coordination across the schools and educational and outreach activities. Moreover, the City does not provide enrichment support to the students in the academies except where specific grant applications are successfully made to the City's educational charity. Those lively companies and Foundations that manage a portfolio of schools provide additional funding to promote extra-curricular activities and address the need for particular skills in the modern workplace in their schools. This is in addition to funding that is granted to enhance the learning environment. Funding to promote the delivery of a broad curriculum will bring the City's focus back to its historic tradition of providing high quality education to London's children above and beyond the statutory provision.

### **Vision**

It is the City's ambition to raise the standards of the City schools and promote a holistic education that will prepare pupils for life beyond school, develop confidence and create the business leaders and entrepreneurs of tomorrow. All pupils in City

schools will have access to enrichment and its schools will be encouraged to be both academically strong and to provide opportunities for pupils to take part in sport, music, drama and other extra-curricular activities. The City schools will collaborate in sport and the arts to bring the talents and resources of these schools together.

Enrichment also incorporates the transition from school to further and higher education. With the rising costs of such education there has been a slight downturn in the uptake of courses at these institutions. London has a wide array of world class education institutions and should be actively promoting these opportunities alongside employability programmes to give young people a variety of choice that will best suit their needs. Advice and guidance in schools will be imperative to achieving this, which will require an increase in the dialogue between the City schools, the City and further and higher education institutions. Establishing this ethos and commitment will send out a clear signal to prospective pupils, parents and schools that may become part of the family of what they can expect from a City school.

The Square Mile is home to a wide variety of businesses, many of which interact with schools to provide workplace opportunities for pupils; Ernst & Young run a summer programme with the City of London Academy Southwark. As part of an enrichment programme the City should promote links between the City schools and businesses, using its influence to open up access for pupils and inspiring them to succeed beyond education. This can be achieved through partnering with City stakeholders to promote the teaching of skills needed in the modern workforce, such as confident communication, and to address skills shortages, such as an understanding of technology.

The City will only achieve its vision for holistic education when the City schools undertake joint activities where pupils from different schools interact with each other. Success will also come from a tangible link between the businesses and City stakeholders having a continuous dialogue with the City schools to provide access to employment, further education and training opportunities in and around the Square Mile.

## **Recommendations**

### **Direct the City's schools funding across all City schools to provide financial support and enrichment opportunities**

- Establish a mechanism for allocating City funding for enrichment activities across the City schools.

### **Provide a school environment that fosters confidence, leadership, teamwork and high self-esteem in all City school pupils through promoting a broad and enriched curriculum**

- Promote and monitor enrichment opportunities in each City school through the overarching education body and identify opportunities for inter-school collaboration.
- Ensure all City schools deliver careers advice to support pupils beyond statutory education.

- Promote the array of London's further and higher education offering to pupils in the City schools and identify opportunities for these institutions to interact with pupils.
- Identify enrichment opportunities for all City schools that link to the activities of the Square Mile.
- Host a seminar with businesses and livery companies to identify skills shortages in the workplace and exploring how to address this in schools.
- Invite pupils and staff from the City schools to more City events.
- Showcase the talents of pupils in the City schools throughout the City.

**Ensure all schools receive information about school-based programmes within the City's open spaces and cultural institutions**

- Inform the relevant learning providers within the City's open spaces and cultural institutions about the composition of the City's family of schools and ensure that information on school-based programmes are directed to them.
- Work with learning providers to provide programmes that will support the curriculum focus of the City schools.

## Outreach

### **Background**

The City has responsibilities that go beyond its local authority remit in the areas of culture, the arts, history and the environment. It has a high concentration of arts and cultural organisations, creating an economic cluster recently judged to be worth over £200m to both the Square Mile and the wider London area. It is a steward of historical collections that have been formally designated as being of international significance and manages a significant number of historical and architectural buildings. Across London, the City has responsibility for 11,000 acres of open spaces which include various commons, heath and forest land, parks, gardens and a cemetery. These assets and activities are used and enjoyed by many audiences and as centres of learning and community engagement, they work with schools and young people to educate and inspire over 500,000 people every year.

