



Education Board

Date: THURSDAY, 9 NOVEMBER 2017
Time: 3.00 pm
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

REPORT APPENDICES

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

5. **DRAFT EDUCATION STRATEGY ACTION PLAN**
Report of the Director of Community and Children's Services.
For Information
(Pages 1 - 2)
7. **RISK REGISTERS - CITY OF LONDON EDUCATIONAL TRUST FUND AND CITY OF LONDON COMBINED EDUCATION CHARITY**
Joint Report of the Chamberlain and Director of Community and Children's Services.
For Decision
(Pages 3 - 20)
8. **TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017**
Report of the Chamberlain.
For Information
(Pages 21 - 56)
10. **CULTURE MILE LEARNING - CASE FOR INVESTMENT 2017/18**
Report of the Chair of Culture Mile Learning.
For Decision
(Pages 57 - 62)
11. **YEAR 1 REVIEW OF LEARNING IN OPEN SPACES**
Report of the Director of Open Spaces.
For Information
(Pages 63 - 76)
12. **CITY OF LONDON ACADEMIES TRUST, ACADEMIES DEVELOPMENT PROGRAMME - UPDATE**
Report of the Director of Community and Children's Services.
For Information
(Pages 77 - 84)
13. **CITY OF LONDON ACADEMIES TRUST (04504128) GOVERNOR APPOINTMENTS**
Report of the Director of Community and Children's Services.
For Decision
(Pages 85 - 90)

14. **SGOSS FUNDING PROPOSAL AND PROPOSED CHANGES TO THE CITY CORPORATION'S NOMINATION TO SGOSS'S BOARD OF TRUSTEES AND COMPANY MEMBERSHIP**

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

For Decision
(Pages 91 - 94)

16. **CITY OF LONDON CORPORATION ADULT LEARNING SERVICE**

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

For Information
(Pages 95 - 96)

21. **PROPOSED EDUCATION BUDGET FOR 2018/19**

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

For Decision
(Pages 97 - 104)

22. **CITY OF LONDON ACADEMIES TRUST - AMENDMENT OF SCHEME OF DELEGATIONS**

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

For Decision
(Pages 105 - 106)

23. **GOVERNANCE OF SOUTHWARK ACADEMIES**

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

For Decision
(Pages 107 - 110)

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Education Strategy Action Plan 2017/18 academic year

Objective 1 – Cultural	Action	KPIs/Outcomes	Led by	EB role	Budget*	Target date
1.1 To complete the transition from the LEF to Culture Mile Learning	1. Finalise the vision, strategy and plan for Culture Mile Learning	1. Completed plan, infrastructure and governance structure to begin to establish Culture Mile as a learning destination	Culture Mile Learning	Decision	P&R	April 2018
	2. Develop and initiate an collaborative learning programme for Culture Mile Learning	2. A plan for delivering a programme improving the fusion skills of CML partners	Culture Mile Learning	Decision	P&R	April 2018
	3. More strategic partnerships with City Schools resulting in increased take up of Culture Mile Learning offer by pupils	3. Completed needs analysis for a <i>Culture Mile Learning Schools' Forum</i> and, if required, agree a terms of reference for this group	Culture Mile Learning	Decision	P&R	July 2018
1.2 To work with GSMD** to provide cultural learning pathways for City pupils	Instigate joint learning initiatives between GSMD and schools	Partnerships established between the City Schools and GSMD	GSMD and CoLAT	Information	Education Board & GSMD	July 2018
Objective 2 – Schools	Action	KPIs/Outcomes	Led by	EB Role	Budget	
2.1 To increase access to more and better skilled governors	1. Work with SGOSS, Liveries and employers to enhance existing databases of potential governors and complete a marketing drive	1. Active promotion of governor vacancies by City businesses and a reserve “pool” of at least 25 approved governors available to City schools	DCCS	Information	Education Board	July 2018
	2. Provide regular training programmes	2. Governors up to date with statutory requirements and good practice	DCCS	Information	Education Board	On-going
2.2 To produce world class schools	1. Hold half-termly Headteachers' Fora	1. All schools to be Ofsted Outstanding within three years of joining City of London family	DCCS, City of London Schools	Information	Education Board	On-going
	2. Consider geographical	2. Strong and sustainable intra	DCCS	Information	Education Board	July 2018

	clustering arrangements 3. Provide professional development opportunities for City schools staff	school support programmes 3. A trained and skilled staff	DCCS, City of London Schools	Information	Education Board	On-going
Objective 3 – Skills	Action	KPIs/Outcomes	Led by	EB role	Budget	
3.1 To better prepare Londoners for employment	1. Develop a programme of flagship initiatives to develop fusion skills	1. A tested and refined plan for developing a flagship fusion skills initiative	Culture Mile Learning	Decision	P&R	July 2018
	2. Provide lifelong learning opportunities	2. Evidence of innovative programmes for Londoners to learn and improve their employability throughout life	DCCS	Information	Education Board	On-going
	3. Connect City businesses with schools across London to increase workplace exposure	3. 1500 students across London benefit from internships, workplace visits and an entry level access course in financial services	EDO/DCCS	Information	EDO	July 2018
	4. Encourage City schools to maintain 100hrs work related activity and governor(s) responsible for careers.	4. City students benefit from 100 hours of work related activity before 16 years of age, overseen by a dedicated governor	COLAT/DCCS	Information	Education Board	July 2018
3.2 To build a skilled and diverse workforce	1. Provide apprenticeship training and promote apprenticeships as part of a solution to the City's future skills needs	1. 100 apprentices placed within CoL at Level 2&3, and a pilot programme is developed to help smaller City businesses take on apprentices.	DCCS/HR/EDO	Information	DCCS/HR/EDO	April 2018
	2. Support employers to recruit talent from the widest possible talent pool	2. Six events held to stimulate applications to the CoL sponsored Social Mobility Employer Index	EDO	Information	EDO	July 2018
	3. Work with low-level employed/unemployed/hard to reach Londoners	3. Increase in accredited ESOL programmes, numeracy and literacy programmes	DCCS	Information	DCCS	July 2018

*Including cash and staff (either new or existing resources)

**Guildhall School of Music and Drama

Assessing Risks

Every risk should be assessed to help determine how much attention is given to the particular event. This is done by ranking the risks with a set of scores determined by their individual likelihood and impact rating.

The City of London Corporation uses a 4 point scale and the multiple of the likelihood and impact gives us the risk score, which is used to determine the risk profile. See the 'Risk Scoring' section below on how risks should be scored.

The following chart shows the area the risk will fall in to dependant on its score, with red being the most severe and green being the least. The scores within the chart are multiples of the likelihood and impact.

e.g. (Likelihood of) 4 x (Impact of) 4 = (Risk Score of) 16

Impact scores increase by a factor of 2, thus having greater weighting in comparison to the Likelihood scores.

		Impact			
X		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	Likely (4)	4	8	16	32
	Possible (3)	3	6	12	24
	Unlikely (2)	2	4	8	16
	Rare (1)	1	2	4	8

COL risk matrix

What the colours mean (as a guide):

- Red (dark grey) - Urgent action required to reduce rating
- Amber (light grey) - Action required to maintain or reduce rating
- Green (mid grey) - Action required to maintain rating.

Risk scoring

Risk scoring is purely subjective. Perceptions of a risk will vary amongst individuals and hence it is better to score the risk collectively than leave it to one person's judgement.

Definitions

1. **Original/Gross score:** the level of risk perceived before any mitigating actions/controls have been put in place.
2. **Current/Net score:** the level of risk currently perceived by the user/management, taking in-to account any controls.
3. **Target score:** the preferable score for the risk to be in order for it to be manageable, thinking in term of what resources are available, and the ability of the Corporation to directly manage the risk once external factors are considered.

Risk scoring method

Risks are scored in terms of likelihood and impact

→ Risk should be scored by first determining how likely it is to occur (**Likelihood**)

→ It should then be rated according to the worst case scenario if it should arise (**Impact**).

Likelihood scoring guide

The criterion below is not exhaustive and intended to be used as a guide. **You will need to come to a management consensus when scoring risks.**

	Rare	Unlikely	Possible	Likely
	1	2	3	4
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10 ⁻⁵)	Less than one chance in ten thousand (<10 ⁻⁴)	Less than one chance in a thousand (<10 ⁻³)	Less than one chance in a hundred (<10 ⁻²)

Impact scoring guide

The criterion below is not exhaustive and intended to be used as a guide. **You will need to come to a management consensus when scoring risks.**

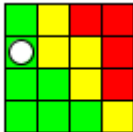
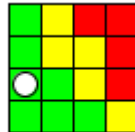

		Minor	Serious	Major	Extreme
		1	2	4	8
THREATS	Service Delivery / Performance	Minor impact on service, typically up to 1 Day	Service Disruption 2-5 Days	Service Disruption > 1 week to 4 weeks	Service Disruption > 4 weeks
	Financial	Financial loss up to 5% of Budget	Financial loss up to 10% of Budget	Financial loss up to 20% of Budget	Financial loss up to 35% of Budget
	Reputation	Isolated service user/stakeholder complaints contained within business unit/division	Adverse local media coverage/multiple service user/stakeholder complaints	Adverse national media coverage 1-3 days	National publicity more than 3 days. Possible resignation of leading Member or Chief Officer.
	Legal / Statutory	Litigation claim or fine less than £5,000	Litigation claim or fine between £5,000 and £50,000	Litigation claim or fine between £50,000 and £500,000	Multiple civil or criminal suits. Litigation claim or fine in excess of £500,000
	Safety / Health	Minor incident including injury to one or more individuals	Significant Injury or illness causing short term disability to one or more person	Major injury or illness/disease causing long term disability to one or more person.	Fatality or life threatening illness / disease (e.g. Mesothelioma) to one or more persons

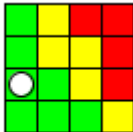
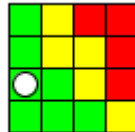

	Objectives	Failure to achieve Team plan objectives	Failure to achieve one or more service plan objective	Failure to achieve a Strategic plan objective	Failure to achieve a major corporate objective
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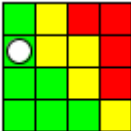
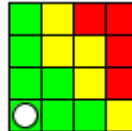

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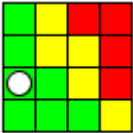


City Educational Trust Fund Risk Register

Annex 2

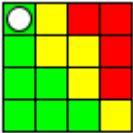


Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CETF 001 Income from investments in Charities pool may decline Chamberlain	Causes: poor management, reduction in interest rates Event: interest rates / value of investments decline Impact: Reduced ability to maximise charitable benefit	 Likelihood	3	Investments are managed by professional fund managers Monitoring of fund managers performance by Chamberlain / financial investment board October 2017	 Likelihood	2	On-going	 No change

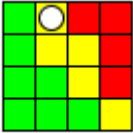
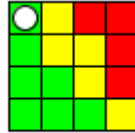

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CETF 002 The income from cash balances reduces significantly Chamberlain	Causes: reduction in interest rates, cash balances reduce therefore attracting less interest Event: interest rates decline. Impact: Reduced ability to maximise charitable benefit	 Likelihood	2	Annual financial survey and financial forecast enables in-depth analysis of position, with actual returns being closely monitored throughout the year. October 2017	 Likelihood	2	On-going	 No change

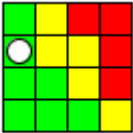
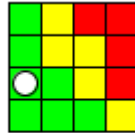

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CETF 003 Grants awarded may be given for purposes not complying with the Charity's objectives Education Board	Causes: Grants awarded may be given for purposes not complying with the Charity's objectives Event: A grant is agreed which is not in accordance with the Charitable Scheme. Impact: non-compliance with charitable objectives	 Likelihood Impact	3	Trustees have their objectives before them when agreeing grants. October 2017	 Likelihood Impact	1	On-going	 No change

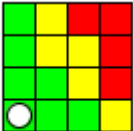
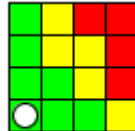
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CETF 004 Applicants for financial assistance do not disclose full details of their circumstances Education Board	Causes: Applicants do not complete the application form truthfully. Event: Loan assessment is based on incorrect information. Impact: non-compliance with charitable objectives	Likelihood  Impact	2	Applicants are required to complete and sign application form and provide supporting evidence.. Processes in place to challenge robustness of applicant's business case and financial situation October 2017	Likelihood  Impact	2	On-going	 No change

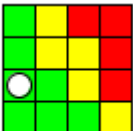

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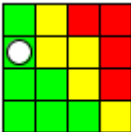
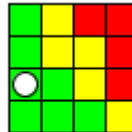
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CETF 005 Grant awards may not be used for the purpose for which they were given. Education Board	Causes: Applicants do not complete application form correctly. Event: Applicant spends the loan on ineligible items. Impact: Non compliance with charitable objects.	Likelihood  Impact	4	The Purpose of the grant is clearly stated in all related correspondence, including the acceptance letter. Ongoing monitoring of business activity October 2017	Likelihood  Impact	3	On-going	 No change

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CETF 006 Insufficient beneficiaries complying with the objects of the Trust Education Board	Causes: Lack of applicants, lack of public knowledge about the Charity Event: Lack of funding received by the Charity Impact: Funds of the charity not being used and therefore not complying with the charity's objectives.	 Likelihood Impact	8	Advertising, actively looking for beneficiaries. Widen objects of the Trust if still insufficient beneficiaries. October 2017	 Likelihood Impact	4	On-going	 No change

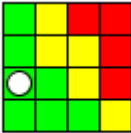
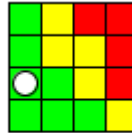
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CETF 007 The charity lacks direction, strategy and forward planning Education Board	Causes: No strategic plan Event: grant advances not made Impact: Charity is not meeting its charitable objectives..	 Likelihood Impact	3	A strategic plan which sets out the key aims, objectives and policies, financial plans and budgets. Monitoring of financial and operational performance. Trustees have agreed a new strategy and agreed targets.	 Likelihood Impact	2	On-going	 No change

