



Education Board

Date: THURSDAY, 23 MAY 2019
Time: 10.00 am
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

SUPPLEMENTARY AGENDA - APPENDICES

Public Agenda

Part 1 - General Governance

12. **REVISED EDUCATION BOARD TERMS OF REFERENCE**

Report of the Town Clerk.

For Decision

- a) Appendix 1 - Revised Education Board terms of reference (Pages 1 - 2)
- b) Appendix 2 - Revised Education Board terms of reference (Pages 3 - 4)

13. **JOINT POLICY & RESOURCES COMMITTEE AND EDUCATION BOARD CITY EDUCATION GRANT FUNDING WORKING PARTY**

Report of the Town Clerk.

For Decision

- a) Appendix 1 - Draft Terms of Reference - Joint City Education Grant Funding Working Party (Pages 5 - 6)

14. **GOVERNOR APPOINTMENTS UPDATE**

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

For Decision

- a) Appendix 1 - Governor Appointments Update (Pages 7 - 14)

Part 2 - Education

15. **EDUCATION ACTIVITIES UPDATE**

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

For Information

- a) Appendix 1 - Education Activities Update (Pages 15 - 16)

17. **CITY OF LONDON FAMILY OF SCHOOLS RESULTS UPDATE**

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

For Information

- a) Appendix 1 - City of London Family of Schools Results Update (Pages 17 - 18)

20. **CITY OF LONDON ACADEMIES TRUST - ACADEMIES DEVELOPMENT PROGRAMME UPDATE**

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

For Information

- a) Appendix 1 - COLAT Academies Development Programme Update (Pages 19 - 20)

Part 3 - Cultural & Creative Learning

21. **THE CITY OF LONDON CORPORATION'S SPORT AND PHYSICAL ACTIVITY STRATEGY FOR 2019-23**

Report of the Head of Corporate Strategy & Performance.

For Decision

- a) Proposed Final Version of Sport and Physical Activity Strategy, 2019-23 (Pages 21 - 30)

22. **CREATIVE ENTERPRISES AND INNOVATION RESEARCH**

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

For Information

- a) Appendix 1 - BOP Consulting and Publica - Creative Enterprise and Innovation Research - Summary of key findings (Pages 31 - 32)
- b) Appendix 2 - BOP Consulting and Publica - Creative Enterprise and Innovation Research - Recommendations (Pages 33 - 34)

Part 4 - Skills

23. **GOVERNORS FOR SCHOOLS EMPLOYABILITY PROJECT PROGRESS UPDATE**

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

For Information

- a) Appendix 1 - Governors for Schools Employability Project Progress Update (Pages 35 - 38)

24. **ADULT SKILLS, EDUCATION AND APPRENTICESHIPS SERVICE UPDATE**

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

For Information

- a) Appendix 1 - Service Performance Data (Pages 39 - 40)

- b) Appendix 2 - Independent Review March 2019 Recommendations (Pages 41 - 44)

Non-Public Agenda

31. **APPENDIX 1 - CITY PREMIUM GRANT 2019/20 ALLOCATIONS TO ACADEMIES**
(Pages 45 - 56)
32. **APPENDIX 2 - CITY OF LONDON ACADEMIES TRUST - ACADEMIES
DEVELOPMENT PROGRAMME UPDATE**
(Pages 57 - 62)

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

**John Barradell
Town Clerk and Chief Executive**

This page is intentionally left blank

APPENDIX 2

ESTLIN, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25th April 2019, doth hereby appoint the following Committee until the first meeting of the Court in April, 2020.
---------------	---

EDUCATION BOARD

1. **Constitution**
A Non-Ward Committee consisting of,
 - 10 Members elected by the Court of Common Council, at least two of who shall have fewer than five years' service on the Court at the time of their appointment
 - Up to four external representatives, appointed by the Education Board, with appropriate expertise in the field of education (i.e. non-Members of the Court of Common Council, who shall have voting rights)
 - One member appointed by the Policy & Resources Committee
 - One member appointed by the Community & Children's Services Committee
2. **Quorum**
The quorum consists of any three Common Council Members and one of the four external representatives, except for the appointment of external representatives, when the quorum consists of any three Common Council Members.
3. **Membership 2019/20**
 - 6 (4) Peter Estlin, Alderman
 - 6 (4) Stuart John Fraser, C.B.E.
 - 4 (4) Ann Holmes
 - 6 (3) Henry Nicholas Almroth Colthurst
 - 2 (2) Caroline Wilma Haines, *for three years*
 - 2 (2) Benjamin Murphy, *for three years*
 - 2 (2) Keith David Forbes Bottomley, Deputy
 - 6 (2) William Anthony Bowater Russell, Alderman
 - 2 (2) Ruby Sayed
 - 2 (2) Philip John Woodhouse, Deputy

Together with four external representatives:-

 - Veronica Wadley (*appointed for a term expiring April 2020*)
 - Deborah Knight (*appointed for a term expiring July 2022*)
 - Tim Campbell (*appointed for a term expiring July 2023*)
 - Vacancy*

And together with the appointed Members referred to in paragraph 1 above.
4. **Terms of Reference**
 - (a) To monitor and review the City of London Corporation's Strategies for Education, Cultural and Creative Learning, and Skills and to oversee its ~~their~~ implementation (including skills and work-related learning, and cultural and creative learning) in consultation, where appropriate, with the ~~appropriate City of London~~ Policy and Resources Committee and the relevant Service Committees responsible for its implementation; referring any proposed changes to the Court of Common Council for approval;
 - (b) To oversee generally the City of London Corporation's education activities (including, where relevant, the City Corporation's commitment to ensuring education promotes healthy lifestyles); consulting with those Committees where education responsibilities are expressly provided for within the terms of reference of those Committees and liaising with the City's affiliated schools and co-sponsors; post school learning providers, and cultural organisations but excluding Gresham College and any responsibilities of the Gresham (City Side) Committee;
 - (c) To be responsible for the oversight and monitoring of the City of London Corporation's sponsorship of its Academies, including the appointment of academy governors and, where relevant Members, Directors and Trustees;
 - (d) ~~To The management of~~ The City of London Corporation Combined Education Charity (registered charity no. 312836), subject to consulting with the Community and Children's Services Committee as to any policy to be adopted for the application of the charity's funds;
 - (e) ~~To The management of~~ the City Educational Trust Fund (registered charity no. 290840), subject to consulting with the Community and Children's Services Committee as to any policy to be adopted for the application of the charity's funds;

- (f) To constitute Sub-Committees in order to consider particular items of business within the terms of reference of the Board, including:-
Education Charity Sub (Education Board) Committee*
- (g) To recommend to the Court of Common Council candidates for appointment as the City of London Corporation's representative on school governing bodies where nomination rights are granted and which do not fall within the remit of any other Committee;
- (h) To monitor the frameworks for effective accountability, challenge and support in the City Family of Schools**;
- (i) To be responsible for the distribution of funds specifically allocated to it for education purposes, in accordance with the City of London Corporation's strategic policies;
- (j) ~~To oversee Oversight of~~ the City of London Corporation's **promotion of skills training and** education-business link activities **together with the Policy & Resources Committee and the Economic Development Office.**

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

The expression "the City Family of Schools" means those schools for which the City has either direct responsibility as proprietor, **academy sponsor or local authority, or historic links. These include but are not restricted to: The Sir John Cass Foundation Primary School, The City Academy, Hackney;ⁱ the City of London Academy Islington;ⁱ **the academies managed by the City of London Academies Trust**; the City of London School;ⁱ the City of London School for Girls;ⁱ the City of London Freeman's School **(the latter three all being institutional departments of the City Corporation)**;ⁱ ~~and the academies managed by the City of London Academies Trust.~~

ⁱ

Appendix 2: Responsibilities of the City of London Corporation under Thomas Gresham's Will (as amended by subsequent Acts of Parliament)

Under Thomas Gresham's Will (as amended by subsequent Acts of Parliament),

the City is required:

- 1) to pay £53.6s.8d (£6.13s.4d each) per annum to the Almsfolk
- 2) to pay £50 per annum each to four lecturers in Divinity, Astronomy, Music and Geometry

the City and the Mercers are required:

- 1) to provide proper places for the 8 Almsfolk
- 2) to provide the professors with £50 in lieu of lodgings
- 3) to provide a proper place for the lectures to be held

This page is intentionally left blank

Appendix 1 – Draft Terms of Reference for the Joint City Education Grant Funding Working Party

Composition:

- *To be tabled at the Committee meeting*

Quorum:

The quorum shall be the Chairman and any three Members.