These activities are well advertised across the London boroughs and various parts of the City have developed distinctive offerings suited to the opportunities they provide. For example, in the cultural sector the London Metropolitan Archives use their collections to bring history and social issues alive for many thousands of school pupils from every London borough each year, which included over 3,000 pupils in 98 onsite sessions in 2012/13. The Barbican Centre and the Guildhall School have formulated effective partnerships with City fringe and East London boroughs to provide outreach for hard to reach and culturally deprived areas. In 2012/13 The Barbican and Guildhall School Creative Learning team worked with 18,500 people as part of the Barbican and Guildhall School's programme. Furthermore the City-owned open spaces, such as Epping Forest and Hampstead Heath already have established education programmes, focusing on the environment, recreation and protecting the natural environment. These programmes, funded primarily through charitable grants, are popular with schools and reach out to thousands of children every year. These programmes are interactive and extend across many open space sites. Moreover, the open spaces also host apprenticeship and volunteering opportunities where training is provided on a multitude of areas, including conservation, surveying, and education and visitor services.

The City also plays a pivotal role in ensuring schools throughout London have access to sporting facilities on its open spaces, such as those on Wansted Flats. Providing this infrastructure has a positive effect on both the hundreds of school children that have access to it, and the local communities that are using it to provide opportunities for football, cricket, rugby and other sports. In maintaining these facilities the City is able to provide these opportunities that may not exist if it becomes derelict.

The Economic Development Office brokers volunteering opportunities for City business and City employees within schools in neighbouring boroughs, such as mentoring pupils or providing literacy and numeracy support.

Delivering these programmes is vitally important to retaining and enhancing the quality of the City's outreach offer. In general these activities are funded from the core grant of the service areas and may therefore come under pressure as funding

for the service areas is reviewed. Some of the funding for these programmes is additionally delivered through grants. Having an understanding of what funding is available is an integral part of ensuring that the City can maintain this provision.

## **Vision**

The City is committed to using its outstanding cultural, heritage, open and recreational assets to enrich the education of children both in City schools and across London. This includes communicating the offer to every London school, and the City schools in particular, to increase awareness of the programmes on offer. To enhance the offer to schools, the City will open access to joint programmes that bring these different activities together.

Through providing community facilities the City will play a vital role in supporting London boroughs to be able to offer a wide variety of activities. This will strengthen the City's links with local authorities throughout London and offers an opportunity to make an impact to children and young people beyond the classroom.

## **Recommendations**

### **Improve internal awareness of the educational outreach programmes available to schools across the City**

- City departments to collate information on the take-up of their educational offering to City schools, and to schools across London, and provide an annual report to the overarching education body.

### **Improve the co-ordination of the educational offer across the City's activities**

- Review the grant applications being submitted for outreach programmes to identify duplications and opportunities for more collaboration on applications.
- Support the provision of sporting facilities for schools in the City-owned open spaces.
- Use the information on current outreach programmes to identify gaps and duplications in the City's educational outreach activities.
- Establish an officer forum consisting of representatives from the Barbican Centre, Open Spaces and Culture, Heritage and Libraries departments, and the Economic Development Office, to discuss opportunities for school programme collaboration, increase communication to City schools, and to avoid duplication of grant applications.

### **Increase the effectiveness of educational outreach programmes to the City schools**

- The City's cultural institutions and open spaces should specifically target the City's family of schools and those schools attended by a high proportion of children resident in the Square Mile.

### **Increase the take-up and impact of City educational outreach programmes across London**

- Develop a section of the website specifically for teachers and schools that promote City educational outreach programmes, ensuring that London boroughs and other relevant local authorities are made aware of it.

## From Education to Employment

### **Background**

London's unemployment rate is currently 8.6% compared with a UK figure of 7.8%. Almost one third of London's unemployed people are aged 16-24. Studies show a significant mismatch between the career aspirations of young people and the reality of the labour market and that they lack the connections with people who can help them achieve an insight into those careers or how to achieve them.

The City of London attracts the best people to work in some of the world's most high profile companies. The City is committed to providing opportunities for young people to develop the skills that will help people into employment and to achieve their goals. This philosophy extends beyond the City boundary into fringe boroughs and throughout London. This support is broken down into two areas:

1. Schools based support - helping students make the transition from education to employment.

In 2012 around 1,700 school pupils were introduced to future employment opportunities in the City of London through initiatives such as work experience in and taster visits to City offices, Careers Academy UK, and support for Teach First. Through its Corporate Responsibility programme the City also sends volunteers to schools and celebrate excellence in community engagement through the Lord Mayor's Dragon Awards.

2. Post-education training - providing training opportunities to boost employment opportunities for people outside of statutory education.