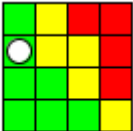
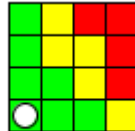

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CETF 008 Conflicts of interest Education Board	Causes: Trustees / officers do not declare a conflict of interest. Event: not complying with Trust Law Impact: Not complying with Trust Law	 Likelihood Impact	1	Understanding of Trust Law Protocol for disclosure of potential conflicts of interest	 Likelihood Impact	1	On-going	↔ No change

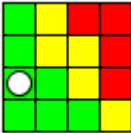
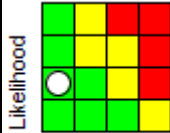

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CETF 009 Loss of directly employed staff and / or support staff Education Board	Causes: low staff motivation, bad relationships. Event: staff / partnering organisations cease working for the Trust. Impact: Loss of experience, high staff turnover.	 Likelihood Impact	2	Documentation of system plans and projects. Training programmes	 Likelihood Impact	2	On-going	↔ No change

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COLCEC 001 Income from investments in Charities pool may decline Chamberlain	Causes: poor management, reduction in interest rates Event: interest rates / value of investments decline Impact: Reduced ability to maximise charitable benefit	 Likelihood Impact	3	Investments are managed by professional fund managers Monitoring of fund managers performance by Chamberlain / financial investment board October 2017	 Likelihood Impact	2	On-going	↔ No change

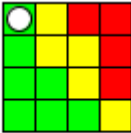
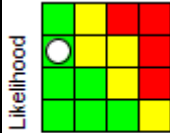

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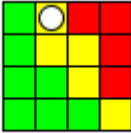
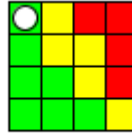

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COLCEC 002 The income from cash balances reduces significantly Chamberlain	Causes: reduction in interest rates, cash balances reduce therefore attracting less interest Event: interest rates decline. Impact: Reduced ability to maximise charitable benefit	 Likelihood Impact	2	Annual financial survey and financial forecast enables in-depth analysis of position, with actual returns being closely monitored throughout the year. October 2017	 Likelihood Impact	2	On-going	↔ No change

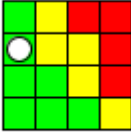
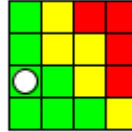

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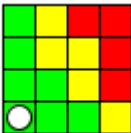
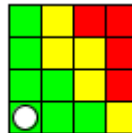
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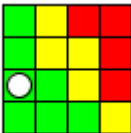
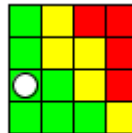
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COLCEC 005 Grant awards may not be used for the purpose for which they were given. Education Board	Causes: Applicants do not complete application form correctly. Event: Applicant spends the loan on ineligible items. Impact: Non compliance with charitable objects.	Likelihood  Impact	4	The Purpose of the grant is clearly stated in all related correspondence, including the acceptance letter. Ongoing monitoring of business activity October 2017	Likelihood  Impact	3	On-going	 No change

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
COLCEC 006 Insufficient beneficiaries complying with the objects of the Trust Education Board	Causes: Lack of applicants, lack of public knowledge about the Charity Event: Lack of funding received by the Charity Impact: Funds of the charity not being used and therefore not complying with the charity's objectives.	 Likelihood Impact	8	Advertising, actively looking for beneficiaries. Widen objects of the Trust if still insufficient beneficiaries. October 2017	 Likelihood Impact	4	On-going	 No change

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
COLCEC 007 The charity lacks direction, strategy and forward planning Education Board	Causes: No strategic plan Event: grant advances not made Impact: Charity is not meeting its charitable objectives..	 Likelihood Impact	3	A strategic plan which sets out the key aims, objectives and policies, financial plans and budgets. Monitoring of financial and operational performance. Trustees have agreed a new strategy and agreed targets.	 Likelihood Impact	2	On-going	 No change

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
COLCEC 008 Conflicts of interest Education Board	Causes: Trustees / officers do not declare a conflict of interest. Event: not complying with Trust Law Impact: Not complying with Trust Law	Likelihood  Impact	1	Understanding of Trust Law Protocol for disclosure of potential conflicts of interest	Likelihood  Impact	1	On-going	↔ No change

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
COLCEC 009 Loss of directly employed staff and / or support staff Education Board	Causes: low staff motivation, bad relationships. Event: staff / partnering organisations cease working for the Trust. Impact: Loss of experience, high staff turnover.	Likelihood  Impact	2	Documentation of system plans and projects. Training programmes	Likelihood  Impact	2	On-going	↔ No change

**CITY EDUCATIONAL TRUST FUND
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017**

Charity Number: 290840

CITY EDUCATIONAL TRUST FUND

Trustee's Annual Report and Financial Statements for the year ended 31 March 2017

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CITY EDUCATIONAL TRUST FUND

Trustee's Annual Report for the year ended 31 March 2017

1. Reference and Administration Details

Charity Name:	City Educational Trust Fund
Registered Charity Number:	290840
Principal Address:	Guildhall, London, EC2P 2EJ
Trustee:	The City of London Corporation
Chief Executive:	The Town Clerk of the City of London Corporation
Treasurer:	The Chamberlain of London
Solicitor:	The Comptroller and City Solicitor
Banker:	Lloyds TSB Bank plc City Office, PO Box 72 Bailey Drive Gillingham, Kent, ME8 0LS
Investment Fund Managers:	Artemis Investment Management LLP
Auditor:	Moore Stephens LLP 150 Aldersgate Street London, EC1 4AB

2. Structure, Governance and Management

The Governance Documents and constitution of the charity

The constitution of this Trust is set out in a governing document dated 1967 and the City of London Various Powers Act 1967 section 25 (1).

Trustee selection methods

All elected members of the Court of Common Council (both Aldermen and Commoners) collectively exercise the City of London's duties as Trustee of the charity. The Education Board under its delegated authority administers the charity on behalf of the Trustee. The Education Board comprises Aldermen and Commoners appointed to these committees in accordance with the usual procedures for committee membership.

Policies and procedures for the induction and training of Trustees

The City of London Corporation makes such seminars and briefings available to its Members as it considers are necessary to enable the Members to efficiently carry out their duties. Such events relate to various aspects of the City's activities, including those concerning City Educational Trust Fund.

CITY EDUCATIONAL TRUST FUND

Trustee's Annual Report (continued)

2. Structure, Governance and Management (continued)

Organisational structure and decision making process

The charity is administered in accordance with the Charity's governing scheme and the City of London Corporation's own corporate governance and administration of the City of London Corporation. These governance documents are available from the Town Clerk of the City of London Corporation at the principal address.

Each elected Member by virtue of their membership of the Court of Common Council, its relevant committees and sub-committees, has a duty to support the City Corporation in the exercise of its duties as Trustee of the Charity, by faithfully acting in accordance with the Terms of Reference of the relevant committee or sub-committee, and the City Corporations agreed corporate governance framework as noted above.

The Education Board and Education Charity Sub (Education Board) Committee meet regularly to review the charitable activities and instigate any changes to the administrative arrangements which are considered necessary to maximise the effectiveness of the charity and ensure compliance with the City Corporation's duties as Trustee.

Related parties

Details of any related party transactions are disclosed in note 10 to the Financial Statements.

Risk identification

The Trustee is committed to a programme of risk management as an element of its strategy to preserve the charity's assets, enhance productivity for service users and members of the public.

In order to embed sound practice a Risk Management Group of employed officers has been established by the City of London Corporation to ensure that risk management policies are applied, that there is an ongoing review of risk management activity and that appropriate advice and support is provided to elected Members and officers.

The City of London Corporation has approved a strategic risk register for all of its activities. This register helps to formalise existing processes and procedures and enables the City of London Corporation to further embed risk management throughout the organisation, in the exercise of all of its functions, including when acting as charity trustee.

Consequently a key risk register has been prepared for this charity and has been reviewed by its Trustee. It identifies the potential impact of key risks and the measures which are in place to mitigate such risks.

3. Objectives and Activities for the Public Benefit

The City Educational Trust Fund was established under the City of London Various Powers Act 1967, section 25 (1) which states that the capital and interest shall be applied by the City of London Corporation as it thinks fit, for one or more of the following purposes as it may from time to time determine:

CITY EDUCATIONAL TRUST FUND

Trustee's Annual Report (continued)

3. Objectives and Activities for the Public Benefit (continued)

(1) for the advancement of the objects of the City University constituted by Royal Charter granted on 23 May 1966, or any of such objects or for other educational purposes connected with, or related to the said university; and

(2) without prejudice to the generality of the foregoing paragraph, for the advancement of education in science and technology, business management and commerce by the promotion of research, study, teaching and training in and of such subjects, or any of them, or without prejudice to the generality of the foregoing, for the advancement of the study and teaching biology and ecology, or for the advancement of research, study and teaching in and of the cultural arts.

(3) The Education Charity Sub Committee of the City of London Corporation allocates the income from the charity in accordance with these objectives and aims to distribute the anticipated income each year.

The Trustee confirms it has referred to the Charity Commission guidance on public benefit when reviewing the Trust's aims and objectives and when making future plans

Policy on grant making

The charity has established its grant making policy to achieve its objects, as laid out above, for the public benefit. Applications are assessed via a robust process to ensure that proposed activities for funding will be supported by adequate and appropriate resources and will be used only for activities that match the charity's criteria. The eligibility criteria have been reviewed by the Education Charity Sub (Education Board) Committee and the Education Board agreed that a revised policy to guide the application of funds for the Charity be implemented for the 2017/18 funding cycle.

4. Achievements and Performance

During the year three new grants totalling £149,500 were awarded (2015/16: four grants awarded totalling £87,500): £135,000 to the Spitalfields Festival towards running costs, £8,500 to Queen Mary University of London to support the running costs of two science, technology, engineering and maths summer schools and £6,000 towards the bursary cost of the conservators Internship at the Guildhall Art Gallery. In addition £30,000 relating to 2 grants awarded in previous years were paid during the year along with £4,821 admin fee

5. Financial Review

Review of financial position

During the year ended 31 March 2017 total funds increased by £342,016 (2015/16: a decrease of £160,651) to £3,774,353 (2015/16: £3,432,337). This movement comprised the following:-

- i) A net gain on investments of £394,273 (2015/16: a net loss of £199,256);
- ii) Investment income of £132,064 (2015/16: investment income of £126,105); and

CITY EDUCATIONAL TRUST FUND

Trustee's Annual Report (continued)

5. Financial Review (continued)

- iii) Expenditure of £184,321 which was made up of five grants (2015/16: four grants totalling £87,500).

Reserves policy

The reserves policy is to maintain the expendable endowment of the charity in investments in the Charities Pool administered by the City of London Corporation and use the investment income in accordance with the objectives of the charity. The Trustee has the discretion to distribute the expendable endowment as grants as deemed appropriate. The grants awarded in

Recent years have been limited to ensure that the balance on the unrestricted fund remains in surplus.

Going concern

The Trustee considers the charity to be a going concern for the foreseeable future as detailed in the Accounting Policies note 1(b). There are no material uncertainties about the entity's ability to continue as a going concern.

Investment policy

The charity's investments are held in units of the City of London Charities Pool.

The Charities Pool is an investment mechanism operating in a similar way to a unit trust. It enables the City of London Corporation to "pool" small charitable investments together and consequently obtain better returns than would be the case if investments were made individually.

The investment policy of the Charities Pool is to provide a real increase in annual income in the long term whilst preserving the value of the capital base. The annual report and financial statements of the Charities Pool are available from the Chamberlain of London.

6. Plans for Future Periods

The target for 2017/18 is the advancement of the objects of the City University, and the advancement of education in science and technology, business management and commerce by the promotion of research, study, teaching and training in and of such subjects, or any of them, or without prejudice to the generality of the foregoing, for the advancement of the study and teaching of biology and ecology, or for the advancement of research, study and teaching in and of the cultural arts.

7. Statement of Trustee's Responsibilities

The Trustee is responsible for preparing the Trustee's Report and the financial statements in accordance with the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015.

CITY EDUCATIONAL TRUST FUND

Trustee's Annual Report (continued)

7. Statement of Trustee's Responsibilities (continued)

The law applicable to charities in England and Wales requires the Trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustee is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustee is responsible for keeping proper accounting records that discloses with reasonable accuracy at any time the financial position of the charity and enable the Trustee to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the Charity's scheme. The Trustee is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Adopted and signed for and on behalf of the Trustee on 15 November 2016.

Jeremy Paul Mayhew MA MBA
Chairman of Finance Committee
Guildhall, London

Jamie Ingham Clarke
Deputy Chairman of Finance committee

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF CITY EDUCATIONAL TRUST FUND

Independent Auditor's Report to the Trustee of The City Educational Trust Fund

We have audited the financial statements of The City Educational Trust for the year ended 31 March 2017 which are set out on pages 9 to 10. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

This report is made solely to the charity's trustee, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustee and auditor

As explained more fully in the Trustee's Responsibilities Statement set out on page 5, the trustee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 144 the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's web-site at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2017 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustee's Annual Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF CITY EDUCATIONAL TRUST FUND

Moore Stephens LLP
Statutory Auditor
150 Aldersgate Street
London
EC1A 4AB

X October 2017

Moore Stephens LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

CITY EDUCATIONAL TRUST FUND

Statement of Financial Activities for the year ended 31 March 2017

	Notes	Unrestricted Fund £	Endowment Fund £	Total 2016/17 £	Total 2015/16 £
Income and endowments from:					
Investments					
Managed investment income	3	131,255	-	131,255	125,658
Interest receivable		759	-	759	447
Donations		50	-	50	
Total income and endowments		132,064	-	132,064	126,105
Expenditure on:					
Charitable activities	4	184,321	-	184,321	87,500
Total expenditure		184,321	-	184,321	87,500
Net gains/(losses) on investments	7	-	394,273	394,273	(199,256)
Net income/(expenditure)		(52,257)	394,273	342,016	(160,651)
Net movement in funds		(52,257)	394,273	342,016	(160,651)
Reconciliation of funds:					
Total funds brought forward	9	72,566	3,359,771	3,432,337	3,592,988
Total funds carried forward	9	20,309	3,754,044	3,774,353	3,432,337

There are no recognised gains or losses other than as shown in the statement of financial activities above.