Terms of Reference:

The Joint City Education Grant Funding Working party will:-

- (i) Consult on the independent review of City Education Grant Funding being conducted by the Chair of the review; and
- (ii) have power by a simple majority of those present and voting at a meeting of the Working Party to approve the final recommendations of the review, for reporting to the Policy & Resources Committee and Education Board.

This page is intentionally left blank

Appendix 1 – Governor Appointments Update

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	Term of Office
Ann Holmes, CC - Chairman	Appointed by the Trust Board	3 years expiring 30 August 2020
Nick Bensted Smith, CC	Appointed by the Trust Board	3 years expiring 30 August 2020
Norma Dews	Appointed by the Trust Board	3 years expiring 30 August 2020
Ena Harrop ²	Appointed by the Trust Board	3 years expiring 30 August 2020
Gerald Mehrstens ³	Appointed by the Trust Board	3 years expiring 30 August 2020
Mary Robey	Appointed by the Trust Board	3 years expiring 30 August 2020
Frazer Swift	Appointed by the Trust Board	3 years expiring 30 August 2020
Kim Clapham	Headteacher – Ex officio	During term of office as Headteacher
Celia Orford	Staff Governor (Teaching)	3 years expiring 1 April 2021
VACANCY	Staff Governor (Non-Teaching)	
Georgia Dehn	Parent Governor (elected)	3 years expiring 17 December 2020
Jillian Jones	Parent Governor (elected)	3 years expiring 17 December 2020

Southwark Local Governing Body ⁴

Name	Appointed as	Term of Office
Antony Smyth – Chairman	Appointed by the Trust Board	3 years expiring 12 January 2021
Hilda Cheong - Vice-Chair	Appointed by the Trust Board	1 year expiring 3 June 2019
Lucas Green - Vice Chair	Appointed by the Trust Board	1 year expiring 14 May 2019 ⁵
Simon Atkinson	Appointed by the Trust Board	Starting from 13 December 2017 (term of office unstated)
Elaine Davis	Appointed by the Trust Board	3 years expiring 12 January 2021
Keith Bottomley, CC	Appointed by the Trust Board	2 years expiring 24 January 2020
Harvey McEnroe	Appointed by the Trust Board	2 years expiring 9 February 2020
Vicky Mills	Appointed by the Trust Board	1 year expiring 15 May 2019
Shavran Joshi	Appointed by the Trust Board	Starting from 13 December 2018 (term of office unstated)
VACANCY	Appointed by the Trust Board	
Fiona Edlin	Parent Governor (elected)	3 years expiring 16 January 2021
Ann Chuyi Wang	Parent Governor (elected)	3 years expiring 19 March 2021
VACANCY	Parent Governor (elected)	
Mickey Kelly	Executive Principal – Ex officio	During term of office as Executive Principal of Galleywall Primary School and Redriff Primary School
Richard Bannister	Principal – Ex Officio	During term of office as Principal of City of London Academy, Southwark
Steve Burgess	Staff Governor (teaching)	1 year expiring 4 October 2019
Maya Pursani	Staff Governor (non-teaching)	3 years expiring 26 January 2021

City of London Academy Shoreditch Park⁶

¹ The Trust appoints all members of the LGB in consultation with the City Corporation, with the exception of the Chair who is appointed with the approval of the Education Board. The Trust's Articles of Association require that there are at least two parent governors on each LGB.

² City Corporation employee.

³ City Corporation employee.

⁴ The Southwark LGB is a joint LGB for The City of London Academy Southwark, Redriff Primary School, City of London Academy and Galleywall Primary, City of London Academy.

⁵ The Chair of the Local Governing Body has requested an extension to this term for formal approval at the next Local Governing Body Meeting.

⁶ Standard LGB membership (upon which the Education Board was consulted) is augmented by one additional CoL appointment.

Name	Appointed as	Term of Office
Robert Howard, Ald. – Chairman	Appointed by the Trust Board	3 years expiring 30 August 2020
Barbara Hamilton ⁷	Appointed by the Trust Board	3 years expiring 30 August 2020
Mark Malcolm	Appointed by the Trust Board	3 years expiring 30 August 2020
Ryan Shorthouse	Appointed by the Trust Board	3 years expiring 30 August 2020
Sheila Scales	Appointed by the Trust Board	3 years expiring 30 August 2020
Rita Krishna	Appointed by the Trust Board	3 years expiring 30 August 2020
Sue Roberts	Appointed by the Trust Board	3 years expiring 30 August 2020
Mark Lowman	Appointed by the Trust Board	Starting 8 March 2018 (term of office unstated) ⁸
Holly Arles	Principal – Ex officio	During term of office as Principal
Liam Smyth	Staff Governor (Teaching)	3 years expiring 20 November 2021
Maria Dennis-Waters	Staff Governor (Non-Teaching)	3 years expiring 29 September 2021
Rebecca Couper	Parent Governor (elected)	3 years expiring 29 September 2020
Mark Sullivan	Parent Governor (elected)	3 years expiring 29 September 2020

City of London Academy Highgate Hill⁹

Name	Appointed as	Term of Office
Roy Blackwell – Chairman	Appointed by the Trust Board	3 years expiring 30 August 2020
Kristin Baumgartner	Appointed by the Trust Board	3 years expiring 30 August 2020
Valerie Bossman-Quarshie	Appointed by the Trust Board	3 years expiring 30 August 2020
Josh Burton	Appointed by the Trust Board	3 years expiring 30 August 2020
VACANCY	Appointed by the Trust Board	
Julie Robinson	Appointed by the Trust Board	3 years expiring 30 August 2020
Simon Turner	Appointed by the Trust Board	3 years expiring 30 August 2020
Prince Gennuh	Principal – Ex officio	During term of office as Principal
Peter Bremner	Teaching staff governor	3 years expiring 30 August 2020
Kathryn Spencer	Non-teaching staff governor	3 years expiring 21 October 2021
Donaleen Johnson	Parent Governor (elected)	3 years expiring 31 December 2021
Katerina Jenkins	Parent Governor (elected)	3 years expiring 31 December 2021

City of London Academy Highbury Grove¹⁰

Name	Basis of Appointment	Term of Office
Mark Boleat - Chairman	Appointed by the Trust Board	3 years expiring 30 August 2020
Colette Bowe	Appointed by the Trust Board	Starting from 6 September 2017 (length of term unstated) ¹¹
Joe Caluori	Appointed by the Trust Board	3 years expiring 30 August 2020
Helen Curran	Appointed by the Trust Board	3 years expiring 30 August 2020
Maggie Elliott	Appointed by the Trust Board	3 years expiring 30 August 2020
Rachel Sherman	Appointed by the Trust Board	3 years expiring 30 August 2020
Michael Simpson	Appointed by the Trust Board	3 years expiring 30 August 2020
Richard Verrall	Appointed by the Trust Board	3 years expiring 30 August 2020
Christopher Hill	Trust Board Appointee	TBC
Claire Tunley ¹²	Trust Board Appointee	TBC
Nick Worsley	Trust Board Appointee	TBC

⁷ Corporation employee

⁸ City of London Academies Trust Board approval on 8 March 2018.

⁹ Standard LGB membership (upon which the Education Board was consulted) is augmented by one additional CoL appointment

¹⁰ LGB membership augmented by three additional Trust appointments following approval by the Trust Board on 13 September 2018.