In 2012 training was provided for around 3,800 residents; almost 410 people from the City and neighbouring boroughs were helped into work; around 110 local school leavers were helped into prestigious paid work placements in firms based in the Square Mile; and 15 City of London residents into work through the City STEP programme. In addition, the City actively supports apprenticeships that offer nationally accredited qualifications and a minimum of a twelve month employment contract. In 2012/13 40 young adults completed an apprenticeship, whilst a new traineeship programme preparing people for the demands of an apprenticeship is underway. Organisations such as City and Guilds also provide training and pathways to employment programmes which provide young people with opportunities to gain accredited qualifications. Through these programmes the City works in close partnership with over 1,000 businesses, including UBS, KPMG and Standard Chartered.

### **Vision**

The City is committed to providing opportunities for all young people in the City of London and neighbouring London boroughs to access a wide range of training and employability initiatives to raise aspirations and increase their chances of getting a job. This will be through opening up opportunities for schools to interact with

businesses to develop an understanding of the workplace. The City of London should be at the forefront of enhancing employability as well as a place to do business. It should therefore lead the way in providing high quality apprenticeships and training courses, reducing the number of young people not in employment, education or training. As the requirement for all people up to the age of 18 to be in education, training or employment is implemented, the City should be best placed to provide support not only for its residents and pupils, but also pan-London as part of a coordinated approach to tackle youth unemployment.

## **Recommendations**

### **All City employability programmes and initiatives are integrated and focused on the City's priorities**

- Explore how best to join up the City's range of employer-facing employability activities to ensure that a coordinated approach is adopted across the various programmes.
- Review the membership of the City's Employability Group to meet the changing needs in this area.

### **Raise awareness among the City of London business community, specifically small and medium sized enterprises, of the value of and need for business engagement in improving the employability of young people**

- Develop a communications plan to increase engagement with City of London-based employers and SMEs, with a focus on communicating Government funding and incentives available to employers.

### **Identify gaps in the provision of education-business link activity across London and explore ways to improve and sustain this provision**

- Commission a review of gaps in the provision of education-business link activity, to include recommendations as to how the City could improve on the current provision and identify new areas to target.
- Implement recommendations from the above review.

### **Raise awareness of the extent of employability provision provided by the City amongst schools in the neighbouring boroughs, with a specific focus on the City academies**

- Develop promotional materials covering the 'ladder' of aspiration-raising and employability provision provided by the City Corporation and communicate this to the City schools and neighbouring boroughs.
- Monitor and review programme achievements and communicate this to the City schools and schools in neighbouring boroughs as appropriate.

## **The Education Strategy Working Party**

The Education Strategy Working Party (ESWP) was established to undertake a review of the City Corporation's education contribution and devise an education strategy that promotes high quality education.

The group was made up of Members from the City of London Court of Common Council and independent members from different education sectors. These included higher education, academies and the City livery.

Over the course of a three-month consultation period the group took evidence of the City Corporation's education activities, including: local authority statutory provision, schools, outreach programmes, and employability and training initiatives.

This Strategy sets out the priorities of the ESWP following the consultation process and outlines recommendations that will shape the Corporation's education activity over the next three years.

The Chairman would like to thank all the members of the ESWP and officers who have supported it for the hard work and commitment they have put in to creating this strategy. This thanks is extended to all those who gave evidence to the group, showcasing the variety of activity undertaken across the organisation; activities that will continue to go from strength to strength.

The work of the ESWP would not have been undertaken without the contributions from, and meetings with, those organisations that have helped shape the City's education portfolio:

- Academy school host boroughs
- Christ's Hospital School
- The City Academy, Hackney
- The City of London Academy Islington
- The City of London Academy Southwark
- The City of London Freeman's School
- The City of London School
- The City of London School for Girls
- City University
- Departments of the City of London Corporation
- The Haberdashers Company
- King Edward's School, Witley
- KPMG
- Prior Weston Primary School
- Redriff Primary School
- The Sir John Cass Foundation
- The Sir John Cass Foundation Primary School
- The United Westminster Schools Foundation
- United Learning Trust
- University College London

**Membership of the Education Strategy Working Party**

Catherine McGuinness – Chairman  
Ade Adetosoye  
John Bennett  
Roy Blackwell – United Westminster Schools Foundation  
Jude Chin – Specialist Schools and Academies Trust/Academy school governor  
Billy Dove  
The Revd. Dr Martin Dudley  
Marianne Fredericks  
Sir Malcolm Grant – University College London  
David Graves  
Gordon Haines  
Peter Lisley  
Virginia Rounding  
Ian Seaton  
Dr Giles Shilson  
David Taylor – Livery Schools Link