All incoming resources and resources expended derive from continuing activities.

CITY EDUCATIONAL TRUST FUND

Balance Sheet as at 31 March 2017

	Notes	2017 £	2016 £
Fixed assets:			
Investments – 423,949 Charities Pool Units	7	3,696,835	3,302,563
Current assets:			
Cash at bank and in hand		202,018	129,774
Liabilities:			
Creditors: Amounts falling due within one year		(124,500)	-
Net current assets		<u>77,518</u>	<u>129,774</u>
Total net assets	8	<u>3,774,353</u>	<u>3,432,337</u>
The funds of the charity:			
Unrestricted fund	9	20,309	72,566
Endowment fund	9	3,754,044	3,359,771
Total charity funds		<u>3,774,353</u>	<u>3,432,337</u>

Approved and signed for and on behalf of the Trustee.

The notes at pages 11 to 15 form part of these accounts.

Dr Peter Kane
Chamberlain of London

CITY EDUCATIONAL TRUST FUND

Notes to the Financial Statements for the year ended 31 March 2017

1. Accounting Policies

The following accounting policies have been applied consistently throughout the year and in the preceding year in dealing with items which are considered material in relation to the charity's financial statements.

(a) ***Basis of Preparation***

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities, published in 2015, the Financial Reporting Standard 102 applicable in the UK and Republic of Ireland (FRS 102), and the Charities Act 2011.

(b) ***Going Concern***

The Trust is considered a going concern for the foreseeable future as the Trustee has due regard to maintaining the capital base and only the investment income is generally used in furtherance of the objectives of the Trust. The majority of the charity's income is from investments in the Charities Pool administered by the City of London Corporation. The Pool's investment policy is set out in Section 5 of the Annual Report. The existing delegation of the Charity's management to the Education Board will continue. There are no material uncertainties about the entity's ability to continue as a going concern.

(c) ***Cash Flow Statement***

The Charity has taken advantage of the exemption in FRS102 from the requirement to produce a statement of cash flows on the grounds that it is a small entity.

(d) ***Income Recognition***

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

(e) ***Investment Income***

Investment income consists of distributions from the Charities Pool, a common investment fund and a registered charity and interest receivable on cash balances. The Charities Pool is an investment mechanism operating in a similar way to a unit trust. It enables the City of London Corporation to "pool" small charitable investments together and consequently obtain better returns than would be the case if investments were made individually.

CITY EDUCATIONAL TRUST FUND

Notes to the Financial Statements for the year ended 31 March 2017 (continued)

1. Accounting Policies (continued)

(f) ***Expenditure Recognition***

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

(g) ***Grants Payable***

The grant making policy is noted in Section 3 of the Trustee's Annual Report and the grants awarded are shown in Section 4. All grants approved are charged to the financial year in which they become committed.

(h) ***Investments***

Investments are valued annually at the middle market price at the close of business on 31 March. Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities. The unrealised gain on investments at the balance sheet date is included in the Trust's funds.

(i) ***Fund Accounting***

The funds of the charity consist of an expendable endowment fund and an unrestricted fund. The endowment fund holds the original endowment of the charity which is invested and shown at market value, whilst the unrestricted fund contains any undistributed annual income carried forward for use in future years.

2. Tax Status of the Charity

City Educational Trust Fund is a registered charity and as such its income and gains are exempt from income tax to the extent that they are applied to its charitable purposes.

3. Income Recognition

Incoming resources consist of investment income derived from the investments in the Charities Pool noted in 1(e) and interest on cash balances. Income for the year amounted to £132,064 which comprised investment income of £131,255, interest on cash balances of £759 and a donation of £50.

4. Expenditure Recognition

Resources expended are made up of grants directly provided by the charity and an administration fee charged by the Central Grants Unit. During the year three grants were awarded at a total cost of £149,500 (2015/16: four grants totalling £87,500). In addition expenditure of £30,000 was incurred in respect of grants awarded in previous years. Section 4 of the Annual Report provides further details of these grants.

Charitable activities

Charitable activities consist entirely of grants in accordance with the charitable objectives (see Section 3 of the Trustee's Annual Report), and an administration fee (see note 5).

CITY EDUCATIONAL TRUST FUND

Notes to the Financial Statements for the year ended 31 March 2017 (continued)

5. Support and Governance Costs

Staff numbers and costs

The charity does not employ any staff. The reasonable costs of administration are charged to the Charity's income as permitted under the Charity's governing scheme. In 2016/17 £4,821 in management and administration fees was charged to the Charity for the services of the of City of London's Central Grants Unit which is responsible for administering the Charity's grant making activities. Other costs of administration such as accountancy, legal advice and disbursements are not charged to the charity (2015/16 £0).

Auditor's remuneration and fees for external financial services

The City of London's external auditor audits this charity as one of the numerous charities administered by the City of London Corporation. The City of London Corporation does not attempt to apportion the audit fee between all the different charities but prefers to treat it as part of the cost to its private funds. No other external financial services were provided for the Trust during the year or in the previous year.

6. Other Items of Expenditure

Trustee's expenses

Members of the City of London Corporation acting on behalf of the Trustees received no remuneration or reimbursement of expenses during the current or previous years.

7. Investment Assets

The value and cost of investments comprises:

	Endowment Fund	
	2017 £	2016 £
Market value at 1 April	3,302,563	3,501,819
Net investment gains/(losses) on revaluation	394,273	(199,256)
Market value at 31 March	3,696,836	3,302,563
Cost at 31 March	442,314	442,314
Units in Charities Pool	423,949	423,949

The majority of the charity's surplus funds are invested within the Charities Pool administered by the City of London Corporation and the interest is received from the Chamberlain of London on balances held on behalf of the Trust. The investments are managed by Artemis Investment Management LLP and the performance of the fund is measured against the fund manager benchmark (FTSE All Share Index).

As at 31 March 2017 the fund achieved a return of +16.30% compared to the FTSE All Share Index return of +21.95%, an underperformance of 5.35%. However over three and five years the fund outperformed the index as follows:

CITY EDUCATIONAL TRUST FUND

Notes to the Financial Statements for the year ended 31 March 2017 (continued)

7. Investment Assets (continued)

	3 Years	5 Years
Fund	8.39%	10.98%
FTSE All Share	7.69%	9.67%
Out Performance	0.71%	1.31%

The geographical spread of listed investments at 31 March was as follows:

	2017 £	2016 £
Equities		
UK	2,879,834	2,441,950
Overseas	521,254	502,454
Bonds – UK	18,484	88,416
Pooled Units – UK	184,842	137,231
Cash held by Fund Manager	92,421	132,512
Total Funds	3,696,835	3,302,563

8. Analysis of Net Assets by Fund at 31 March 2017

	Unrestricted Fund £	Endowment Fund £	Total 2017 £	Total 2016 £
Fixed Assets				
Investments	-	3,696,835	3,696,835	3,302,563
Total Fixed Assets	-	3,696,835	3,696,835	3,302,563
Current Assets	144,809	57,209	202,018	129,774
Current Liabilities	(124,500)	-	(124,500)	-
Total Net Assets	20,309	3,754,044	3,774,353	3,432,337

9. Movement of Funds during the year to 31 March 2017

	Balance at 1 April 2016	Net Outgoing Resources	Net Gains on Revaluation	Balance at 31 March 2017
	£	£	£	£
Unrestricted Funds	72,566	(52,257)	-	20,309
Endowment Funds	3,359,771	-	394,273	3,754,044
Total Funds	3,432,337	(52,257)	394,273	3,774,353

CITY EDUCATIONAL TRUST FUND

Notes to the Financial Statements for the year ended 31 March 2017 (continued)

9. Movement of Funds during the year to 31 March 2017 (continued)

Notes to the funds:

Unrestricted funds

General fund

Investment income is credited to this fund and grants are charged to this fund each year. Surplus income in this fund is carried forward to be used in subsequent years.

Endowment funds

Expendable

This fund holds the original expendable endowment of the charity which is invested in the Charities Pool administered by the City of London Corporation to generate income for use in accordance with the objectives of the charity.

10. Related Party Transactions

The City of London Corporation is also the trustee of a number of other charitable trusts. With the exception of the City of London Charities Pool (1021138), these charitable trusts do not undertake transactions with the City of London Educational Trust Fund. A full list of these charities is available on application to the Chamberlain of London.

The Trust has investments in the City of London Charities Pool of which the City of London Corporation is also the Trustee. Investment income from the Charities Pool during 2016/17 amounted to £131,255 (2015/16: £125,658).

***THE CITY OF LONDON CORPORATION
COMBINED EDUCATION CHARITY
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017***

Charity Number: 312836

THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY

Trustee's Annual Report and Financial statements for the period from 1 April 2016 to 31 March 2017

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THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY

Trustees' Annual Report for the period from 1 April 2016 to 31 March 2017

1. Reference and Administration Details

Charity Name:	The City of London Corporation Combined Education Charity
Registered Charity Number:	312836
Principal Address:	Guildhall, London EC2P 2EJ
Trustee:	The City of London Corporation
Chief Executive:	The Town Clerk of the City of London Corporation
Treasurer:	The Chamberlain of London
Solicitor:	The Comptroller and City Solicitor
Bank:	Lloyds Bank plc City Office, PO Box 72 Bailey Drive Gillingham, Kent ME8 OLS
Auditor:	Moore Stephens LLP 150 Aldersgate Street, London, EC1A 4AB

2. Structure, Governance and Management

The Governing Documents and constitution of the charity

In June 2011 the Charity Commission approved a new scheme, for the purposes of more efficient management and administration, whereby the Archibald Dawney Scholarships (charity number 290129), Robert Blair Fellowships for Applied Science and Technology (charity number 312924) and Alan Partridge Smith Trust (unregistered) were merged into the Higher Education Research and Special Expenses Fund (HERSEF) (312836) and the name of the charity changed to the City of London Corporation Combined Education Charity. The scheme revised and broadened the objects of the Charity thereby facilitating greater flexibility in the application of funds for the public benefit, and substituted the previous individual trustees with the City of London Corporation as sole corporate trustee (the formal legal name of the Trustee being the Mayor and Commonalty and Citizens of the City of London). The City of London Corporation is trustee acting by the Common Council of the City of London in its general corporate capacity and that executive body has delegated responsibility in respect of management of this Charity to one of its committees, the Education Board. That committee has further delegated the Charity's grant-making activity to a sub-committee, the Education Charity Sub (Education Board) Committee which acts in accordance with a policy set by the Education Board.

THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY

Trustees' Annual Report for the period from 1 April 2016 to 31 March 2017 (continued)

2. Structure, Governance and Management (continued)

Trustee selection methods

All elected Members of the Court of Common Council (both Aldermen and Commoners) collectively exercise the City of London Corporation's duties as Trustee of the Charity. The Education Board under its delegated authority administers the Charity on behalf of the Trustees. The Education Board comprises Aldermen and Commoners appointed to this committee in accordance with the City of London Corporation's usual procedures for committee membership.

Organisational structure and decision making process

The Charity is administered in accordance with the Charity's governing scheme and the City of London Corporation's own corporate governance and administration framework, including Committee Terms of Reference, Standing Orders, Financial Regulations and Officer Scheme of Delegations of the City of London Corporation. These governance documents are available from the Town Clerk of the City of London at the principal address.

Each elected Member by virtue of their membership of the Court of Common Council, its relevant committees and sub-committees, has a duty to support the City Corporation in the exercise of its duties as Trustee of the Charity by faithfully acting in accordance with the Terms of Reference of the relevant committee or sub-committee, and the City Corporation's agreed corporate governance framework as noted above.

The Education Board and Education Charity Sub (Education Board) Committee meet regularly to review the charitable activities and instigate any changes to the administrative arrangements which are considered necessary to maximise the effectiveness of the charity and ensure compliance with the City Corporation's duties as Trustee.

Details of related parties and wider networks

The following disclosures are made in recognition of the principles underlying Financial Reporting Standard 102 concerning related party transactions.

The City of London Corporation is also the Trustee of a number of other charitable trusts. With the exception of the City of London Charities Pool (1021138), these charitable trusts do not undertake transactions with the City of London Corporation Combined Education Charity. A full list of these charities is available on application to the Chamberlain of London.

Risk identification

The Trustee is committed to a programme of risk management as an element of its strategy to preserve the Charity's assets, enhance productivity for service users and members of the public.

In order to embed sound practice a Risk Management Group of employed officers has been established by the City of London Corporation to ensure that risk management policies are applied,

THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY

Trustees' Annual Report for the period from 1 April 2016 to 31 March 2017 (continued)

2. Structure, Governance and Management (continued)

that there is an ongoing review of risk management activity and that appropriate advice and support is provided to elected Members and officers.

The City of London Corporation has approved a strategic risk register for all of its activities. This register helps to formalise existing processes and procedures and enables the City of London Corporation to further embed risk management throughout the organisation in the exercise of all of its functions, including when acting as charity trustee.

Consequently a key risk register has been prepared for this Charity, which is reviewed by the Trustees. It identifies the potential impact of key risks and the measures which are in place to mitigate such risks.

3. Objectives and Activities for the Public Benefit

The objects of the Charity are to further the education of persons (including persons born or resident in the City of London and those attending educational institutions in the City of London or the other London Boroughs) attending or proposing to attend secondary, further or higher educational institutions by the provision of grants or financial assistance and by arranging or supporting education and training to extend or complement courses provided by such institutions.