¹¹ City of London Academies Trust Board approval on 6 September 2017

¹² Corporation employee

Clare Verga	Executive Principal	During term of office as Executive Principal (attendee)
Aimee Lyall	Principal – Ex officio	During term of office as Principal
Stella McAteer	Teaching Staff Governor	3 years expiring 11 October 2021
Sarah Counter	Non-teaching staff governor	3 years expiring 30 August 2020
Neale Coleman	Parent Governor (appointed)	3 years expiring 30 August 2020
Jonny Shipp	Parent Governor (elected)	3 years expiring 7 October 2021

Newham Collegiate Sixth Form College

Name	Basis of Appointment	Term of Office
Rachel McGowan - Chair	Appointed by the Trust Board	3 years expiring 30 August 2020
Caroline Haines, CC	Appointed by the Trust Board	3 years expiring 30 August 2020
Gerald Mehrstens ¹³	Appointed by the Trust Board	3 years expiring 30 August 2020
Lakmini Shah	Appointed by the Trust Board	3 years expiring 30 August 2020
Sukhi Bath	Appointed by the Trust Board	4 years expiring 30 September 2022
Simon Beck	Appointed by the Trust Board	4 years expiring 12 December 2022
Ian Wilson	Appointed by the Trust Board	3 years expiring 30 August 2020
Martin Gaskell	Appointed by the Trust Board	4 years expiring 30 September 2022
Mouhssin Ismail	Principal – Ex officio	During term of office as Principal
Matthew Squire	Staff Governor (Teaching)	3 years expiring 31 December 2021
Christine Nunn	Staff Governor (Non-Teaching)	3 years expiring 27 September 2022
Nasim Ahmed	Parent Governor (elected)	3 years expiring 2 December 2022
Reshma Bhudia	Parent Governor (elected)	3 years expiring 2 December 2022

¹³ City Corporation employee.

Co-Sponsored Academies¹⁴:

The City Academy, Hackney (6382192)

Name	Basis of Appointment	Term of Office
Dawn Elliot – Chair	KPMG Sponsor Governor (Chair)	4 years expiring 26 Sept 2023
Anne Fairweather	CoL Sponsor Governor (Vice Chair)	4 years expiring 28 Sept 2020
Katie Dowbiggin (Loven)	CoL Sponsor Governor	4 years expiring 6 Nov 2020
Vladimir Savic	CoL Sponsor Governor	4 years expiring 22 May 2022
Tijs Broeke	CoL Sponsor Governor	4 years expiring 12 July 2021
Rob Hortopp	KPMG sponsor governor	4 years expiring 27 September 2021
Mark Essex	KPMG sponsor governor	4 years expiring 27 September 2021
Amanda Brown	KPMG sponsor governor	4 years expiring 20 April 2020
Anntoinette Bramble	Local Authority Governor	4 years expiring 1 September 2020
Mark Malcolm	Head teacher	During term of office as Principal
Tamas Kiss	Non-teaching staff governor	4 years expiring 1 October 2022
Nina Kuh	Teaching staff governor	4 years expiring 1 October 2022
Oleander Ogbetu	Parent Governor (elected)	4 years expiring 12 July 2021
Stephen Webster	Parent Governor (elected)	4 years expiring 10 November 2019
Rita Krishna	Community Governor	4 years expiring 11 November 2020
Sheila Scales	Community Governor	4 years expiring 20 May 2020
Anant Suchak	KPMG sponsor governor	4 years expiring 30 April 2020
Anuja Dhir	CoL Sponsor Governor	4 years expiring 3 February 2021

City of London Academy Islington Limited (6426966)

Name	Basis of Appointment	Term of Office
Professor Richard Verrall – Chairman	City University Sponsor Governor (Chairman)	4 Years expiring 31 August 2019
Henry Colthurst, CC – Vice Chairman	CoL Sponsor Governor	4 Years expiring 31 August 2019
HH Philip Katz	CoL Sponsor Governor	4 Years expiring 31 August 2021
Russell Wilmer	CoL Sponsor Governor	4 Years expiring 31 August 2021
VACANCY	CoL Sponsor Governor	
Ron Zeghibe	City University Sponsor Governor	4 Years expiring 31 August 2021
Lady Helen Curran	City University Sponsor Governor	4 Years expiring 20 May 2020
Marion O'Hara	City University Sponsor Governor	4 Years expiring 31 August 2020
Michael Laurie	Governor Co-opted by the Board	4 Years expiring 31 August 2022
Eric Sorensen	Community Governor (appointed by Board)	4 Years expiring 31 August 2022
Councillor Joe Caluori	Local Authority Governor	4 Years expiring 14 October 2019
Nick Chinnock	Principal – Ex officio Governor	During term of appointment as Principal
Angela Davies	Teaching staff governor	4 Years expiring 9 November 2019
VACANCY	Non-teaching staff governor	
William Paulton	Parent Governor	4 Years expiring 11 October 2021
VACANCY	Parent Governor	

¹⁴ 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.

Clare Verga	Executive Principal	During term of appointment as Executive Principal (attendee)
-------------	---------------------	---

Independent Schools

City of London School

Governor	Current Term Commenced	Current Term Ends
James Thomson – Chairman	Commoner	4 years expiring April 2022
Tim Levene – Deputy Chairman	Commoner	4 years expiring April 2021
Alexander Barr	Commoner	4 years expiring April 2021
Keith Bottomley, Deputy	Commoner	4 years expiring April 2021
Roger Chadwick (Ex-Officio)	Ex officio (Chairman of the Board of the City of London Freeman's School)	1 year expiring June 2019
Dominic Christian	Commoner	3 years expiring April 2020
Marianne Fredericks	Commoner	4 years expiring July 2019
Rosie Gill (Co-Opted)	Co-Opted	4 years expiring June 2022
Caroline Haines	Commoner	3 years expiring April 2020
Deputy Clare James (Ex-Officio)	Ex officio (Chairman of the Board of the City of London School for Girls)	1 year expiring June 2019
Alderman & Sheriff Vincent Keaveny	Alderman	1 year expiring April 2020
Ronel Lehmann (Co-Opted)	Co-Opted	1 year expiring June 2019
Lord Levene (Co-Opted)	Co-Opted	2 years expiring June 2020
Edward Lord OBE JP, Deputy	Commoner	4 years expiring April 2021
Paul Madden (Co-Opted)	Co-Opted	2 years expiring June 2020
Christopher S Martin (Co-Opted)	Co-Opted	1 year expiring June 2022
Sylvia Moys	Commoner	4 years expiring July 2019
Ian Seaton	Commoner	4 years expiring April 2022
Paul Stein (Co-Opted)	Co-Opted	3 years expiring June 2021

City of London School for Girls

Governor	Current Term Commenced	Current Term Ends
Deputy Clare James	Commoner	4 years expiring July 2021
Nick Bensted-Smith	Commoner	4 years expiring July 2022
Professor Anna Sapir Abulafia	Co-Opted	4 years expiring Oct 2019
Rehana Ameer	Commoner	3 years expiring July 2021
Randall Anderson	Commoner	4 years expiring July 2019
Tijs Broeke	Commoner	4 years expiring July 2022
Deputy Roger Chadwick (Ex-Officio)	Ex officio (Chairman of the Board of the City of London Freeman's School)	July 2019 (term linked to CLFS)
Alderman Emma Edhem	Alderman	4 years expiring July 2019
Dr Stephanie K Ellington (Co-Opted)	Co-Opted	4 years expiring July 2019
Soha Gawaly (Co-Opted)	Co-Opted	4 years expiring December 2020
Alderman Prem Goyal OBE	Alderman	4 years expiring April 2023
Deputy Tom Hoffman	Commoner	4 years expiring July 2019
Ann Holmes	Commoner	4 years expiring April 2022
Mary Ireland (Co-Opted)	Co-Opted	4 years expiring July 2022

Deputy Robert Merrett	Commoner	4 years expiring July 2021
Sylvia Moys	Commoner	4 years expiring July 2019
Dhruv Patel OBE	Commoner	3 years expiring July 2021
Elizabeth Phillips (Co-Opted)	Co-Opted	3 years expiring July 2020
Deputy Richard Regan	Commoner	4 years expiring July 2020
VACANCY	Commoner	
Sir Michael Snyder	Commoner	4 years expiring July 2020
Deputy James Thomson (Ex-Officio)	Ex officio (Chairman of the Board of the City of London School)	July 2019 (term linked to CLS)

City of London Freeman's School

Governor	Basis of Appointment	Current Term Ends
Deputy Roger Chadwick	Commoner	4 years expiring July 2021
Deputy Philip Woodhouse	Commoner	4 years expiring July 2022
John Bennett	Commoner	4 years expiring July 2019
VACANCY	Commoner	
Nicholas Goddard (Co-Opted)	Co-Opted	1 year expiring February 2023
Brian Harris (Co-Opted)	Co-Opted	3 years expiring July 2021
Michael Hudson	Commoner	4 years expiring July 2019
Deputy Clare James (Ex-Officio)	Ex Officio (Chairman of the Board of the City of London School for Girls)	Ex-officio
VACANCY	Commoner	
Alderman Susan Langley	Alderman	1 year expiring April 2020
VACANCY	Commoner	
Alderman Bronek Masojada	Alderman	1 year expiring April 2020
Andrew McMillan (Co-Opted)	Co-Opted	4 years expiring February 2023
Hugh Morris	Commoner	4 years expiring July 2021
Graham Packham	Commoner	4 years expiring July 2020
Deputy Elizabeth Rogula	Commoner	4 years expiring July 2022
Deputy James Thomson (Ex-Officio)	Ex Officio (Chairman of the Board of the City of London School)	Ex-officio
Cllr Chris Townsend (Co-Opted)	Co-Opted	4 years expiring February 2023
Lady Gillian Yarrow (Co-Opted)	Co-Opted	4 years expiring February 2023

Local Authority Maintained School

Sir John Cass's Foundation Primary School

Name	Appointed By	Term Of Office
The Revd. L Jørgensen	Ex Officio The Rector, St Botolph Aldgate	While Rector of St Botolph's Church
Mr A Wright	London Diocesan Board for Schools	4 years expiring 4 October 2019
Ms S Moore	London Diocesan Board for Schools	4 years expiring 30 September 2021
Mr M Piper	St Botolph Aldgate	4 years expiring 31 August 2019
Ms B Ryan	Deanery	4 years expiring June 2022
Mr D Williams	Sir John Cass's Foundation	4 years expiring 7 September 2021
VACANCY	Sir John Cass's Foundation	
Mrs J Greenlees	Sir John Cass Foundation	4 years expiring 6 September 2021
VACANCY	Sir John Cass's Foundation	
Mr J Fletcher	LA Governor	4 years expiring 19 April 2020
Munsur Ali	LA Governor	
Ms I Culpan	Parent Governor	4 years expiring March 2022
Ms Z Lawley	Parent Governor	4 years expiring March 2022
Ms A Frain	Teaching Staff Governor	4 years expiring 17 October 2021 or during term of employment at the School if this ends earlier.
Ms B Makin	Support Staff Governor	4 years expiring 1 December 2021 or during term of employment at the School if this ends earlier.
Ms A Allan	Headteacher	During term of office as Headteacher

Appendix 1 - Calendar of Upcoming Events (2018/19) linked to Education, Cultural & Creative Learning, and Skills Strategies

Fusion Cities Meeting	07/06/2019	All day	Guildhall Old Library
Careers Festival	17/06/2019 – 21/06/2019	All day	Guildhall Various
Art Exhibition	24/06/2019 – 27/06/19	All day	Guildhall Ambulatory
Scrutiny Meetings (Finance)	25/06/2019 – 26/06/2019	All day	North Wing Meeting Room 4
City Schools Subject Dinner (Creative Industries)	27/06/2019	17:00- 21:00	Guildhall Livery

This page is intentionally left blank

Appendix 1 - GCSE Outcomes and Progress for CoLAT and Co-Sponsored Academies

GCSE Outcomes and Progress for CoLAT and Co-Sponsored Academies

School	OFSTED			Progress 8			Attainment 8			English and Maths 4+				En & Ma 5+		English Baccalaureate 4+				English Bacc 5+	
	Grade	Due	Previous Inspect	16	17	18	16	17	18	15	16	17	18	17	18	15	16	17	18	17	18
Highbury Grove	4	Imminent	3	-0.4	-0.5	0.29	45.5	40.9	49.3	43	45	58	69	40	49	14	24	24	34	22	29
Highgate Hill	2	Aut 19	2	0.2	0.3	0.5	48.2	43.6	44.7	53	61	58	60	33	40	22	18	21	10	21	8
Shoreditch Park		Aut 19	1																		
Southwark	2	Sum19	2	0.2	0.3	0.9	57.4	56.5	53	70	78	77	73	55	54	17	27.1	37	42	34	27
Hackney	1	Unknown	NA	1.0	1.1	0.46	59.0	55.7	49.8	72	82	77	72	52	46	49	44	59	53	46	33
Islington	1	Unknown	NA	0.8	0.5	0.46	54.4	47.2	49.2	50	68	67	71	45	46	26	31	43	42	36	21
National				0	0	0	48.5	44.6	44.3	59	63	63		39.6	39.9	24	24	24		19.7	

This page is intentionally left blank

City of London Academies Trust - Capital Projects Overview

APPENDIX 1

Academy	Galleywall	CoLP HG	CoLPAI	CoLA HH	NCS	CoLASP
Project	Refurbishment	Sixth Form Build	Main Build	Sixth Form Build	Expansion site	Main Build
Ownership and Management						
Project Owner	CoL	LBI	CoL	ESFA	ESFA	Hackney
Project Management	CoL Surv	LBI	CoL Surv	ESFA	ESFA	LBH Surv
Funding and Budget Control						
Funding source	ESFA	LBI	ESFA	ESFA	ESFA	ESFA
Funding and Financial Control	ESFA	LBI	ESFA	ESFA	ESFA	ESFA
Total Budget	£6 Mill	£2.4 Mill	£14.65 Mill	TBC	TBC	TBC
Projected Spend	£6 Mill	£2.4 Mill	£16.8 Mill	TBC	TBC	TBC
Contingency (EFA 5%)	£300 K	NA				
Budget Risk	L	L	M	L	L	M
Approvals and Monitoring						
Project Sub Approval required	Yes	Yes	Yes	Yes	Yes	Yes
Education Board monitoring	Yes	Yes	Yes	Yes	Yes	Yes
CoLAT approval required	No	No	No	No	No	No
CoLAT monitoring	Yes	Yes	Yes	Yes	Yes	Yes
Planning application date	N/A	Completed	Jul-17	N/A	TBC	Q4 2018
Proposed Completion Date	Q3 2019	Q3 2019	Q2 2020	Q2 2022	Q2 2022	Q2 2021
Completion Risk	L	L	H	L	L	M

Note:

Galleywall Total Budget to be updated at the end of the project on completion of negotiations with the DfE
COLPAI budget to be updated when negotiations are completed with the DfE on additional asbestos costs

This page is intentionally left blank

Appendix One – Proposed Final Version of Sport and Physical Activity Strategy, 2019-23

Sport and Physical Activity Strategy – Proposed Final Version, 04.04.19

Strategy Authors: Sufina Ahmad, Corporate Strategy Manager and Ioana Tamas, Graduate Trainee

Sport and Physical Activity Strategy, 2019-23.

Foreword by the Chair of Policy and Resources and Town Clerk

To be added, post approval at officer and Member Committees.

Deputy Catherine McGuinness
Chair of Policy and Resources
Committee

John Barradell
Town Clerk and Chief Executive

April 2019

Our definition of sport and physical activity

Sport refers to activities that require physical exertion and involve individuals or teams, and physical activity is any bodily movement that requires the expenditure of low, moderate to high levels of energy, e.g. walking or dancing. Exercise is a sub-category of physical activity.

Why sport and physical activity matters to us

The City Corporation aims to contribute to a flourishing society, support a thriving economy and shape outstanding environments, as set out in our Corporate Plan (CP). We want to raise London and the UK's profile globally: driving and inspiring engagement with and participation in sport and physical activity and contributing to London and the UK's attractiveness for individuals, communities and business. This drives improvements in physical and mental health, individual development, social and community development and economic development.