The Charity also aims to provide grants for staff at maintained schools and Academies in the City of London and the other boroughs of London to undertake studies either at educational institutions or at other establishments provided that such study furthers their development as teachers.

The Charity's governing scheme allows for any residue of income not expended in any year to be applied to further the Charity's objects (after meeting the costs of administration) in any subsequent year or years.

The Trustee confirms it has referred to the Charity Commission guidance on public benefit when reviewing the Trust's aims and objectives and when making future plans

Policy on grant making

The charity has established its grant making policy to achieve its objects, as laid out in the objectives above, for the public benefit. All applications are assessed via a robust process to ensure that proposed activities for funding will be supported by adequate and appropriate resources and will be used only for activities that match the charity's criteria.

4. Achievements and Performance

Income from investments was £39,453 (2015/2016: £37,901).

The charity also awarded the following grants during the year:

**THE CITY OF LONDON CORPORATION COMBINED EDUCATION
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**Trustees' Annual Report for the period from 1 April 2016 to 31 March 2017
(continued)**

4. Achievements and Performance (continued)

- 1) £3,000 to support a BMus classical performance postgrad degree at the Guildhall School of Music & Drama.
- 2) £3,000 to support a Masters Degree in Orchestral artistry at Guildhall School of Music & Drama.
- 3) £3,000 to support completion of advanced instrumental studies at Guildhall School of Music & Drama.
- 4) £2,670 paid to assist with living expenses to support studying of BA Hons at University of London.
- 5) £3,000 to support tuition fees for MSc in mental health studies at Kings College London.
- 6) £3,000 to support an MA degree in character animation at University of the Arts (London).
- 7) £3,000 to support a postgraduate course in Advance Instrument studies at Guildhall School of Music and Drama.
- 8) £2,952 towards assistance with living expenses to support studying LLB Law course at City University London.
- 9) £3,000 to support teachers at Kings College London to provide pupils from under-represented groups with skills and confidence to study maths.
- 10) £3,000 to support a Masters degree in drama at Guildhall School of Music & Drama.
- 11) £2,550 to support a Masters in character animation at University of the Arts (London).
- 12) £3,000 to support reading English for BH Honours at Wolfson College.
- 13) £1,000 to support a postgraduate degree in speech & language therapy at University College London (UCL).
- 14) £3,000 to support a Master of Science in Public Policy at University College London .
- 15) £1,500 to support an MFA in fine art at University College London.
- 16) £2,500 towards MA in creative writing at Kingston University.
- 17) £3,000 to support Master of Arts in performance classical trumpet at Royal Academy of Music.
- 18) £3,000 to support MSC in Data Science at Goldsmith College.
- 19) £3,000 to support an MA Integrative Arts Psychotherapy at Therapy & Education Limited.
- 20) £3,000 to support MA in Character Animation at University of the Arts (London).
- 21) £3,000 to support MA Home/EU FT in Fashion at Royal College of Art.
- 22) £2,000 to support a Masters Degree in Music at Guildhall School of Music and Drama
- 23) £3,000 to provide workshops, instrumental lessons and concerts at the City Academy Hackney.
- 24) £3,000 to support MA in integrative art psychotherapy at the Institute for Arts

Total grants awarded during the year were £66,172. In addition the Trust incurred £4,821 in relation to management fees.

Surplus income is carried forward to be utilised in future years.

THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY

Trustees' Annual Report for the period from 1 April 2016 to 31 March 2017 (continued)

5. Financial Review

Reserves Policy

The Reserves Policy is to distribute income in accordance with the Trust's objectives.

The Trust's unrestricted reserves as at 31 March 2017 were £370,478. (2015/16: £358,445). These reserves are substantial relative to the present levels of annual expenditure and income.

Principal Funding Sources and explanation of how expenditure meets the Charity's objectives

The principal funding source is from investments held with the City of London Charities Pool (1021138) ("the Charities Pool"), the City Corporation also being the sole trustee of this Charity,

and some cash which is invested on the London Money Market. 24 new grants were awarded during the year as noted in 'Achievements and Performance' in furtherance of the Charity's objects.

Investment Policy

The majority of the Charity's surplus funds are invested within the Charities Pool administered by the City of London Corporation and the interest is received from the Chamberlain of London on balances held on behalf of the Charity. The investments are managed by Artemis Investment Management LLP and the performance of the fund is measured against the fund manager benchmark (FTSE All Share Index).

As at 31 March 2017 the fund achieved a return of +16.30% compared to the FTSE All Share Index return of +21.95%, an underperformance of 5.35%. However over three and five years the fund outperformed the index as follows:

	3 Years	5 Years
Fund	8.39%	10.98%
FTSE All Share	7.69%	9.67%
Out Performance	0.71%	1.31%

The investment policy of the Charities Pool is to provide a real increase in annual income in the long term whilst preserving the value of the capital base. The annual report and financial statements of the Charities Pool for the year ended 31 March 2017 are available from the Chamberlain of London.

Going Concern

The Trustees consider the Charity to be a going concern for the foreseeable future as detailed in the Accounting Policies note 1(b). There are no material uncertainties about the entity's ability to continue as a going concern.

THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY

Trustees' Annual Report for the period from 1 April 2016 to 31 March 2017 (continued)

6. Statement of Trustees' Responsibilities

The Trustee is responsible for preparing the Trustees' Report and financial statements in accordance with the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015.

The law applicable to charities in England and Wales requires the Trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the

Charity and of the incoming resources and application of resources of the Charity for that period. In preparing these financial statements, the Trustee is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustee is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable the Trustee to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the Charity's scheme. The Trustee is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

7. Plans for future Periods

To further the education of persons (including persons born or resident in the City of London and those attending educational institutions in the City of London or the other London Boroughs) attending or proposing to attend secondary, further or higher educational institutions by the provision of grants or financial assistance and by arranging or supporting education and training to extend or complement courses provided by such institutions.

To provide grants for staff at maintained schools and Academies in the City of London and the other Boroughs of London to undertake studies either at educational institutions or at other establishments provided that such study furthers their development as teachers.

**THE CITY OF LONDON CORPORATION COMBINED EDUCATION
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**8. Adopted and signed for and on behalf of the Trustee on 15th November
2016.**

Jeremy Paul Mayhew MA, MBA
Chairman of Finance Committee
Guildhall, London
EC2P 2EJ

Jamie Ingham Clark
Deputy Chairman of
Finance Committee

THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY

Independent Auditor's Report to the Trustee of The City of London Combined Education Charity

We have audited the financial statements of The City of London Combined Education Charity for the year ended 31 March 2017 which are set out on pages 11 to 12. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

This report is made solely to the charity's trustee, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustee and auditor

As explained more fully in the Trustee's Responsibilities Statement set out on page 7, the trustee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's web-site at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2017 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustee's Annual Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or

**THE CITY OF LONDON CORPORATION COMBINED EDUCATION
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- we have not received all the information and explanations we require for our audit.

Moore Stephens LLP
Statutory Auditor
150 Aldersgate Street
London
EC1A 4AB

X October 2017

Moore Stephens LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY

Statement of Financial Activities for the year ended 31 March 2017

	Notes	Unrestricted Fund £	Endowment Fund £	Total 2017 £	Total 2016 £
Income and endowments from:					
Investments					
Managed investment income		39,276	-	39,276	37,602
Interest receivable		177	-	177	299
Total Income & endowments	3	39,453	-	39,453	37,901
Expenditure On:					
Charitable activities	4	67,272	3,721	70,993	39,565
Total expenditure		67,272	3,721	70,993	39,565
Net gains/(loss) on investments	7	39,852	78,128	117,980	(59,624)
Net Income/(Expenditure)		12,033	74,407	86,440	(61,288)
Net movement in funds		12,033	74,407	86,440	(61,288)
Reconciliation of funds					
Total funds brought forward	10	358,445	679,430	1,037,875	1,099,163
Total funds carried forward	10	370,478	753,837	1,124,315	1,037,875

All incoming resources and resources expended derive from continuing activities

The notes on pages 13 to 18 form part of these financial statements

Chamberlain of London

Date:

THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY

Balance Sheet as at 31 March 2017

	Notes	2017 £	2016 £
Fixed Assets			
Investments - 126,861 Charities Pool Units (2016 - 126,861 Charities Pool Units)	7	1,106,228	988,248
Current Assets			
Cash		18,278	49,627
Debtors		3,000	3,000
Total Assets		<u>1,127,506</u>	<u>1,040,875</u>
Current Liabilities			
Creditors - unpaid grants	8		
<i>Amounts due within 1 year</i>		<u>(3,191)</u>	<u>(3,000)</u>
Total Liabilities		<u>(3,191)</u>	<u>(3,000)</u>
Net Assets	9	<u>1,124,315</u>	<u>1,037,875</u>
The funds of the charity:			
Unrestricted fund	10	370,478	358,445
Endowment fund	10	753,837	679,430
Total Funds at 31 March		<u>1,124,315</u>	<u>1,037,875</u>

The notes on pages 12 to 17 form part of these financial statements

Approved and signed for and on behalf of the Trustees

Chamberlain of London

Date:

THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY

Notes to the Financial Statements for the Year Ended 31 March 2017

1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Charity's financial statements.

(a) ***Basis of Preparation***

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities, published in 2015, the Financial Reporting Standard 102 applicable in the UK and Republic of Ireland (FRS 102), and the Charities Act 2011.

(b) ***Going Concern***

In June 2011 the Charity Commission approved a new scheme, for the purposes of more efficient management and administration, whereby the Archibald Dawnay Scholarships (charity number 290129), Robert Blair Fellowships for Applied Science and Technology (charity number 312924) and Alan Partridge Smith Trust (unregistered) were merged into the Higher Education Research and Special Expenses Fund (HERSEF) (312836) and the name of the charity changed to the City of London Corporation Combined Education Charity. The scheme revised and broadened the objects of the Charity thereby facilitating greater flexibility in the application of funds for the public benefit, and substituted the previous individual trustees with the City of London Corporation as sole corporate trustee (the formal legal name of the Trustee being the Mayor and Commonalty and Citizens of the City of London). The City of London Corporation is trustee acting by the Common Council of the City of London in its general corporate capacity and that executive body has delegated responsibility in respect of management of this Charity to one of its committees, the Education Board. That committee has further delegated the Charity's grant-making activity to a sub-committee, the Education Charity Sub (Education Board) Committee which acts in accordance with a policy set by the Education Board. The existing delegation of the charity's management to the Education Board will continue. The Trustees therefore considers the current level of resources is adequate to ensure that this charity is a going concern for the foreseeable future.

(c) ***Cash Flow Statement***

The Charity has taken advantage of the exemption in FRS102 from the requirement to produce a statement of cash flows on the grounds that it is a small entity.

(d) ***Income Recognition***

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY

Notes to the Financial Statements for the year ended 31 March 2017 (continued)

1. Accounting Policies (continued)

(e) ***Investment Income***

Investment income consists of distributions from the Charities Pool and interest receivable on cash balances. The Charities Pool is an investment mechanism operating in a similar way to a unit trust. It enables the City of London Corporation to “pool” small charitable investments together and consequently obtain better returns than would be the case if investments were made individually.

(f) ***Expenditure Recognition***

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

(g) ***Grants Payable***

During the year 24 grants were awarded totalling £66,172 and these are detailed on pages 4 & 5 together with the grant making policy of the charity.

(h) ***Investments***

Investments are valued annually at the middle market price at the close of business on 31 March. Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities and represent the difference in the market value of investments between 31 March 2016 and 31 March 2017.

(i) ***Fund Accounting***

The funds of the Charity consist of an expendable endowment fund and an unrestricted income fund. Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Trust after meeting the costs of administration. The expendable endowment is the Trust’s capital i.e. resources which the Trustee is required to retain rather than expend, the income from which is credited to unrestricted funds.

2. Tax status of the charity

The City of London Corporation Combined Education Charity is a registered charity and, as such, its income and gains are exempt from income tax to the extent that they are applied to its charitable purposes.

3. Incoming resources

Incoming resources from generated funds consists of investment income derived from the investments in the Charities Pool noted in 1 (e) above and interest received on cash balances. Income for the year amounted to £39,453 (2015/16: £37,901).

THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY

Notes to the Financial Statements for the Year Ended 31 March 2017 (continued)

4. Resources expended

Resources expended consist entirely of activities undertaken directly by the Charity. See note 5 below.

Resources expended are analysed as follows:

	2016/17 £	2015/16 £
Charitable activities		
Grants to individuals	66,172	39,565
Management Fee	4,821	-
Total resources expended	70,993	39,565

Charitable activities

Charitable activities consist of 24 new grants awarded to individuals in accordance with the charitable objective (See section 3 of the annual report)

5. Support costs

Staff numbers and costs

The Charity does not employ any staff. The reasonable costs of administration are charged to the Charity's income as permitted under the Charity's governing scheme. In 2016/17 £4,821 in management and administration fees was charged to the Charity for the services of the City of London Corporation's Central Grants Unit which is responsible for administering the Charity's grant making activities. Other costs of administration, such as accountancy, legal advice and disbursements are not charged to the Charity (2015/16: £0).

6. Other items of expenditure

Trustees' expenses

The Trustees received no remuneration or reimbursement of expenses during the year or in previous years.

THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY

Notes to the Financial Statements for the Year Ended 31 March 2017 (continued)

7. Investment assets

The value and cost of investments is comprised as follows:

	Unrestricted Funds General	Endowment Fund	Total 2017	Total 2016
	£	£	£	£
Market Value 1 April	333,818	654,430	988,248	1,047,872
Net investment gains/(losses)	39,852	78,128	117,980	(59,624)
Market value 31 March	373,670	732,558	1,106,228	988,248
Cost 31 March (£)	268,982	381,401	650,383	650,383
Units in Charities Pool (Units)	42,852	84,009	126,861	126,861

The Cash Balances are held by the Chamberlain of London, who invests them in the London Money Market.