Who we will work with

We will continue to work with individuals and communities across London and the UK, including our residents and workers in the Square Mile – focussing on those that are 'inactive' and less likely to engage with sport and physical activity. The Sports Engagement Manager alongside colleagues from across the organisation will work with relevant local, regional and central governments, sport infrastructure bodies, businesses, civil society organisations, national governing bodies of sport and individuals and communities to deliver the work outlined in this strategy.

Our Vision

London and the UK are world-class destinations for sport and physical activity, supporting the economy, communities and individuals.

Our Outcomes

London and the UK are world-class global destinations for major sporting events .

Links to CP Outcomes 7 and 10

Community cohesion is strengthened through sport and physical activity.

Links to CP Outcomes 3 & 4

People have access to and participate in sport and physical activity.

Links to CP outcomes 2 & 3

Our Activities

- Support the development and delivery of bids and partnerships for major sporting events.
- Deliver events and activities to celebrate and promote major sporting events.
- Offer signposting and information services to visitors.
- Promote London and the UK's major sporting events offer nationally and internationally.

- Promote major sporting events to local communities to drive engagement with sport and physical activity.
- Develop and deliver inclusive events during major sporting events.
- Attract mass participation sporting events are delivered for the benefit of local communities and local schools.
- Champion resident-led ideas for sport and physical activity.

- Promote active travel.
- Commission sport, exercise and physical activity services for our residents.
- Deliver public health led campaigns on sport and physical activity for our residents, workers and pupils.
- Make best use of our own assets to encourage sport and physical activity.
- Raise awareness of the benefits of sport, exercise and physical activity across our activities, institutions and assets.

Our Success Measures

This strategy will result in an increased number of major sporting events in London and the UK, driving economic benefits and delivering improvements in physical and mental health for individuals and communities, including our residents, workers and pupils in the Square Mile, through increased access to and participation in sport and physical activity. Finally we will support Londoners to be more active.

Introduction and vision

The City of London Corporation (City Corporation) is the governing body for the Square Mile, dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. This strategy outlines our vision, approach and commitment to sport and physical activity until 2023. It is an externally-focussed strategy that complements the strategic priorities set out in Central Government's '*Sporting Future*' Strategy; Sport England's '*Towards an Active Nation*' Strategy; Public Health England's '*Everybody Active, Every Day*' Briefing; and the Greater London Authority's (GLA) '*Sport for All of Us*' Strategy.

Our definition of sport and physical activity is based on the definitions used by Sport England and the World Health Organisation. Sport relates to any and all individual or team sports and physical activity is any bodily movement that requires the expenditure of low, moderate or high levels of energy. This can include activities such as walking, dancing, playing and other recreational pursuits. Exercise is a sub-category of physical activity, and it is defined as something that is planned, structured and repetitive, and aims to improve or maintain one or more components of physical fitness.

According to 2017/18 figures published by the Department for Digital, Culture, Media and Sport on physical activity among the UK's population, 25% of people aged 16 years and over in England are categorised as physically inactive. Specific groups are more likely to be physically inactive compared with the wider population, including women and people from black, Asian and minority ethnic (BAME) backgrounds.

We are keen for this strategy to encourage and inspire individuals from all backgrounds and abilities to be active every day, as per the UK Chief Medical Officer's recommendations. We are defining an inactive person as someone who has done less than 30 minutes of moderate intensity activity per week – which is the definition used by Sport England in its '*Active Lives Survey*'. The Chief Medical Officer's definition of an 'active' person is someone who is physically active for more than 150 minutes a week, in sessions of at least 10 minutes.

Central Government is clear that investment in sport and physical activity brings significant benefits to individuals and communities in the UK through improvements in the following outcome areas:

1. Economic development –

Sport and physical activity can create jobs, promote growth, drive exports and increase levels of inward investment. The sport sector contributes £39 billion to the UK's Gross Domestic Product and it plays a significant role in supporting the UK Government's GREAT Britain Campaign, which promotes the UK abroad in a number of areas including our tourism offer.

2. Social and community development –

Sport and physical activity can bring people together, often from different backgrounds, highlighting the positive aspects of their community and the place where they live, resulting in greater levels of community cohesion.

3. Physical health –

Sport and physical activity can reduce the risks associated with a range of common health conditions, including musculoskeletal disorders (MSDs), cancer, dementia, strokes, heart disease and diabetes. In addition to the health benefits, tackling symptoms associated with common physical and mental health (see below) conditions, also helps to reduce costs to businesses associated with sickness absence among the workforce.

4. Mental health –

Sport, exercise and physical activity can increase self-confidence and contribute to the reduction of symptoms relating to a range of mental health conditions, such as stress, anxiety and depression.

5. Individual development –

Sport and physical activity can positively contribute to improving educational attainment and learners' behaviours and attitudes, as well as support the development of characteristics and skills, for example team working, communication and problem solving.

These outcome areas align to our organisational strategic aims, as set out in our Corporate Plan for 2018-23, to contribute to a flourishing society, to support a thriving economy and to shape outstanding environments.

In London, the GLA, Sport England and London Sport are working in partnership to make London ***the most physically active city in the world***. There are two major priority areas within our own Sport and Physical Activity Strategy which resonate with this work and which we wish to prioritise:

1. Major Sporting Events

London is globally recognised for its ability to host inspiring major sporting events, resulting in increased levels of positive social and community development, as well as improvements in the local, regional and national economy – especially through increased levels of inward investment and increased numbers of visitors.

2. Increased levels of sport and physical activity

All Londoners can access and participate in sport and physical activity, resulting in improvements in their physical and mental health, individual development and community cohesion.

Furthermore, we feel that investment in sport and physical activity is essential right now, in the face of:

- Economic uncertainty and risks of stagnation alongside cost of living increases.
- Political uncertainty relating to UK trade agreements and our ability to develop partnerships abroad.

- Changing perceptions of London as a welcoming and attractive place to be for residents, workers, visitors and businesses, as highlighted through London's ranking in the Global Brand Index.
- Challenges to community cohesion – exacerbated in London due to the levels of transience across different population demographics and well evidenced in strategies and research by the Greater London Authority.
- Reductions in public sector spending on sport and physical activity.
- Higher prevalence of mental and physical health conditions for people that are inactive, as evidenced by Public Health England and Sport England.
- An ageing population and the health and social challenges that this brings, including increasing levels of loneliness and isolation, as evidenced by Public Health England and Sport England.

Going forward, **our vision** is that:

London and the UK are world-class destinations for sport and physical activity, supporting the economy, communities and individuals.

What we will do

The outcomes and activities that we have identified for this strategy are based on our existing expertise and work in this space, which relates to co-designing and co-delivering major sporting events and mass participation sporting events; encouraging recreation and physical and sporting activities across our 11,000 acres of open spaces; and designing and delivering commissioned and public-health led activities for residents and workers in the Square Mile. Activities relating to these areas or work include, but are not limited to:

1. Technical support, such as volunteer training, road closures and route planning and an extensive hospitality offer for major sporting events and mass participation sporting events.
2. Campaigns and activities to encourage sport and physical activity among the City's worker population, such as those delivered through the Business Healthy programme and the Active City Network.
3. Commissioned services that encourage sport and physical activity for our residents in the Square Mile.
4. Open Spaces designed and maintained to encourage physical recreation, as well as access to sporting facilities such as playing fields, athletics tracks, tennis courts etc.

We have therefore outlined the following three outcomes and associated activities in order to fulfil our vision –

Outcome 1: London and the UK are world-class global destinations for major sporting events.

This means that we will prioritise the following types of activities:

- a) Contribute proactively to all stages of bid development and delivery for London and the UK to host major sporting events.
- b) Facilitate the development of cross-sectoral partnerships, collaborations and promotional materials to support with bids for major sporting events. These should align with – and seek to support where possible – existing strategic goals and aspirations set out in our Corporate Plan, including for example our commitments to responsible business practices, health and wellbeing, the promotion of sugar reduction and healthier eating and ensuring the City remains a global destination for financial and professional services, commerce and culture.
- c) Deliver exceptional events and activities for major sporting events in our iconic venues, through welcome receptions and dinners, celebrations with athletes, Freedom of the City ceremonies etc.
- d) Provide support to others in delivering outdoor major sporting events, including route decision-making, road closures, traffic diversions, parking enforcement etc.
- e) Facilitate and/or support volunteer training programmes during major sporting events.
- f) Offer signposting and information services to visitors at major sporting events.
- g) Promote London and the UK's major sporting events offer during international and national trade visits undertaken by our staff, the Chair of Policy and Resources and the Lord Mayoralty.
- h) Promote the positive benefits of London and the UK's major sporting events to the media at a local, national and international level.

To deliver this outcome, we will work in partnership with the relevant local, regional and central governments, infrastructure bodies, such as Sport England and London and Partners, businesses, national governing bodies and civil society organisations involved in the major sporting event that is being bid for.

Outcome 2: Community cohesion is strengthened through sport and physical activity.

This means that we will prioritise the following types of activities:

- a) Co-design of bids for major sporting events to include provision for a range of inclusive events, including 'fringe' events that positively engage and benefit local communities, including our residents, workers and local schools, including the City of London family of schools.
- b) Support the design and delivery of mass participation sporting events for local communities, including our residents and workers.

- c) Champion resident and worker-led ideas in the Square Mile, as well as ideas from other local communities we work with, e.g. through our Open Spaces, that encourage sport and physical activity.
- d) Engage City businesses in sporting activities as supporters and contributors, e.g. through funding, volunteers etc.

To deliver this outcome, we will work in partnership with local communities, our residents in the Square Mile, event organisers and visitors to our Open Spaces. This work will particularly seek to target:

- Individuals within communities that are completing less than 30 minutes of moderate intensity activity per week, who are therefore considered 'inactive'.
- Communities in London that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people etc.

Outcome 3 People have access to and participate in sport and physical activity.

This means that we will prioritise the following types of activities:

- a) Promote and support active travel, i.e. cycling and walking, for all abilities throughout the Square Mile.
- b) Adopting an evidence-based commissioning approach, using feedback from residents and insights collected through the Sport England '*Active Lives Survey*'.
- c) Delivery of public health-led campaigns for residents and workers in the Square Mile that result in increased access to and participation in sport and physical activity.
- d) Utilisation of City Corporation-owned assets, such as our cultural venues, our estates and our open spaces to encourage sport, physical activity and recreation for residents and workers.
- e) Continue to remove barriers to engaging in outdoor recreation activities, such as walking, cycling and jogging across City Corporation-owned open spaces.
- f) Raise awareness of the importance of sport and physical activity across our various activities, institutions and assets.

To deliver this outcome, we will work in partnership with our residents and workers in the Square Mile. This outcome seeks to support mainly:

- Residents and workers that are completing less than 30 minutes of moderate intensity activity per week and are therefore considered 'inactive'.
- Residents, workers, visitors and pupils that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people, those with caring responsibilities etc.

The work relating to the outcomes and activities outlined above will be led on by the Sports Engagement Manager, but it is expected that support will be offered by colleagues based in Corporate Affairs, Media, Cultural and Visitor Development, Mansion House, Events, Built Environment, Community and Children's Services, Public Health and Open Spaces.

Implementation and measures of success

This strategy builds on the current work that we are doing around sport and physical activity for the benefit of individuals and communities across London and the UK, and our residents and workers in the Square Mile specifically. The workstreams relating to this strategy will be periodically reviewed by an internal group of officers from the following departments:

- Town Clerk's Department – Corporate Affairs, Cultural and Visitor Development and Events teams.
- Department of Community and Children's Services – Commissioning, Public Health and Community Engagement teams.
- Remembrancer's Department – Events Team.
- Department of Built Environment – Strategic Transportation team.
- Open Spaces Department – Central Management team.

Colleagues from our Economic Development Office and the Lord Mayorality's Office will attend the group when needed.

Areas of work that the group will discuss include, but are not limited to, the following:

1. Looking at the effectiveness and impact of existing and planned activities.
2. Ensuring that all activities relating to the strategy align to at least one of the three identified outcome areas and therefore the Corporate Plan.
3. Assessing the effectiveness of all activities against the to be agreed qualitative and quantitative success measures for each activity.
4. Recommending if the activities should be continued as they are, repurposed, or stopped.
5. Delivering activities within the resources available – monitoring impact and spend to inform corporate planning.
6. Designing and implementing the action plan for the strategy.

The internal working group will be facilitated by a Sports Engagement Manager, based within the Corporate Affairs Team, who will support the delivery of this strategy generally and outcomes one and two of this strategy specifically.

Success for this strategy includes delivering:

1. Increased numbers of major sporting events in London and the UK, resulting in more opportunities for economic, social and/or community development.
2. Improvements in physical and mental health for individuals and communities, including our residents and workers in the Square Mile, through increased access to and participation in sport and physical activity.
3. Supporting Londoners to be more active.

Links to our Corporate Plan

Our vision as the governing body of the Square Mile, as set out in our Corporate Plan for 2018-23, is a *‘vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK’*. We aim to do this by *contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments*. This strategy will support the following outcomes and associated high-level activities within the Corporate Plan:

- **Outcome 2:** People enjoy good health and wellbeing
We will:
 - Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
 - Raise awareness of factors affecting mental and physical health.
 - Provide advice and signposting to activities and services.
 - Provide inclusive access to facilities for physical activity and recreation.
- **Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.
We will:
 - Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
 - Cultivate excellence in academia, sport and creative and performing arts.
- **Outcome 4:** Communities are cohesive and have the facilities they need.
We will:
 - Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
 - Support access to suitable community facilities, workspaces and visitor accommodation.
- **Outcome 7:** We are a global hub for innovation in financial and professional services, commerce and culture.
We will:
 - Strengthen local, regional, national and international relationships to secure new opportunities for business, collaboration and innovation.
 - Promote London for its creative energy and competitive strengths.
- **Outcome 10:** We inspire enterprise, excellence, creativity and collaboration.
We will:

- Create and transform buildings, streets and public spaces for people to admire and enjoy.
- Protect, curate and promote world-class heritage assets, cultural experiences and events.

This strategy also supports the work outlined in the following corporate strategies: Joint Health and Wellbeing, Corporate Volunteering, Social Wellbeing, Mental Health, Education, Visitor Destination and Transport. All work delivered through this strategy will also comply with the priorities set out in our Equalities and Inclusion Action Plan.

Conclusion

We are pleased to make a commitment to sport and physical activity through this strategy that builds on our values and commitment to individuals, communities and stakeholders across the Square Mile, London and the UK. Investing in sport and physical activity related work has the potential to deliver positive social and economic outcomes for all. To deliver this strategy successfully we recognise that we must collaborate with others and learn from the work that we do in this space, in order to address the challenges and opportunities identified in this strategy.

Appendix 1 – BOP Consulting and Publica. Creative Enterprise and Innovation Research. Summary of key findings

Summary of the report from BOP Consulting and Publica

1. Sector growth in the City

- Since 2010, the growth of the creative industries across the City of London has outpaced the rest of the UK.
- IT, software and computer services, publishing, advertising and marketing are all large employers of creative occupations and music, performing and visual arts professionals are strongly clustered in and around Culture Mile.
- In 2016, the combined creative and digital sectors accounted for nearly one-in-ten jobs in the City of London.
- Culture Mile has the environment needed for further growth given its character, mix of sectors, workspace offer, and connectivity.

2. Value of harnessing creative innovation in the City

- Culture Mile has the potential to become a hub of creativity, enterprise and innovation
- Creates a strong sense of place to attract global businesses and talent
- Offers a wide range of flexible workspaces.
- Provides opportunities for collaboration across industries to drive innovation and increase job creation.
- Creates opportunities for the current and future workforce to develop Fusion Skills, capitalising on future jobs and contributing to London's social mobility.
- Creates a sustainable cultural and creative sector in the Square Mile.
- Has potential to add over £4 billion per annum to the output of the City of London and generate up to 50,000 new jobs.