The table below highlights the amount of investment held within the UK and Overseas.

	2017 £	2016 £
Equities		
UK	861,224	730,315
Overseas	155,622	150,214
Bonds - UK	6,083	23,718
Bonds - Overseas	-	2,965
Pooled Units - UK	54,812	41,506
Cash held by Fund Manager	28,487	39,530
Total Funds	1,106,228	988,248

The majority of the surplus funds are invested with the Charities Pool administered by the City of London and the interest is received from the Chamberlain of London on balances held on behalf of the Charity.

THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY

Notes to the Financial Statements for the Year Ended 31 March 2017 (continued)

8. Creditors

An accrual of £3,191 has been made in relation to 2 grants awarded in 2016/17 (2015/16: 1 grant £3,000)

9. Analysis of net assets by fund at 31 March 2017

	Unrestricted Funds General	Endowment Fund	Total 2017	Total 2016
	£	£	£	£
Fixed Assets				
Investments	373,669	732,559	1,106,228	988,248
Total Fixed Assets	373,669	732,559	1,106,228	988,248
Current Assets	-	21,278	21,278	52,627
Current Liabilities	(3,191)	-	(3,191)	(3,000)
Total Net Assets	370,478	753,837	1,124,315	1,037,875

10. Summary of funds and movements during the year to 31 March 2017

Fund Name	Fund balance brought forward	Income	Expenditure	Gains and losses	Fund balance carried forward
	£	£	£	£	£
Unrestricted Funds					
General	358,445	39,453	(67,272)	39,852	370,478
Endowment Fund					
Expendable	679,430	-	(3,721)	78,128	753,837
Total Funds	1,037,875	39,453	(70,993)	117,980	1,124,315

Notes to the funds:

Unrestricted general fund:

Investment income is credited to this fund and grants are charged to this fund each year. The net incoming resources are carried forward in this fund to be utilised in subsequent years.

Expendable endowment fund:

This reserve relates to the invested expendable endowment shown in the financial statements at market value.

**THE CITY OF LONDON CORPORATION COMBINED EDUCATION
CHARITY**

**Notes to the Financial Statements for the Year Ended 31 March 2017
(continued)**

11. Details of related parties and wider networks

The City of London Corporation is also the Trustee of a number of other charitable trusts. With the exception of the Charities Pool, these charities do not undertake transactions with the City of London Corporation Combined Education Charity. A full list of these charities is available on application to the Chamberlain of London.

The Charity has investments in the Charities Pool of which the City of London Corporation is also the Trustee.

The Charities Pool is an investment mechanism operating in a similar way to a unit trust. It enables the City of London to “pool” small charitable investments together and consequently obtain better returns than would be the case if investments were made individually. Investment income consists of distribution from the Charities Pool and interest receivable on cash balances.

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APPENDIX 1: DETAILED BUDGETS

1. The following is the detailed budget worked up to date:

CML FORECAST EXPENDITURE		Rest of 2017/18	2018/19	2019/20	Total
Strand 1: Partnership infrastructure	Steering Group capacity	£5,400	£14,400	£14,400	£34,200
	Venue hire	£1,400	£1,200	£1,200	£3,800
	Partner programme alignment	£0	£5,000	£10,000	£15,000
	Evaluation	£5,000	£22,500	£22,500	£50,000
	Dedicated CML staffing*	£25,500	£68,000	£51,000	£144,500
	Total all elements	£37,300	£111,100	£99,100	£247,500
Strand 2: Collaborative learning	Needs analysis, consultation, initial learning event(s)	£7,000			£7,000
	Core partners - building fusion leadership capacity		£10,000	£5,000	£15,000
	Peer learning for CML partners (quarterly) to join up similar roles, shared framework, fusion leadership		£15,000	£15,000	£30,000
	Developing shared tools and resources		£2,500	£2,500	£5,000
	Pilot projects (2 @ £10k)		£10,000	£10,000	£20,000
	CML project staffing**	£1,808	£4,758	£3,569	£10,135
	Total all elements	£8,808	£42,258	£36,069	£87,135
Strand 3: CML Challenge project	Consultancy (NESTA) to support set up (scoping and set up phase)	£5,000			£5,000
	Development/support for teams		£15,000	£5,000	£20,000
	Sharing learning from prize - event and materials to disseminate			£10,000	£10,000
	Prize itself		£6,000	£50,000	£56,000
	CML project staffing***	£3,616	£9,516	£7,137	£20,269
	Total all elements	£8,616	£30,516	£72,137	£111,269
All	All elements	£54,724	£183,874	£207,306	£445,904

Note: *based on a mix of administrative, project management and strategic partnerships staff overall 1.25 FTE for the full year 2018/19; in 2019/20 assumed to fall to 75% of 2018/19. ** based on 0.5 days a week on average at a day rate including on-costs of £183/day for 38% of 2017/18, 100% of 2018/19 and 75% of 2019/20. *** based on 1.0 days a week on average including on-costs of £183/day for 38% of 2017/18, 100% of 2018/19 and 75% of 2019/20

EXPECTED INCOME GENERATION	Remainder of 2017/18	2018/19	2019/20	Total
Trusts & foundations	£0	£15,000	£30,000	£45,000

Corporate sponsorship	£0	£10,000	£20,000	£30,000
Partner staff contributions to CML development	£5,400	£14,400	£14,400	£34,200
Partner venue space contributions	£1,400	£1,200	£1,200	£3,800
Partner programme contributions to CML	£0	£5,000	£10,000	£15,000
Member contributions (including cultural organisations, other public sector and corporate)	£0	£1,000	£3,000	£4,000
Total expected income/in-kind	£6,800	£46,600	£78,600	£132,000

REMAINING INCOME REQUIRED		Remainder of 2017/18	2018/19	2019/20	Total
Total remaining income required		£47,924 (£48,000)	£137,274 (£137,000)	£128,706 (£129,000)	£313,904 (£314,000)
City of London contribution	Proposed release of £120,000	£48,000	£72,000		£120,000
	Potential future contribution sought		£65,000	£129,000	£194,000

APPENDIX 2: CML COLLABORATIVE LEARNING

2. Collaborative Learning is a way of working that has many opportunities including accessing and sharing best practice in the UK and globally on key areas of common interest across the partners (e.g. fusion skills or on the role of cultural education in tackling disadvantage). Subject to progress in the seed corn activity we would be seeking further support for potentially funding a web-based learning/collaboration platform and best practice.

What it is trying to achieve?

3. The expected outcomes and impacts from the programme of activity are:
- i) Full assessment of the partners areas of expertise and training and development needs
 - ii) Identification of the most fruitful areas for collaborative learning
 - iii) Improvement in skills across CML partners in fusion skills so increasing the effectiveness of our collective activity and investment in tackling disadvantage.
4. There is also the potential to support further peer to peer learning events and international masterclasses in fusion learning and development (that could dovetail with the Challenge prize competition).

How it would work?

5. The activities that would be funded are as follows:
- i) Needs analysis, consultation, initial learning events in 2017/18

- ii) Core partners - building fusion leadership capacity by learning event and materials
- iii) Peer learning for Culture Mile Learning partners (quarterly) to join up similar roles, shared framework, fusion leadership
- iv) Developing shared tools and resources for learning collaboration.

Who would be involved and when

- 6. The 26 current CML partners would all be involved. The collaborative learning activities would be focussed on senior managers working on learning and development (around fusion skills) and teams across a range of functions (e.g. marketing, development, HR).
- 7. The precise elements of the programme would be developed following activity (1) and would be shared and agreed across the partnership at the start of 2018/19.

APPENDIX 3: THE CML CHALLENGE FUND

What it is trying to achieve?

- 8. The primary stated objective of the Challenge Fund would be “to develop new solutions for how the education and training world can deliver fusion skills development that could have practical relevance to CML partners”. However, there would be important by-products of the fund in terms of:
 - Promoting the work of the CML partners and the City of London as a place of innovation in learning.
 - Engaging with Londoners from a variety of backgrounds to stimulate their creativity and innovation; and encourage collaboration across normal boundaries.
 - Better connecting City business with the cultural and learning sectors.

How it would work?

- 9. The key components would be:
 - A prize fund for participants (a main prize and support for shortlisted teams) with a c. £50,000 winning prize.
 - A judging panel and process that covers two stages [and involves engagement with City businesses.
 - Consultancy (e.g. via Nesta) to support set up (scoping and set up phase).
 - A launch session/ hack event¹ (engagement phase).
 - Support surgeries (discovery phase).
 - Support for finalists / prototypes (development and delivery phase).
 - Sharing learning from prize (post) - event and materials to disseminate.

¹ Hacking is creative problem solving that does not have to involve technology. A hack event or hackathon is any event of any duration where people come together to solve problems collectively

- Ongoing marketing and communication of the prize and process.
10. As well as the external costs there would need to be internal project management work by CML partners. This has been costed as 1 FTE day a week for the rest of 2017/18, during 2018/19 and then for three quarters of 2019/20.

Who would be involved and when?

11. The next step would be to firm up the details of the challenge and the process and recruit a judging panel and other partners. The judging panel would agree the criteria for judging the prize, shortlist the entrants at the end of Stage 1 based on their outline ideas and select the final winner(s) at the end of Stage 2 based on a detailed proposal.
12. The panel would be a mix of people from an education/learning background and end users of fusion skills (i.e. City firms, including tech, creative industries, and finance). [The prize would be open to teams with members who live, work or study in London and teams would be expected to include members from businesses, young people and the learning/education world.] [CML is considering having a strand of the prize that is aimed at young people in education and learning (“Young Culture Mile Challenge”) where mentoring support would be provided by employees of City firms.]

APPENDIX 4: FUTURE CML PROGRAMMES

13. Many potentially exciting and impactful ideas have developed out of our work so far in developing the CML partnership. Subject to progress with the initial ideas in this case for investment, CML would be seeking to roll out more of these activities.

Proximity partnerships

14. A **proximity** partnership with a London borough (or other area) would test the idea of a concentrated and concerted effort to engage more children and young people in high quality creative and cultural experiences and whether this can lead to better outcomes for those in education/learning but also in terms of wider social mobility and community cohesion. CML partners have been considering potential areas to focus on, these include London boroughs with whom there are already strong ties (such as Croydon, Barking & Dagenham or Hounslow). The initial work by A New Direction this year has identified strong in principle interest from several London boroughs.

Proximity partnerships	
Description	A pilot approach to test whether concentrated and co-ordinated activity across CML partners (and potentially other cultural partners)
Partners	CML partners and one (or more) London boroughs
Impacts/outcomes	<ul style="list-style-type: none"> Increased participation and engagement amongst young people with high quality opportunities in culture and creativity (as participants) Improved educational and subsequent career outcomes
Next steps	<ul style="list-style-type: none"> R&D Identifying places we can have most impact: Jan - March 18

	<ul style="list-style-type: none"> • Engagement with places – aligning needs and identifying opportunities Sept 18 - Dec 18 • Planning projects / prototypes with partners April - August 2018 • Delivery of pilots / prototypes Jan 19 - Dec 19 • Evaluation and sharing learning Jan 19 - Dec 19
Financial implications	Potential costs £90,000 over two to three years

Cultural learning for the City's academy schools

15. The "LAB model" is a practical way of testing, then supporting peer learning, developing a learning culture and providing a space for leadership around key issues. The LAB could be developed with the CoL's academy schools at the core.

Cultural learning for Academy Schools	
Description	Provision of learning support and forum for exchange of practice for schools engaged in the LAB
Partners	CML, City of London Academies Trust, other City schools and other schools
Impacts/outcomes	<ul style="list-style-type: none"> • Enhanced effectiveness of creative learning in schools • Improved pupil engagement and performance • Development of new approaches to fusion skills development
Next steps	<ul style="list-style-type: none"> • Research and development - exploring existing models (local, national, international) March – Dec 18 • Delivery of pilot action research (potentially with City of London Academies Trust) - over academic year Sept 18 - July 19 • Disseminating learning through events and materials July -Dec 19
Financial implications	Potential costs £30,000 over two years

Smart cities culture passport

16. The GLA (with TfL) is seeking to develop the current young-person's Oyster card into a tool that can be used to provide access to cultural institutions in London [and potentially to better understand how young people consume and engage with culture]. There is scope for CML to work with this new initiative and, potentially, pilot the idea across our institutions working for instance with the schools in the City of London's Academy Trust.

Smart card/culture passport	
Description	Develop the young person's oyster card into a smart passport for access to cultural activity
Partners	CML, TfL, GLA, City of London Academies Trust
Impacts/outcomes	Increase engagement with cultural activity by young people (especially from less advantaged backgrounds)
Next steps	Further dialogue with GLA/TfL

Financial implications	Limited at this stage
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Open Spaces

Registered Charities

Green Spaces Learning Places

Year 1 Evaluation Report

The City of London owns and manages green spaces in and around London for public recreation and health including Epping Forest, Hampstead Heath, Burnham Beeches, City Commons, City Gardens, City of London Cemetery and Crematorium and West Ham Park. Our green spaces, most of which are charitable trusts, are provided at little cost to the communities that they serve and are funded by the City of London.

A young man in a dark suit and white shirt is looking through binoculars. He is standing outdoors in a park-like setting with lush green trees and foliage in the background. A red clipboard is visible in the foreground, held by someone whose hand is partially visible. The scene is brightly lit, suggesting daytime.

'The beauty of nature, plants, trees and birds can't be left to chance discovery. Akin to the stars in the sky, they can go largely amiss. We have to actively introduce, engage and connect the child to these wonders - so we need facilitators to actively connect our children to nature so as they can enjoy and appreciate the beauty within our parks. Many a family cannot afford summer holidays abroad - missing out on refreshing and enriching experiences. For these families parks are vital, and we need to unlock these spaces so as we enjoy their full potential.'