3. Threats and challenges

- Perception of the City of London and failure to be a creative hub.
- Rising property prices and unmet sector needs risks a loss of creative businesses (lack of appropriate, flexible workspaces, production facilities, independent food & beverage offer)
- Silo working between sectors limiting innovation.
- Lack of flexible and responsive business support for creative enterprises.
- Skills gaps and talent shortages in the current and future workforce.

4. Recommendations

- The report recommends that Culture Mile capitalises on the huge demand for creativity and harness its mix of sectors, infrastructure, connectivity and access to talent to become a hub of creativity, enterprise and innovation that delivers economic growth and social mobility for London.
- The report sets out 19 recommendations which are included as an extract in **Appendix 2.**
- The Culture Mile Creative Enterprise and Innovation Working Group (with representatives from across the core partners) has translated these into 6 key challenges which are reflect with the list of recommendations. The Group are now focusing on how these challenges can be addressed.

This page is intentionally left blank

Appendix 2 – BOP Consulting and Publica. Culture Mile Creative Enterprise and Innovation Research.

Extract from full report – Recommendations

Full Report: <https://www.culturemile.london/content/uploads/2019/02/Culture-Mile-Report-2019-Compressed.pdf>

Executive Summary:

<https://www.culturemile.london/content/uploads/2019/02/Culture-Mile-Report-2019-Exec-Summary-compressed.pdf>

Figure 11. Recommended actions to unlock the potential of Culture Mile as a hub of creativity, enterprise and innovation that delivers economic growth and social mobility for London

Establish our creative identity	<ol style="list-style-type: none"> 1. Develop a shared narrative and set of messages to change perceptions of the City; build upon and promote the spatial ecology of Culture Mile; and connect creative enterprises to global financial markets. 3. Continue to deliver arts engagement work with communities (residents, students, workers and visitors) in the City of London, and in other London boroughs, to build and promote Culture Mile's cultural and creative enterprise offer.
Secure our mixed ecology and meet infrastructure needs	<ol style="list-style-type: none"> 2. Provide landlords with research to back qualitative evidence that maintaining a mix of uses and independent retail, food and beverage outlets drives take up and maintains rental values. 4. Encourage increased private sector investment in development of workspace and production facilities for creative enterprise. 5. Consider the opportunities for developing creative workspace and production infrastructure in capital developments. 6. Align digital infrastructure developments and explore opportunities to connect with GLA and DCMS to promote the City's capabilities. 7. Embed measures in City of London Corporation planning policy to protect the existing range of informal and formal performance spaces. 8. Align planning policy, supplementary planning guidance and spatial regeneration frameworks to take account of demand for flexible, project-based and affordable space from creative enterprises and facilitate its delivery. 9. Provide forums in which investors, developers and City Corporation planners can engage with cultural and creative

	<p>businesses to ensure that design of new cultural venues, production facilities and office space reflects needs and growth opportunities of creative enterprises.</p> <p>10. Work with developers and workspace providers to develop an offer that takes into account a range of creative enterprise uses.</p> <p>19. Maintain and promote a directory of affordable office and production space for both longer tenures and ‘meanwhile’ uses.</p>
Tell our story to strengthen our competitiveness to attract talent & investment	<p>17. Develop a suite of marketing material to promote Culture Mile and the City as a location for creative enterprise.</p> <p>18. Engage investment promotion agencies in London and national government in promoting Culture Mile to creative and digital investors.</p>
Facilitate cross-sector innovation	<p>11. Promote Culture Mile as a ‘sandbox’ for creative innovation to translate new creative forms and technology, developed through public funding of risk-taking arts and culture, into commercial Intellectual Property for exploitation by UK creative enterprises.</p> <p>12. Create collaborative initiatives and bids for research and innovation in cultural production and cross-sectoral working.</p> <p>15. Support networking events to promote collaboration and knowledge exchange by creative enterprises in and around Culture Mile.</p>
Support our businesses to grow	<p>13. Put in place a business support framework for creative enterprise.</p>
Increase Fusion Skills and Employment opportunities	<p>14. Provide skills training, building upon existing learning initiatives (Culture Mile Learning ‘Fusion Skills’ programmes and City of London Family of Schools), and promote employment opportunities in new ‘fused’ occupations among target communities.</p> <p>16. Develop frameworks and formal agreements for collaboration between City of London Family of Schools, FE and HE in support of creative enterprise and innovation in Culture Mile and the City of London.</p>

Appendix 1 – Governors for Schools Employability Project Progress Update.



Progress report for the City of London: 5 April 2019

Date of last report: June 2018

Prepared by: William Durham – Project Lead at Governors for Schools

Executive Summary

Since our last report, Governors for Schools have delivered several in-person events and webinars to support governors currently in, or interested in taking up, the position of Link Governor for Employability within primary or secondary schools. These are designed to support the guidance that can be found within the e-learning module we developed and launched in June 2018. 1000 unique users have visited our employability website pages and 270 people have used the elearning module. While these resources have been well-received, we were too ambitious in setting our target for this project. It is unlikely we will reach 1500 governors from 1000 schools accessing the e-learning module by September 2019.

Background to project:

Aims and Objectives:

- To provide the business case to support the importance of engagement between schools and businesses.
- To identify opportunities for governors to drive employability outcomes through their schools and encourage them to open up employability opportunities for students.
- To provide resources that help prepare governors for their role in driving engagement between businesses and schools.
- To up-skill governors to be able to help students understand the world of work and what they need to do to get a job.
- To provide opportunities that will impact on the outcomes of young people.
- 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.
- Establish the idea and practice of a Link Governor for Employability across London schools

KPIs

1. Aim to engage a minimum of 100 governors to actively look to open up employability opportunities for students.
2. Aim to engage a minimum of 50 schools to actively engage with businesses.
3. Produce a suite of online resources to support the aims and objectives of this proposal. These materials will be produced using input from all stakeholders and subject matter experts. All materials will be quality assured and agreed with the City of London Corporation.
4. 1500 governors to watch the e-learning module across 1000 schools

5. 300 schools decide to have a Link Governor for Employability

What have we done since the last report?

Engaging governors with the importance of careers provision and providing them with the required knowledge to effectively challenge, support and act as a bridge between schools and the world of work remain an important part of our work.

In June 2018 our CEO Louise Cooper spoke at the Festival of Education – part of her talk focussed on the importance of governors getting involved with the drive to improve careers provision in schools across the country.

In September 2018 we held a speaker and Q+A event, hosted by Cicero Group, featuring Tom Ravenscroft (CEO Enabling Enterprise) and Dame Collette Bowe. 43 governors and school leaders attended this event which featured a lively debate with a focus at primary level.

On March 7th 2019 we hosted a webinar led by Lesley Thain, Head of Education at the Careers and Enterprise Company, to provide current information on careers guidance in secondary schools to mark National Careers Week. Over 100 governors registered for this though only 44 joined on the day. The recording of this webinar is now hosted on our website and YouTube channels.

We were due to present the project at a meeting of the Worshipful Company of Educators in January 2019, though this has been pushed back to the summer.

We have recently written out to over 600 governors placed within Secondary schools in London and the South-East in the last 5 years to advertise the Guildhall Apprentice 19 event – over 40 governors have responded to this enthusiastically showing good engagement levels and hopefully many more schools

Use of website resources:

Google Analytics of website:

Since going live on 19/02/18 the Employability resources section of our website has been visited 1,213 times, with 996 of these being unique users showing a good level of engagement with the resources that we have developed.

Our e-learning module has been accessed 267 times since its launch in mid-June 2018 and has recently been re-promoted alongside National Careers Week. The user base of the module is 64% Primary, 32% Secondary and 4% SEN though data records are incomplete as people do not need to have become governors through our service to access the module and we do not capture where people are governors if they simply wish to access the free e-learning modules.