- Wild East participant

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Green Spaces Learning Places

Introduction

The Open Spaces Department manages 4,500 hectares of natural open space for public recreation and health. Our green spaces, most of which are charitable trusts, are run at little cost to the communities that they serve.

23 million people visit our spaces in and beyond the City of London each year. Along with managing the conservation of these incredible spaces, we concentrate on making a positive and meaningful impact on the communities who use them. We create engaging opportunities to connect people, particularly from deprived and urban communities, more powerfully to their local green space.

‘I think this is great for the kids, helping them learn about nature in the park, and just learning outdoors itself is so good for them’. Wild East Participant

We are concerned that Londoners are becoming disconnected from the natural world, and we know that people in deprived areas of London face more barriers than most to accessing nature. Our green spaces are often located near areas of high deprivation which makes us uniquely placed to tackle this challenge head on. Our goal is to get people outdoors to experience the good feelings and health benefits that we all know come from spending time in green spaces.

Green Spaces, Learning Places is our innovative new programme of projects and community services aiming to deliver this impact in our local communities. A generous grant from the City Bridge Trust has enabled us to deliver our first year of the programme and will continue to support a further 2 years of our programme.

Key Highlights in Year 1

- **13,657 people** have been engaged through our work
- **33 new volunteers** have been recruited from local communities
- **2 interpretation bikes and 4 new kits** have been developed
- **1 vision for volunteering** has been adopted by the department and 34 staff have received volunteer management training
- **15 new school sessions** have been developed and delivered to local schools
- **66 young people** have increased their confidence and employability skills



Green Spaces Learning Places

Learning in green spaces

In order to tackle this challenge, we design projects and services that deliver impact in our local communities, connecting them more powerfully to their local green spaces. We focus our work on five impact areas we feel are the stepping stones to increasing connection to nature and green spaces. We are committed to being inclusive but we focus our resources on the communities who need us the most.

What we are trying to do

Make a positive impact on communities who use or border our green spaces through learning activities

By positive impact we mean...

Understanding

People understand the value and importance of green space

Confidence

People are confident to use green spaces, as part of our activities or independently

Involvement

People take positive action for, and get involved with, green spaces

Wellbeing

People have restorative and meaningful experiences in green spaces

Connection

People develop a sense of place with green spaces, and pass this down through generations

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‘I love science because it lets me discover the world around me’.

Wild Schools Participant



Green Spaces Learning Places

Projects

Our programme is delivered across 4 community projects aiming to engage a wide range of audiences with our green spaces.

'I love hearing 'I haven't seen one of those in years' when adults are reconnecting with wildlife they used to know as a child'.

Wild East Volunteer

Green Talent

Green Talent aims to work with young people furthest from the job market to support them to achieve positive and productive futures. Working with our partners London Youth's 'Talent Match London' project, we provide opportunities for long term unemployed young people to explore careers in the environmental and green spaces sector.

Wild Schools

Wild Schools delivers impactful education to school children through 2 streams. Firstly, we deliver innovative pre-booked school sessions to a wide range of schools. We also take a full-school approach with a small number of London's inner city schools, aiming to embed outdoor learning in a school's ethos and curriculum through assemblies, school sessions, teacher training and senior leadership support.

The Wild East Project

Wild East aims to connect London's families to nature and the environment through 'bringing nature to families', using bespoke interpretation tricycles. Teams of volunteers from the local community will provide exciting mobile events for family to learn more about the natural environment and build confidence to use their green spaces.

Playing Wild

Playing Wild aims to address barriers to connection with nature through targeting families with under-5s through natural play activities. In particular, we will work with and develop relationships with local community centres, play groups and family centres to promote natural play opportunities to their beneficiaries.



Green Talent

Year 1 Progress

- **43 young people** took part in 1 day taster sessions
- **13 young people** participated in week long work experience placements
- **10 young people** participated in longer term work placements

Green Talent offers young people who are NEET or at risk of becoming NEET opportunities to gain skills in the green sector while improving their confidence and wellbeing at the same time. Working with our partners London Youth and London Ambitions, we offer a range of opportunities to explore green space management careers from conservation to leisure to education.

Young people who participated in the programme have reported gaining confidence, environmental understanding, and a deeper connection to green spaces as well as employability skills.

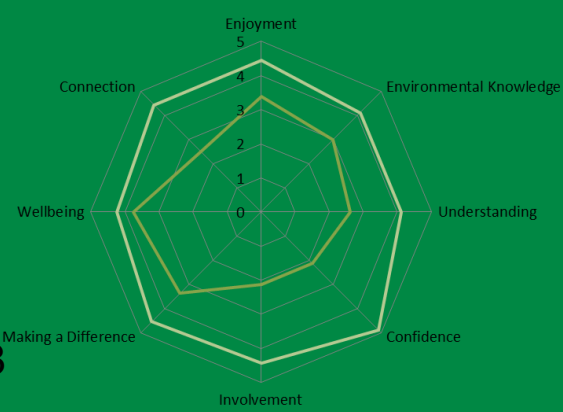
‘I don’t usually go outside much, but I have found out that I enjoy making a difference to the local park’ Green Talent Participant

Case Study – Woodfield School

Our partners, London Ambitions, teamed us up with a special educational needs school for young adults to deliver a longer term programme of work experience placements for 10 young people (picture above). Over 26 weeks, students were given the opportunity to learn about careers in the green sector as well as horticulture skills and hands-on conservation work.

The impact of these sessions was high with all the students learning new skills and gaining confidence (as illustrated in the outcomes star below). In fact, the programme has been widely recognised as successful within the youth work and careers sector. As a result, London Ambitions have teamed us up with 3 Pupil Referral Units to deliver the programme in year 2.

Woodfield School Outcomes





Wild East Project

Year 1 Progress

- **939 participants** at 32 wild east interpretation events
- **4 interpretation kits** developed
- **15 volunteers** recruited
- **1030 additional participants** at RSPB sessions

Working at West Ham Park and Wanstead Flats we want to create a sense of place and ownership of green spaces in the community. Inspiring communities to be involved, engaged and active in championing and shaping green spaces is our aim – after all, the green spaces belong to them.

Often people use green spaces but don't know the stories behind them or how important they are to communities and wildlife. Through the project we bring communities and families using green spaces closer to those stories to inspire a deeper connection. You can learn more about the project by watching this video: <https://www.youtube.com/watch?v=2NhGxBnsuII&feature=youtu.be>

'To be honest, I just thought it was football pitches. I had no idea all this [nature] was here'.
Wild East Participant

The project has been particularly successful in engaging diverse participants and volunteers and connecting with faith and community groups.

A major aim of Green Spaces, Learning Places is to reach new and diverse audiences, and connect them to their local green spaces. The Wild East Project has done just that with families and volunteers coming from a wide range of backgrounds. 58% of participants and volunteers are BAME while 60% volunteers are under the age of 40.





Wild Schools

Year 1 Progress

- **2451 students** learning in West Ham Park in bespoke sessions
- **2 INSET sessions** delivered in partner schools
- **8 volunteers** recruited
- **10 schools** involved in bespoke sessions

A review of environmental education projects highlighted that many barriers exist to schools using their local green spaces regularly for learning including teacher confidence, lack of resources, health and safety concerns, and lack of understanding of how the natural world can be linked to various curriculum subjects. This project aims to break down these barriers in two different ways.

Firstly, we work with a small number of schools in Newham to embed outdoor learning in their school ethos. Working directly with teachers, senior leadership and students across the entire school to build confidence in outdoor settings.

Secondly, we deliver high quality inspiring booked sessions to a wide range of schools across 12 London boroughs at our Epping Forest and Hampstead Heath education centres.

Bespoke sessions

We have been working closely with 3 schools on learning outside across the curriculum.

A particular success this year has been our 'Maths Trail' sessions developed in conjunction with Elmhurst Primary and rolled out to our other partner schools. 700 students from years 1-6 learned about maths in West Ham Park.

Feedback from teachers before the development of the sessions highlighted that they struggle to connect their maths lesson planning to outdoor, real-life situations. After the sessions, teachers felt energised and excited about the ways in which they could use the natural environment to teach maths. Teachers also reported that students were able to make good progress with their understanding of complex mathematical concepts through learning outdoors and using concrete examples.

"As a teacher, a highlight was seeing the children in my class in a different environment. After experiencing the session first-hand, all of the children felt confident to speak and share their ideas. The learning session allowed for some brilliant follow up work at school"



Wild Schools

Year 1 Progress

- **9804 students** learning at Hampstead Heath and Epping Forest
- **15 new sessions** developed
- **99% of teachers** reported that we met their learning objectives

Booked sessions

Schools across 12 London boroughs have engaged with the natural world and our shared heritage through our booked school sessions at Hampstead Heath and Epping Forest.

Our sessions facilitate learning through active engagement with our unique spaces. We are learner-centred in our approach, and provide fun and inspiring activities which support and enrich the National Curriculum.

A highlight of this year has been the development of brand new programmes at both Hampstead Heath and Epping Forest. Using our principles for school engagement which promote discovery and exploration, the team have developed fantastic sessions which augment the national curriculum.

New sessions at Epping Forest include 'Orienteering through history' and 'Stone Age Survivors' which connect the social and natural history of the forest and highlight the ongoing relationship between humans and nature.

Our new 'Heath beneath our feet' session at Hampstead Heath focuses on connecting learning done on site to the wider world through promoting scientific thinking and enquiry skills.

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'It was terrific. It was well organised, all the children were engaged and all learnt something.'
Wild Schools participant



Playing Wild

Year 1 Progress

- **441 participants** at 33 playing wild events
- **3 community group events** engaging with 130 participants
- **11 volunteers** recruited and supporting the project delivery

It's the right of every child to experience playing outside and we know so many children are not experiencing this regularly.

On top of this, playing outside has many positive health and wellbeing benefits for young children and builds a lasting relationship with the natural world in adulthood. The societal health benefits include lower rates of obesity, increased physical activity and fitness, and reduction in learning disorders such as ADHD.

Playing Wild has worked with families and community groups to break down the barriers of playing outside through building confidence in both parents and children. The project has been particularly successful in two areas. Firstly, our drop-in sessions at Queen's Park are popular and reaching a wide range of the community.

Secondly, in conjunction with a local community centre near Hampstead Heath, we have developed a 6 week playing wild course which works with both parents and children to play outdoors with confidence. Participants are provided with playing wild kits to ensure that they can continue to play wild after the course has finished. We have plans to roll this course out more widely in year 2 of the project.

'We've really enjoyed exploring the Heath and seeing all the plants and bugs.' Playing Wild participant

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Volunteering

Year 1 Progress

- **1 vision for volunteering developed** with associated framework and training
- **33 volunteers recruited**
- **100% volunteer satisfaction** with recruitment process and welcome

Our volunteering development work positions volunteers as a key beneficiary of the programmes we run in green spaces.

A new departmental vision guides our approach to recruiting and managing volunteers, insuring that policies and procedures are relevant and up-to-date.

Staff are supported to deliver the aims of the vision by a new programme of training and regular support and guidance on issues ranging from duty of care to DBS checks.

The results of this development work are already being felt by volunteers, with 100% strongly agreeing or agreeing that they felt welcome by the Open Spaces team.

At a volunteer impact event in March, volunteers said that they enjoy the social aspect of volunteering, doing something worthwhile and being energised by the physical outdoor experience at the same time.

They also recognised the valuable advocacy role they play. One volunteer wrote that it was: 'A real joy to engage with a diverse range of the community, especially when that enthusiasm is reciprocated.'

Our learning team volunteers relish the feeling of helping young people and families to explore and learn about the natural world. In the words of Mahfuz, a Wild Schools volunteer: "I look forward to taking part each week and helping children explore the park. You can see the extra benefits they gain from being outside. It's very rewarding."

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'There are so many reasons to volunteer, from making new friends to learning about myself in different situations. Everyone is very welcoming which makes me want to keep coming back again and again.' Wild East volunteer



Our learning so far

Year 1 Progress

Through the first year of our project, we have learnt so many valuable things about our projects and our communities. Some of these lessons have been small, such as under-5s struggle with glitter glue. And some of these lessons have been big like the importance of putting the time in to really understand your community at the beginning of a project.

As a team, we are committed to reflecting on our work at all times to ensure we are making the most impact in our communities. We capture this learning on a monthly basis to chronicle the growth of our programme. We have highlighted 4 of the themes that regularly recur when we reflect on the challenges and successes of our projects.

We are particularly excited to have developed a partnership with the University of Derby for the second year of our project to help us learn more about the impact we are making.

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- **Having time to think:** At the beginning of the programme it was tempting to start delivering straight away as we were all keen to make an impact. However, we took the time to think, in depth, about our projects and the impact we wanted to achieve before we jumped into delivering. As a result, our projects are stronger and making a deeper impact.
- **Integrating a new team and new approach:** It's always hard to be the new kids on the block. On top of that, we were delivering an entirely new approach to learning. Naturally we faced resistance and scepticism. We found that strong internal communication, being passionate about what we do and demonstrating our value was key to embedding ourselves.
- **Understanding our communities:** It sounds like a no-brainer but in order to work with a community, you need to understand that community. We spent the time (and it takes time) at the beginning of each project getting to know our communities. This has led to a sense of ownership over our projects in the communities we are working with.
- **Evaluating our impact robustly:** We still feel we have a lot to learn about evaluating our impact. We struggled to get an evaluation consultant who we felt would be able to take our evaluation to the next level. So this year, we focused on qualitative data in the form of stories and will be working closely with the University of Derby over the next 2 years.

'We can connect to nature in many different ways including feeling emotionally connected to nature, feeling a part of a green space, seeing ourselves as intertwined and mutually dependent on nature, and taking positive action for green spaces. In our programmes, we see this as a culmination of what we do - the end point we are ultimately trying to achieve. All our other impacts help us to connect people more powerfully to their local green spaces.' - Head of Learning



The City of London owns and manages green spaces in and around London for public recreation and health including Epping Forest, Hampstead Heath, Burnham Beeches, City Commons, City Gardens, City of London Cemetery and Crematorium and West Ham Park. Our green spaces, most of which are charitable trusts, are provided at little cost to the communities that they serve and are funded by the City of London.

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28 September 2017

Ms Clare Verga
Highbury Grove School
8 Highbury Grove
London
N5 2EQ

Dear Ms Verga

Special measures monitoring inspection of Highbury Grove School

Following my visit with Patricia Slonecki and James Whiting, Ofsted Inspectors, to your school on 12–13 September 2017, I write on behalf of Her Majesty's Chief Inspector of Education, Children's Services and Skills to confirm the inspection findings. Thank you for the help you gave during the inspection and for the time you made available to discuss the actions that have been taken since the school's recent section 5 inspection.

The inspection was the first monitoring inspection since the school became subject to special measures following the inspection that took place in December 2016.

Having considered all the evidence I am of the opinion that at this time:

Leaders and managers are taking effective action towards the removal of special measures.

The local authority's statement of action is fit for purpose.

The school's action plans are fit for purpose.

The school may appoint newly qualified teachers before the next monitoring inspection.

I am copying this letter to the chair of the governing body, the regional schools commissioner and the director of children's services for Islington. This letter will be published on the Ofsted website.

Yours sincerely

Carolyn Dickinson
Her Majesty's Inspector

Annex

The areas for improvement identified during the inspection that took place in December 2016

■ Leaders must:

- establish a consistently well-ordered environment so that pupils behave well, attend well, are safe and can learn without interruption
- ensure that their judgements about standards across the school are accurate and are based on rigorous, reliable monitoring systems
- support and challenge teachers to improve their practice so that all pupils and groups of pupils, particularly disadvantaged pupils, make good progress across the range of subjects.

■ Teachers should:

- consistently apply the school's behaviour management policies at all times
- ensure that they challenge and engage pupils more effectively, particularly in mathematics, so that they make good progress across all year groups and subjects
- demonstrate high expectations of all pupils to encourage positive attitudes and rapid progress
- offer appropriate literacy support to pupils who need it.

An external review of the school's use of the pupil premium should be undertaken in order to assess how this aspect of leadership and management may be improved.

An external review of governance should be undertaken in order to assess how this aspect of leadership and management may be improved.

Report on the first monitoring inspection on 12 September 2017 to 13 September 2017

Evidence

This first monitoring inspection focused on the effectiveness of the school's arrangements for safeguarding and pupils' behaviour. Inspectors met with the executive principal, senior leaders with responsibility for aspects of the school's strategies for safeguarding, behaviour and attendance, the chair of governors and representatives from the local authority and sponsor trust. Inspectors also met with groups of staff, including middle leaders and new staff, and four groups of pupils from Years 7 to 11. Inspectors observed behaviour in lessons, at changeover between lessons, during break and lunchtime and as pupils arrived and left the school. The inspection team visited the inclusion room and the medical room. Documentation scrutinised included: external reviews of safeguarding and attendance; the statement of action and the school's action plans; policies and procedures relating to the behaviour and safety of pupils; behaviour and attendance information; records of plans and actions to support vulnerable pupils; the single central record of pre-employment checks made on staff and a sample of staff files; the welfare (medical and accident) log.

Context

Since the last inspection, the local authority and a local multi-academy trust (City of London Academies Trust, COLAT) have worked together on transition arrangements to convert the school to an academy, due to complete in the autumn term 2017. A service level agreement is in place enabling COLAT to operate within the school from September 2017. A new principal and executive principal have been appointed. By September 2017, a total of 34 new staff joined the school, including those replacing staff who have left.

The effectiveness of leadership and management

Leaders have taken swift action to establish a well-ordered environment in which pupils behave well. As a result, both pupils and staff report that they feel safe in school. Early improvements to the organisation of pupils at lunchtime and zoning of the school to enable middle leaders to take responsibility for behaviour in their subject areas have quickly improved corridor behaviour. Pupils now move around the school calmly; communication between themselves and with teachers is respectful.

Since September 2017, the new executive principal has introduced additional strategies to ensure that staff and pupils all have a common understanding of behaviour expectations. Staff report that they feel confident in the application of the new behaviour system due to the strong leadership of the executive principal and

the high-quality training received. Inspectors observed consistent use of behaviour routines in most lessons with only a small number of teachers not yet using the new system effectively. New routines introduced this term to improve an orderly and punctual start to lessons are effective. Pupils line up at the start of the day, end of break and end of lunch and are led into lessons by their teachers. As a result, lessons start promptly for all pupils; records show that internal truancy is no longer a feature in the school.

Attendance for all groups of pupils remains below the national average. An experienced education welfare officer from the City of London Academy Islington supports the newly appointed education welfare officer. The impact of this appointment, together with improved registration procedures and the rigorous follow-up of absent pupils, have not yet been evaluated. Currently, high absence levels and late arrival to school for many pupils remains an area that requires urgent attention by school leaders.

The interim governing body are aware of their responsibility to monitor the implementation and evaluation of the action plan and the need to receive accurate and timely information from the senior leaders. External reviews of governance and the school's use of pupil premium funding have not taken place.

Personal development, behaviour and welfare

Pupils' personal development and welfare have improved because leaders have introduced effective strategies to improve behaviour. Expectations for pupil conduct around school are high. Equally, expectations for staff have been raised in how they set and follow the same straightforward routines. The Remind, Warning, Detention (RWD) system is clearly understood by pupils and staff. Pupils report that they value the clarity of the system and consistency of implementation by staff. Pupils also told inspectors that staff have more respect for them and that they now use praise to reward pupils. Leaders have introduced a new protocol for positive conversations that is improving relationships. Inspectors noted that pupils behaved well on arrival at school and departure from school as well as during lunch and breaktimes. Staff stuck to the protocols and pupils were compliant with staff instructions.

The introduction this September of mixed-age tutor groups has improved the integration of pupils from different backgrounds, ages and abilities. Year 7 pupils spoke enthusiastically to inspectors about the benefits of mixed-aged tutor groups. They enjoyed the support received from older pupils in their induction and felt the school was well organised.

Pupils reported that they knew who to report to with any concerns and felt there had been a reduction in bullying incidents. However, they also said that should incidents occur some pupils would not feel confident in reporting to designated staff. The newly appointed Heads of Year are aware of the need to further gain the

confidence of all pupils. New systems, such as email reporting for pupils, are in place but their impact has yet to be measured. Leaders are currently redeveloping the system for logging and analysing behaviour incidents. This means that leaders are currently unable to assess fully the effect of the strategies to improve behaviour. Leaders deal with extreme incidents appropriately, sometimes by using exclusion.

During the inspection, it was discovered that some pupils did not have access to required medication. Swift and urgent action by leaders ensured that the situation was corrected.

External support

Following the last inspection, the local authority and COLAT moved swiftly to secure a safe environment for pupils. The local authority completed an external review of both safeguarding and attendance. These reviews provided useful feedback.

City of London Academies Trust - Capital Projects Overview

Academy	Galleywall	CoLPAI	CoLAPAI	CoLA HH	CoLASP	CoLASP	CoLAS/Verney Rd	Redriff CoLA
Project	Refurbishment	Temporary Site	Main Build	Alterations	Temporary Site	Main Build	Sixth Form	Expansion
Ownership and Management								
Project Owner	CoL	CoL	CoL	CoL	Hackney	Hackney	CoLAS LGB	Redriff LGB
Project Management	CoL Surv	CoL Surv	CoL Surv	CoL Surv	LBH Surv	LBH Surv	Fulkers	LGB Des+Build
Funding and Budget Control								
Funding source	EFA	EFA	EFA	EFA	EFA	EFA	3m EFA .3m CoLAS	Redriff Reserves
Funding and Financial Control	EFA	EFA	EFA	EFA	EFA	EFA	LGB	LGB
Total Budget	£6 Mill	£295 K	£7 Mill	TBC	TBC	£21 Mill	£3.3 Mill	£309 K
Projected Spend	£6 Mill	£295 K	£7 Mill	TBC	TBC	£21 Mill	£3.3 Mill	£233 K
Contingency (EFA 5%)	£300 K	NA	£350 K	TBC	TBC	£1.05 Mill	£400K	NA
Budget Risk	M	L	M	L	M	M	L	H
Approvals and Monitoring								
Project Sub Approval required	Yes	Yes	Yes	Yes	Yes	Yes	No	No
Education Board monitoring	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
CoLAT approval required	No	No	No	No	No	No	Jul-16	Apr-16
CoLAT monitoring	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Planning application date	N/A	N/A	Dec-17	N/A	Nov-16			
Proposed Completion Date	Sep-18	Sep-17	Sep-19	Sep-17	Sep-17	Sep-19	Aug-18	Sep-16
Completion Risk	L	L	H	M	L	H	L	H

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City Corporation family of schools - governing body membership

City of London Academies Trust (04504128):¹

City of London Primary Academy Islington

Name	Basis of Appointment:
Ann Holmes, CC - Chairman	Appointed by the Trust Board
Nick Bensted Smith, CC	Appointed by the Trust Board
Norma Dews	Appointed by the Trust Board
Ena Harrop ²	Appointed by the Trust Board
Gerald Mehrtens ³	Appointed by the Trust Board
Mary Robey	Appointed by the Trust Board
Frazer Swift	Appointed by the Trust Board
Kim Clapham	Headteacher – Ex officio
VACANCY	Staff Governor (Teaching)
VACANCY	Staff Governor (Non-Teaching)
VACANCY	Parent Governor (elected)
VACANCY	Parent Governor (elected)

Galleywall Primary⁴

Name	Basis of Appointment:
Lucas Green - Chairman	Appointed by the Trust Board
Andrew McMurtrie CC	Appointed by the Trust Board
Antony Smyth	Appointed by the Trust Board
Richard Bannister ⁵	Appointed by the Trust Board
Councillor Victoria Mills	Appointed by the Trust Board
Councillor Catherine Dale	Appointed by the Trust Board
Harvey McEnroe	Appointed by the Trust Board
Clare Muid	Appointed by the Trust Board
Mickey Kelly	Executive head teacher (Redriff & Galleywall)
Sheila Cohring	Associate Head teacher
VACANCY	Parent Governor

Redriff Primary⁶

Name	Basis of Appointment:
Lucas Green - Chairman	Appointed by the Trust Board (Co-opted)
Jeremy Simons	Appointed by the Trust Board (Sponsor Governor)
Lorraine Baker	Appointed by the Trust Board (Co-opted)
Stephanie Cryan	Appointed by the Trust Board (Co-opted)
Robert Juritz	Appointed by the Trust Board (Co-opted)
Eddie Langdown	Appointed by the Trust Board (Co-opted)

¹ The Trust appoints all members of a LGB in consultation with the City Corporation, with the exception of the Chair who is appointed with the approval of the City.

² City Corporation employee.

³ City Corporation employee.

⁴ Membership of this LGB operates under legacy arrangements.

⁵ Principal of the City of London Academy Southwark and an employee of the Trust.

⁶ Membership of this LGB operates under legacy arrangements.

Name	Basis of Appointment:
VACANCY	Appointed by the Trust Board (Co-opted)
Bethan Buck	Appointed by the LGB (Co-opted)
Ada Fekete	Appointed by the LGB (Co-opted)
Mickey Kelly	Executive head teacher – Ex officio
Sheila Cohring	Associate Head teacher – Ex officio
Richard Bannister	Associate Principal – Ex officio
VACANCY	Staff Governor
Hilda Cheong	Parent Governor (elected)
Susie Clements	Parent Governor (elected)
VACANCY	Staff

City of London Academy Southwark⁷

Name	Appointed as
Andrew McMurtrie, CC - Chairman	Appointed by the Trust Board
Antony Smyth - Vice-Chairman	Appointed by the Trust Board
Simon Atkinson	Appointed by the Trust Board
William Fraser	Appointed by the Trust Board
Elaine Davis	Appointed by the Trust Board
Gillian Walsh	Appointed by the Trust Board
Keith Bottomley, CC, Deputy	Appointed by the Trust Board
Richard Bannister	Principal – Ex officio
Mickey Kelly	Associate Executive Head teacher – Ex officio
Lauren Feaver	Staff Governor
Stephen Burgess	Staff Governor
Fiona Lake	Parent Governor (elected)
Bolatito Bello	Parent Governor (elected)

City of London Academy Shoreditch Park

Name	Appointed as
Robert Howard, Ald. - Chairman	Appointed by the Trust Board
Barbara Hamilton ⁸	Appointed by the Trust Board
Mark Malcolm	Appointed by the Trust Board
Ryan Shorthouse	Appointed by the Trust Board
Sheila Scales	Appointed by the Trust Board
Rita Krishna	Appointed by the Trust Board
Sue Roberts	Appointed by the Trust Board
Holly Arles	Principal – Ex officio
VACANCY	Staff Governor (Teaching)
VACANCY	Staff Governor (Non-Teaching)
VACANCY	Parent Governor (elected)
VACANCY	Parent Governor (elected)

⁷ Membership of this LGB operates under legacy arrangements

⁸ City Corporation employee.

City of London Academy Highgate Hill⁹

Name	Appointed as
Roy Blackwell – Chairman*	Appointed by the Trust Board
Kristin Baumgartner	Appointed by the Trust Board
Valerie Bossman-Quarshie	Appointed by the Trust Board
Josh Burton	Appointed by the Trust Board
Richard Crossan	Appointed by the Trust Board
Mark Emmerson ¹⁰	Appointed by the Trust Board
Julie Robinson	Appointed by the Trust Board
Simon Turner	Appointed by the Trust Board
Nicole Haynes	Principal – Ex officio
Peter Bremner	Teaching staff governor
VACANCY	Non-teaching staff governor
VACANCY	Parent Governor (elected)
VACANCY	Parent Governor (elected)

*If approved by the Education Board on 9 November 2017

City of London Academy Highbury Grove (Interim Governing Body at pre-opening)¹¹

Name	Basis of Appointment:*
Mark Boleat CC - Chairman	Appointed by the Trust Board
Colette Bowe	Appointed by the Trust Board
Joe Caluori	Appointed by the Trust Board
Helen Curran	Appointed by the Trust Board
Maggie Elliott	Appointed by the Trust Board
Rachel Sherman	Appointed by the Trust Board
Michael Simpson	Appointed by the Trust Board
Richard Verrall	Appointed by the Trust Board
Clare Verga	Principal – Ex officio
Aimee Lyall	Teaching staff governor
Sarah Counter	Non-teaching staff governor
Neale Coleman	Parent Governor (appointed)
VACANCY	Parent Governor (elected)

Newham Collegiate Sixth Form College (Interim Governing Body at pre-opening)

Name	Basis of Appointment:
Rachel McGowan - Chair	Appointed by the Trust Board
Caroline Haines, CC	Appointed by the Trust Board
Gerald Mehrtens ¹²	Appointed by the Trust Board
Lakmini Shah	Appointed by the Trust Board
Sophie Tuhey	Appointed by the Trust Board
Anthony Wilson	Appointed by the Trust Board
Ian Wilson	Appointed by the Trust Board
Mouhssin Ismail	Principal – Ex officio
VACANCY	Staff Governor (Teaching)
VACANCY	Staff Governor (Non-Teaching)
VACANCY	Parent Governor (elected)
VACANCY	Parent Governor (elected)

¹⁰ Chief Executive and employee of the Trust.

¹¹ Standard LGB membership (upon which the Education Board was consulted) is augmented by one additional CoL appointment (as agreed by Education Board on 14 September 2017).

¹² City Corporation employee.

Co-Sponsored Academies¹³:

The City Academy, Hackney (6382192)

Name	Basis of Appointment
Dawn Elliot	KPMG Sponsor Governor(Chair)
Catherine McGuinness	CoL Sponsor Governor (Vice Chair)
Katie Dowbiggin	CoL Sponsor Governor
Anne Fairweather	CoL Sponsor Governor
VACANCY	CoL Sponsor Governor
Tjis Broeke	CoL Sponsor Governor
Amanda Brown	KPMG sponsor governor
Joshua White	KPMG sponsor governor
Sheila Scales	KPMG sponsor governor
Anant Suchak	KPMG sponsor governor
Anntoinette Bramble	Local Authority Governor
Mark Malcolm	Head teacher
Rachel Halpin	Non-teaching staff governor
Emily Vicary	Teaching staff governor
Sophie Conway	Parent Governor (elected)
Lola Malaolu	Parent Governor (elected)
Stephen Webster	Parent Governor (elected)
Rita Krishna	Community Governor

City of London Academy Islington Limited (6426966)

Name	Basis of Appointment
Henry Colthurst, CC	CoL Sponsor Governor (Chairman)
John Betteridge	CoL Sponsor Governor
Russell Wilmer	CoL Sponsor Governor
Ann Holmes, CC	CoL Sponsor Governor
Philip Katz	City University Sponsor Governor
Lady Helen Curran	City University Sponsor Governor
Marion O'Hara	City University Sponsor Governor
Dr Arti Agrawal	Governor Co-opted by the Board
Michael Laurie	Governor Co-opted by the Board
Richard Verrall	City University Sponsor Governor
Councillor Joe Caluori	Local Authority Governor
Clare Verga	Principal – Ex officio Governor
Angela Davies	Teaching staff governor
Ruth Johal	Non-teaching staff governor
Amy Hulley	Parent Governor
VACANCY	Community Governor

¹³ The directors/trustees of the co-sponsored academy trust companies are also the governors for the relevant school, as each trust company is responsible for only one school.

Independent Schools

City of London School

Name	Basis of Appointment 2017/18
Ian Seaton - Chairman	Commoner
James Thompson, Deputy - Deputy Chairman	Commoner
Vincent Keaveny	Alderman
Alexander Barr	Commoner
Keith Bottomley, Deputy	Commoner
Dominic Christian	Commoner
Marianne Fredericks	Commoner
Caroline Haines	Commoner
Timothy Levene	Commoner
Edward Lord OBE JP, Deputy	Commoner
Sylvia Moys	Commoner
Ronel Lehmann	Co-opted
Lord Levene of Portsoken KBE	Co-opted
Christopher Martin	Co-opted
Dame Mary Richardson DBE	Co-opted
Professor Michael Whitehouse	Co-opted
Clare James, Deputy	Ex officio (Chairman of the Board of the City of London School for Girls)
Roger Chadwick, Deputy	Ex officio (Chairman of the Board of the City of London Freeman's School)

City of London School for Girls

Name	Basis of Appointment 2017/18
Clare James, Deputy - Chairman	Commoner
Nick Bensted-Smith JP -Deputy Chairman	Commoner
William Russell, Sheriff	Alderman
David Graves	Alderman
Randall Anderson	Commoner
Emma Edhem	Commoner
Tom Hoffman, Deputy	Commoner
Ann Holmes	Commoner
Robert Merrett Deputy	Commoner
Sylvia Moys	Commoner
Richard Regan, Deputy	Commoner
Sir Michael Snyder	Commoner
VACANCY	Commoner
VACANCY	Commoner
Professor Anna Sapir Abulafia	Co-opted
Professor D. J. Betteridge	Co-opted
Dr Stephanie K L Ellington	Co-opted
Elizabeth Phillips	Co-opted
Mary Robey	Co-opted
Richard Sermon MBE	Co-opted
Ian Seaton, CC	Ex officio (Chairman of the Board of the City of London School)
Roger Chadwick, CC, Deputy	Ex officio (Chairman of the Board of the City of London Freeman's School)

City of London Freemen's School

Name	Basis of Appointment 2017/18
Roger Chadwick, Deputy - Chairman	Commoner
Philip Woodhouse, Deputy - Deputy Chairman	Commoner
Alastair King	Alderman
Dame Fiona Woolf	Alderman
John Bennett, Deputy	Commoner
Stuart Fraser CBE	Commoner
Michael Hudson	Commoner
Vivienne Littlechild JP	Commoner
Hugh Morris	Commoner
Graham Packham	Commoner
Elizabeth Rogula, Deputy	Commoner
VACANCY	Commoner
VACANCY	Commoner
VACANCY	Commoner
Nicholas Goddard	Co-opted
Andrew McMillan	Co-opted
Councillor Chris Townsend	Co-opted
Gillian Yarrow	Co-opted
VACANCY	Co-opted
VACANCY	Co-opted
Clare James, CC, Deputy	Ex Officio (Chairman of the Board of the City of London School for Girls)
Ian Seaton, CC	Ex Officio (Chairman of the Board of the City of London School)

Local Authority Maintained School

Sir John Cass's Foundation Primary School

Name	Basis of Appointment:
Rev Laura Jorgensen	Chair
Anna Godas	Parent
John Fletcher, CC	Local Authority, City of London Corporation
Henry Jones, CC	Local Authority, City of London Corporation
Edward Keene	Foundation Governor
David Hogben	Foundation Governor
Tony Mullee	Foundation Governor
Dominic Alexander	Foundation Governor
David Williams	Sir John Cass's Foundation Governor
Jo Welsh	Staff Governor
Hasina Khan	Staff Governor
Calvin Henry	LDBS Governor
Tim Wilson	Head teacher
Andy Wright	LDBS Governor
Matthew Piper	St Botolph's PCC Governor

Appendix 1

SGOSS - Governors for Schools and City of London Corporation

Introduction

The City of London Corporation (CoLC) and SGOSS have a strong partnership which has been in place since the establishment of the charity in 1999. CoLC has had a representative on the SGOSS board and has contributed around £20,000 each year for the last 17 years.

Broadly CoLC wants to ensure that all London boroughs are thriving and supporting the City of London with a skilled workforce. Ensuring schools have robust governance through placement of skilled governors is a critical influence on achieving this goal.

CoLC has established an Education Board to deliver on its education strategy, which includes managing a portfolio of 14 schools (from September 2017). SGOSS offers the opportunity to deliver programmes which will make a significant contribution to the education strategy. In this context CoLC have asked whether SGOSS wants to continue having a trustee from CoLC (Sophie Hulm resigned her trusteeship on October 17 since her role now focuses on employment), and whether SGOSS will be seeking funding from CoLC in the future.

Trustee position

The SGOSS board has agreed, as a matter of good corporate practice, to recruit new trustees according to skills, experience, behaviours and motivations ahead of representation. The board is active in promoting the forward strategy of the charity and is performance focussed. SGOSS is moving from an entity largely funded and controlled by the DFE and they are developing the capability to measure and report on impact.

SGOSS have benefited from having a constructive relationship with CoLC over the past decade and in particular have gained much from the consistent and professional involvement of CoLC employees (Sophie).

Discussions are taking place this month between the SGOSS board and the Chair of the Education Board about who may join the SGOSS board.

Funding

In order to assist the Education Board, SGOSS will continue to seek funding from City of London Corporation. In the past funds were granted for specific projects such as marketing to engage London schools. For the current year 2016-17, £19,000 is directly supporting an employability project with the purpose of enabling schools to deliver more and better quality activities to ensure pupils are ready for work, including establishing Link Governors for employability.

For the 2018-19 year, the proposed project is e-learning modules for schools on employability, which is a good fit with the current project and will ensure the impact reaches more schools across London.

The proposed objectives, programme, budget and timeline are set out on the following pages.

Louise Cooper
Chief Executive of SGOSS
October 20 2017

E-learning for schools on employability.

The current employability project is creating an excellent resources package for schools, and aims to involve up to 100 schools with link governors taking a more active lead in employability. However there are over 2700 schools in London. For employability best practice to reach more than 100 schools, SGOSS want to create a persuasive, high quality e-learning module which brings the subject of employability to life for schools and governors and which will take hold across London, and potentially nationally.

This supports Objective 3 of COLC's education strategy: "We will ensure that young Londoners in the City's schools and beyond have access to the information, advice and experiences that will help them progress into fulfilling careers."

SGOSS will develop the e-learning modules in collaboration with potential partners such as the Career and Enterprise Company, who have welcomed this project. SGOSS have considered the additionality provided by this project and do not believe that there is an equivalent resource already available to governors and schools.

Objectives

1. Establish the idea and practice of a Link Governor for Employability across London schools
2. Embed employability best practice in more schools across London. For example, delivery within the curriculum in several year groups, not just when there is a statutory duty to deliver this.

Targets from launch to September 2019:

- 1500 governors watch the e-learning module in 1000 schools
- 300 schools decide to have a Link Governor for employability

Content

The style/format will engage school leaders and governors and inspire them to take action, with a series of short videos. Governors and school leaders from the current ColC employability work, who are already delivering effective approaches which encompass most year groups, will describe their programmes.

The introduction would explain the statutory duties for schools to deliver employability. This would be followed by setting out the role of a Link Governor. Viewers will then be able to choose whether to explore best practice for primary or secondary schools. The module is likely to be around 30 minutes in length.

Scope

We will harness some of the existing contacts we have, to focus entirely on London examples. However this may mean the module is likely to appeal only to London schools. We could include case studies/speakers representing different areas of England, in order to broaden its appeal. SGOSS will focus the marketing efforts on London schools to ensure strong take-up, to meet the targets set out above. SGOSS will create a specific marketing plan to build awareness with schools and governors, including a short (30 - 60 seconds) video to engender engagement.

Potential timeline

Feb 2018	Plan content in detail Find people from the current programme to take part in video case studies
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March	Create content Film & edit Plan marketing
April	Test internally and externally Prep marketing
May	Launch to schools, to aid planning for next year Start to track usage
Sept	Push on marketing again at start of new academic year
Sept onwards	Track usage monthly Refresh marketing as needed to meet targets
Sep 2019	Evaluation - survey schools and report

Budget

Budget item	Calculation method	Amount (£)
E-learning creator/producer time	6 weeks salary @ £900 / week	5400
Employability Project lead time, getting schools on board - 2 weeks	2 weeks salary @ £850 / week	1700
6 - 8 school / governor filming & editing, travel expenses	8 case studies, 1/2 day per case study to film; 2 days to edit; £1000 per day, £500 expenses (this would go up if national case studies were chosen)	6500
Marketing to schools & governors (June - Oct, thereafter lighter touch)	Short video for Social media; letters / advertising in relevant magazines - design ads; print materials	4100
Management time	CEO / SLT time	1800
Ongoing reporting, troubleshooting, maintenance	E-learning producer; 1 day per month x 12 months; 2 days updating @£900/ week	1440
Evaluation & report	Survey of schools sample 2 weeks; report and dissemination 2 weeks £850 / week	3400
Total		24340

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Courses offered by City of London Corporation Adult Learning Services

Non-accredited courses

Course names	No of courses
Writing CV's and Application Forms & Interview Skills	6
First Steps into Computing	6
Learning through Play	3
Family Arts & Crafts - Felting	3
Family Arts & Crafts - Pottery	3
Family Arts & Crafts - Mosaics	3
Family Cooking through the Seasons	3
Creative with Fabrics and Beyond	3
Jewellery	3
Art in the Gallery	3
Lunchtime Drawing	3
Life Drawing	3
The Art Class	3
Pottery & Ceramics	3
Sewing & Textiles (Portsoken)	3
Exploring Drawing	3
Gentle Exercise	3

Accredited courses

Course names	No of courses
AAT Accounting Level 2/3	10
City of London Guides	2
AAT Accounting Level 4	8
AAT Bookkeeping Level 2	10
ESOL E1, E2 and E3, ESOL Speaking & Listening	10
English Functional Skills	8
GCSE English	10
GCSE Maths	8
Maths Functional Skills	10
Supporting Teaching and Learning - Level 2	8
English Functional Skills	4
Food Hygiene Level 2	4
Supporting Teaching and Learning in School Level 3	2

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