Marketing of module and resources:

To date the e-learning module and resource packs have been promoted extensively within our networks. They have been shared with all of our placed volunteers, contacts within Local Authorities and clerking services as well as Multi-Academy Trusts we work with such as the Harris Federation. They have also featured prominently in our newsletters to schools and volunteers, social media output and

the e-learning module has been reviewed and shared by the Careers and Enterprise Company.

We would be grateful for any further introductions from Board members into other education networks

Feedback from governors:

“I’m really enjoying the role. It’s helping me to learn more about the school and the importance that careers have on the pupils and the school as a whole. It’s also a benefit that I’m able to help the school, by recommending companies that I’ve worked with through teaching.”

Careers Link Governor at Cox Green School.

What’s next?

We will continue providing relevant information to our governor community who are engaged with the need for schools to deliver effective careers provision at both primary and secondary. This will largely be through webinars and other delivery of information but may also include a future event.

We aim to deepen our relationship with the CEC and other organisations such as NESTA to deliver further webinars as developments occur in the sector – we are keen to continue promoting the need for careers guidance to begin at KS2. We are excited by the development of a Skills Builder framework for primary school children.

We will write a final report for the City of London Corporation in October 2019. In preparation for this we will undertake a survey of schools and volunteers who have used the resources and been engaged in the campaign in order to provide supporting data for KPI’s 1, 2 and 5.

William Durham

Project Lead at Governors for Schools

This page is intentionally left blank

Appendix 1 – Service Performance Data

Adult Skills and Education

Academic year data for 2017/18 and Autumn and Spring Term 2018/19.

	2017/18	2018/19 (to date)
No. of courses	180	124 (a further 17 courses planned over Summer Term)
No. of enrolments (people attending courses)	1,634	1022 (a further 75 enrolments expected for the Summer Term)
No. of accredited courses	47	41 (5 new courses planned for the Summer Term)
No. of non-accredited courses	133	83 (a further 12 courses planned for Summer Term)
Course retention	94%	To date 96%
Course achievement	90%	Anticipated 95%

The course retention and achievement rates cannot be confirmed yet as the year is still ongoing.

Apprenticeships

Academic year data for 2017/18 and 2018/19 to date.

	2017/18	2018/19 (to date)
No. of apprenticeships	110	119
Achievement rates	89%	91% achievement anticipated
No. of early leavers	5	5 (this figure is to be further reviewed).
Progression rates	12 apprentices progressed within the City Corporation. 8 apprentices progressed into external employment opportunities.	23 apprentices have so far progressed from Level 2-3. 12 have progressed to options such as employment, Further Education and Higher Education.

This page is intentionally left blank

Appendix 2 – Adult Skills, Education and Apprenticeship Service Independent Review March 2019 Recommendations

1. Recommendations for further improvement

The recommendations for further improvement from this review have been linked to the strategic goals for the skills Strategy 2019-2023.

1.1 The lives of our diverse adult learners are transformed through a unique educational experience

- Continue with the very effective partnership work with neighbouring boroughs and particularly local partnerships. The setting up of the provision with employers, such as with a local hospital and restaurant are excellent examples, as is the short food hygiene course.
- Continue to work with community partners to identify the needs of residents and to come up with learning opportunities that will support them to overcome any barriers to learning that may have previously prevent participation.
- Ensure that all learning opportunities are widely marketed to local residents and potential apprentices to increase the number of people benefitting from ASES provision.

1.2 ASES delivers high quality adult education, training and apprenticeships

- Develop a clear improvement plan for the ACL provision that demonstrates the plans to:
 - Increase the management capacity
 - Improve the quality of teaching and learning
 - Increase the numbers of learners
- Ensure that the quality of teaching and learning, especially in ACL, is effectively monitored and that managers have the time needed to provide tutors with effective support and training.
- Pilot and develop further the materials for the apprenticeship standards in business administration and customer service so that they all apprentices are able to develop new skills, knowledge and behaviours on and individualised learning programmes that is well-coordinated with their work-based learning.

1.3 All partners work towards the achievement of a diverse workforce which mirrors the diversity of the community

- Continue to develop the ACL curriculum and promote a learning environment where learners continue to value the diversity of local and the wider communities.
- Analyse the current take-up of apprenticeships according to the different groups of learners, including those with protected characteristics and identify where there could be better promotion of the provision to widen participation.

1.4 There is high quality exposure to the world of work at all stages of education to enable learners to make informed career choices

- Ensure a wider range of activities and information on progression pathways for apprentices and adult learners.

- In ACL, place greater focus on identifying learners' individual reasons for joining each course and enable them to plan how they may progress in their development and their careers, as applicable.
 - The use of group profiles and amendments to the current individual learning plans should ensure that tutors can plan learners' next steps with them and support their development to achieve them.
 - In apprenticeships, apprentices should receive more timely information on the options open to them in their careers as this can often motivate them to achieve and stimulate them to excel.
- 1.5 The City of London is home to a world-leading environment where partners can exploit the interconnectivity and collaboration between industry, school and business
- Continue to develop the ASES Steering Group so that it continues to provide this interconnectivity not only between industry, school and business, but also linking with the communities of the City of London and neighbouring boroughs.
 - Develop more specific links with the Family of Schools to support the promotion of the Corporation's apprenticeships, perhaps through the development of an apprenticeship alumni network.
- 1.6 There is strong strategic oversight of skills delivery which is focused on impact
- Continue to work with local partners, including other London boroughs to build on the current strategic priorities identified for the service and align these with the priorities in the Skills for Londoners Strategy.
 - Contribute to and influence the Greater London Authority's (and others') development of an outcome's framework for adult education, so that these will align with the impact measure for the City Corporation's Skills Strategy.
 - Consider the new Ofsted Education Inspection Framework 2019, due to be finalised this summer, that focuses on:
 - a) The intent of the curriculum – i.e. what you offer and why;
 - b) The implementation of the curriculum – how the teaching, training and assessment develop learners' knowledge, skills and understanding;
 - c) The impact of the curriculum – the difference the provision has made to all learners' development, their achievement of qualifications, and their progress in their work, daily lives and careers.

2. Recommended practical actions

2.1. Leadership and management

- Carry out data analysis for 2018/19 to identify judgements on retention, attendance, progress, achievement and destinations, for:
 - ESOL
 - English
 - Maths
 - Non-accredited provision in ACL
 - In-house apprenticeships
 - External City of London apprenticeships
 - External apprenticeships

- Review the structure of the organisation as it is currently reflected in the organisation chart.
- Review the current quality improvement plan, amending and adding action points and including targets dates, milestones, impact etc.
- Monitor the quality of teaching and training, especially the areas not included in the review (functional skills English and maths, ACL and apprenticeships, in-house and external off-the-job training).
- Review the action points from recent observation of teaching, learning and assessment.
- Develop a governance structure diagram which clarifies the structure and reporting requirements.
- Develop a development plan for ACL with roles and responsibilities, target dates, targets and milestones.
- Ensure all apprentices and learners have sufficient information to make informed decisions on their next steps and that tutors use this information to plan learning activities.

2.2 Adult and community learning

- Monitor learners' progress towards qualifications in English, maths and ESOL and provide interventions where needed.
- Monitor the implementation of RARPA (recognising and recording learners' progress and achievement) especially tutors' use of starting points and current levels to plan differentiated learning activities.
- Plan individualised learning for refugees based on their current skills and planned next steps.
- Review the most recent observation of teaching records for all English, maths and ESOL tutors and check their progress against the follow-up action points.

2.3 Apprenticeships

- Ensure that all employers, department managers and apprentices have the official version of the relevant apprenticeship standards.
- Pilot the business administration and customer toolkits and consider the flexibility so that apprentices' modular learning is co-ordinated with their learning at work.
- Ensure that there is a good variety in the approaches for apprentices to develop their skills and behaviours, by required for the standards.
- Ensure that all apprentices are in suitable job roles for their apprenticeships.
- Use baseline assessment data to plan and sequence an individualised curriculum for each apprentice.
- Monitor the updating of OneFile by all users.
- Consider the contractual arrangements for all City Corporation apprentices who are currently on temporary contracts.

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank