



Meeting of the Late Education Board

Date: THURSDAY, 23 APRIL 2015
Time: 4.00 pm
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

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

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

John Barradell
Town Clerk and Chief Executive

The Education Board has responsibility for five key strands.

Strand 1 – To promote and support excellent education and access to higher education.

Strand 2 – To strive for excellence in City Schools.

Strand 3 – To inspire children through an enriched education and outreach opportunities.

Strand 4 – To promote an effective transition from education to employment.

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

AGENDA

Part 1 - Public Agenda

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

Education Board Matters

3. **PUBLIC MINUTES**
To agree the public minutes and summary of the meeting held on 5 March 2015.

For Decision
(Pages 1 - 8)

4. **EDUCATION STRATEGY UPDATE**
Report of the Director of Community and Children's Services.

For Information
(Pages 9 - 24)

Strand 2 - To strive for excellence in City Schools

5. **SUMMARY OF GOVERNORS IN THE CITY SCHOOLS**
Report of the Town Clerk.

For Information
(Pages 25 - 34)

Strand 4 - To promote an effective transition from education to employment

6. **UPDATE ON CITY CORPORATION WORK TO SUPPORT AN EFFECTIVE TRANSITION FROM EDUCATION TO EMPLOYMENT**
Director of Economic Development and Director of Community and Children's Services

For Information
(Pages 35 - 56)

7. **PRESENTATION ON HEART OF THE CITY'S SCHOOLS TO BUSINESS PROGRAMME**
Presentation by Carolyn Housman (Director and Chief Executive, Heart of the City)

For Information

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

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

10. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

11. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 5 March 2015.

For Decision
(Pages 57 - 60)

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

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

EDUCATION BOARD

Thursday, 5 March 2015

Minutes of the meeting of the Education Board held at Committee Room - 2nd Floor West Wing, Guildhall on Thursday, 5 March 2015 at 4.00 pm

Present

Members:

Deputy Catherine McGuinness (Chairman)	Stuart Fraser
Henry Colthurst (Deputy Chairman)	Virginia Rounding
Deputy John Bennett	Alderman William Russell
Nigel Challis	Ian Seaton
Alderman Peter Estlin	Philip Woodhouse
Alderman Lord Mountevans	

Officers:

Peter Lisley	Assistant Town Clerk
Alistair MacLellan	Town Clerk's Department
Liz Skelcher	Town Clerk's Department
Laura Donegani	Town Clerk's Department
Mark Jarvis	Chamberlain's Department
Ade Adetosoye	Community & Children's Services
Gerald Mehrtens	Community & Children's Services
Joshua Burton	Community & Children's Services
John Conway	Community & Children's Services

In Attendance:

Sharon Ament	Director of the Museum of London
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1. APOLOGIES

Apologies were received from Reverend Dr Martin Dudley.

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

The following standing declarations were made relating to the other bodies which Members of the Education Board served on.

Deputy John Bennett

Board of Governors City of London Freeman's School
Board of Governors of the Guildhall School of Music and Drama

Nigel Challis

Board of Governors of the City of London School for Girls
Board of Governors The City Academy, Hackney
Castle Baynard Educational Foundation & Alderman Samuel Wilson Fund
Chartered Institute of Securities and Investment Educational Foundation
Oxford University Council Integrity Committee

Henry Colthurst

Board of Governors, Mossbourne Community Academy
Board of Mossbourne Federation
Member of Court of the Worshipful Company of Grocers

Alderman Peter Estlin

Treasurer, Bridewell Royal Hospital - King Edward's School, Witley

Alderman Jeffrey Evans

Board of Governors City of London Academy – Islington
St Paul's Chorister Trust
Council of Almoners, Christ's Hospital

Deputy Catherine McGuinness

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

Virginia Rounding

Board of Governors City of London School for Girls
Board of Governors The City Academy – Hackney
Hampstead Heath, Highgate Wood and Queen's Park Management Committee

Philip Woodhouse

Board of Governors of the City of London Freeman's School
Board of Mossbourne Federation
Mossbourne Victoria Park Academy, Hackney
Chairman of Governors of Wellesley House School
Member of the Court of Worshipful Company of Grocers

3. **APPOINTMENT OF EXTERNAL MEMBERS**

The Town Clerk introduced a report on the appointment of two candidates to the remaining co-opted member vacancies on the Board, noting that the two candidates were recommended for appointment by the Board's Nominations Working Group.

RESOLVED, that members,

- Appoint Tim Campbell (Bright Ideas Trust) to the Education Board for a four-year term concluding 4 March 2019;
- Appoint Helen Sanson (Tower Hamlets Business Enterprise Partnership) to the Education Board for a three-year term concluding 4 March 2018.

4. **PUBLIC MINUTES**

RESOLVED, that the public minutes of the meeting held on 4 December 2014 be approved as a correct record, subject to the reference to £50,000 being removed from the item on the draft budget allocation for 2015/16.

Matters Arising
Education Board Handbook

Following a comment by a member, the Town Clerk noted that a handbook was being drafted covering the remit and membership of the Board, and this would include information, for the benefit of members, on the officers involved in the work of the Board. Furthermore, the Chairman suggested that the Board be provided with name cards, to be placed in front of attendees at each Board meeting to ensure officers and members were familiar with those present.

5. ANNUAL REVIEW OF TERMS OF REFERENCE

The Chairman introduced a report of the Town Clerk on the Board's terms of reference, noting that each grand committee had the opportunity to review its terms of reference annually to ensure they remained fit for purpose. The following points were made.

- The Chairman noted the decision of the Court of Common Council when establishing the Education Board to make it necessary for all appointments of academy governors to be referred to the Court for approval. She contrasted this approach with the fact that the Community and Children's Services Committee had, before the Education Board was established, the power to appoint academy governors without referring to the Court of Common Council. The Director of Community and Children's Services agreed that in this context a case could be made for the Education Board to be granted the power to appoint academy governors, without the need to refer to the Court.
- The Deputy Chairman noted that it was also important that the City Corporation utilise a skills-based selection approach for all appointments made to Boards of school governors.
- A member commented that it would be useful for a paper on the various boards and bodies that the City Corporation appointed governors to be submitted to the Board for information. The Chairman agreed, and remarked that this was perhaps a matter for the upcoming review of outside bodies.
- The Deputy Chairman queried whether co-opted members of the Board should be granted a vote in Board matters. The Town Clerk noted that co-opted members had been explicitly granted the vote when the Board was established.
- The Town Clerk noted the proposed change to the quorum for the appointment of external members: this would change from the current 5 Common Council members plus 1 co-opted member, to 5 Common Council members only. This would ensure that the Board had the ability to appoint external members in the event all four external member appointments on the Board were vacant.
- In response to comments from Members, the Town Clerk agreed to canvass Board members outside of the meeting to establish what frequency and timing of meetings was acceptable for the majority of the Board.

RESOLVED, that

- That the process for appointing co-opted members no longer require a co-opted member to be present for the meeting to be quorate. Therefore the quorum for the appointment of co-opted members be amended from the current

5 Common Council members plus 1 co-opted member, to 5 Common Council members only;

- That the approval of the Court of Common Council no longer be required for appointment of academy governors, and this be a matter for the Education Board alone, in line with previous practice for academy governor appointments by the Community and Children's Services Committee;
- Any further changes to the Board's terms of reference be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

6. **EDUCATION STRATEGY UPDATE**

The Chairman introduced a report of the Director of Community and Children's Services that updated members on recent activity undertaken in the delivery of the Education Strategy. She then welcomed the Director of the Museum of London to the meeting and invited her to update members on the work of the Learning and Engagement Forum (LEF). The Museum Director made the following remarks.

- The City Corporation was a great 'family' of outreach that had great potential to deliver impact. For example the London Metropolitan Archives had recently received a Stamford Award, the first UK archive to do so.
- Activity undertaken by the LEF in autumn 2014 had included a 'Picnic with Paddington' and a Youth Orchestra with Sir Simon Rattle, a partnership between the Barbican Centre and the Southbank Centre.
- Great Fire of London workshops had proved popular, involving 9000 pupils. This project threw up questions around how existing assets such as archaeology were used effectively.
- The Museum of London had undertaken some items of teacher training following the addition of prehistory to the national curriculum. In addition the Barbican Centre was assisting 3 teachers of school music.
- The LEF had convened an event at the Museum of London for 240 pupils from the City of London Academy Southwark's Year 7 on 22 January 2015. The day's activities were designed to help increase pupils' understanding of the history of the City.
- In response to a question from a member, the Museum Director replied that the LEF aimed to roll out its combined outreach across London but was first focusing on building relationships with City Schools.
- In response to a question from a member, the Museum Director replied that it was the aim of the LEF to 'engage every school child', an aspiration first adopted by the Museum of London, an organization that reached 147,000 school children per year.

Members then discussed the role of outreach in general and the following points were made.

- A member commented that outreach could be used to combat radicalism, and this had recently been discussed at the City Academy Hackney, where it had been agreed that outreach could be used to understand and value UK heritage.

- The Assistant Town Clerk noted that the Counterterrorism and Security Bill had now passed Parliament, and that from 1 July 2015 it would be a statutory obligation across for the City Corporation as a local authority to counter extremism in its housing estates, and in its schools. A strategy would involve a full range of measures covering the City Police, education and museums. The Chairman commented that this was an area where the various City School Heads could liaise with one another.

A member commented that the City of London School for Girls had won a dragons den style event held at Mansion House on 9 February that was referenced within the update report. The Education Policy Officer noted that it was intended the event would continue under the aegis of Mansion House in future years. The Deputy Chairman added that the event was an excellent idea that should be expanded, and a member noted it was an excellent way to bring both the City's independent schools and its academies together.

A member noted that he had recently visited Redriff Primary School with the Policy Chairman, and had been thoroughly impressed. He noted however that it was his impression when reviewing Education Strategy activity that there was a marked absence of the City of London Freeman's School, and queried whether this was a result of its geographic location. All agreed that there was more scope for the Freeman's School to 'tell the tale' of its engagement with the Education Strategy. A co-opted member remarked that the City independent schools would likely have an excellent story to tell in terms of their engagement with local communities and state schools.

The Education Policy Officer remarked that Freeman's School was fully engaged in greater collaboration across the City Family of Schools. Five of its governors had been present at Safeguarding training the previous week.

A member remarked that any forthcoming Board dinner should be coordinated with those dinners held by the Boards of the City's independent schools.

The Chairman remarked that the recent recipient of the Victoria Cross for actions in Afghanistan was an alumnus of Christ's Hospital.

RECEIVED

7. EDUCATION BOARD BUDGET ALLOCATION FOR 2015/16

The Director of Community and Children's Services introduced a report on the Board's proposed budget allocation for financial year 2015/16. He noted that the proposed budget allocated £500,000 to the City Academies and £150,000 to the Education Unit. There remained flexibility in the budget for the Board to formulate its 'ask' for future years.

The Deputy Chairman commented that it would be useful to be given an idea of how much funding was allocated to each strand of the strategy. A member agreed, and noted that some allocations were ill-defined, arguably dissipating value across a myriad of initiatives.

RESOLVED, that members endorse the Education Board's budget allocation for Financial Year 2015/16 as set out within the report.

8. **REPORT ON ACTION TAKEN SINCE THE LAST MEETING**

The Board received a report of the Town Clerk on actions taken since the last meeting, namely the recommendation of the Board under urgency procedure to the Court of Common Council, the appointment of Andrew McMurtrie as Company Member of the City of London Academies (Southwark) in the room of Reverend Dr Martin Dudley.

RECEIVED

9. **FREE SCHOOL APPLICATIONS**

The Director of Community and Children's Services provided a verbal update for the Board on the progress of the City Corporation's two applications to the Education Funding Agency, noting that a decision was due on or around 17 March 2015.

10. **SPECIAL EDUCATIONAL NEEDS AND DISABILITY POLICY AND STRATEGY - PROGRESS UPDATE**

A report of the Director of Community and Children's Services on progress on Special Educational Needs and Disability Policy and Strategy was received.

RECEIVED

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

There were no questions.

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

There was no other business.

13. **EXCLUSION OF THE PUBLIC**

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

Item(s)	Paragraph
14-18	3

14. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 4 December 2014 be approved as a correct record.

15. **MINUTES OF THE NOMINATIONS WORKING GROUP**

16. **MINUTES OF THE MEETING HELD ON 15 JANUARY 2015**

The minutes of the meeting of the Nominations Working Group held on 15 January 2015 were received.

RECEIVED

17. **DRAFT MINUTES OF THE MEETING HELD ON 17 FEBRUARY 2015**

The minutes of the meeting of the Nominations Working Group held on 17 February 2015 were received.

RECEIVED

18. **THE CITY ACADEMY HACKNEY'S SIXTH FORM EXPANSION - STANDBY LOAN PROPOSAL**

The Board considered a report of the Director of Community and Children's Services.

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

There were no questions.

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

Free Schools

The Board considered one item of urgent business related to Free Schools.

The meeting ended at 5.40 pm

Chairman

Contact Officer: Alistair MacLellan
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Committee(s)	Dated:
Education Board – For Information	23 April 2015
Subject: Education Strategy Update Report	Public
Report of: Director of Community and Children’s Services	For Information

Summary

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

A report including the full Education Strategy Development Plan will be submitted bi-annually.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

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

Current Position

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

Education Strategy Update

3. Strategic Objective 1: To promote and support excellent education and access to higher education

- a) The Headteachers' Forum agreed that there is a need to create a coherent system for reporting 'value added' performance, as well as attainment with regard to sixth form data across the City schools. While 'value added' data is publicly available in the state sector and across academies, the same is not true across the independent sector. To this end, the Education Strategy Adviser has visited the three independent schools. Having met with representatives at CLFS, CLSB and CLSG he is now in a position to prepare a format that can be used to provide information with regard to student progress as well as attainment for the next cohort of A level students. Once data is presented in this way, a more accurate comparative measure of performance across the City schools will develop and this will, in turn, enable a more informed debate as to how performance across all City schools can be best supported.
- b) Teachers from Redriff Primary school visited the Guildhall on 13 April and were provided with an outline of the education opportunities that are available at the City's institution, such as the Museum of London, Tower Bridge and Monument, and the London Metropolitan Archives.
- c) Videos promoting the City academies to residents living within the square mile have been filmed and will be published shortly. The Deputy Chairman of the Education Board will also address the Barbican Housing Association's AGM on 21 April, outlining the City's educational offer.

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

- a) Simon Hughes MP attended COLAS on 12 March as part of a Sixth Form Assembly to discuss British Values, Extremism and Radicalisation.
- b) The Independent Schools Inspectorate (ISI) published its report on the City of London School for Girls following an inspection that took place from 20 to 23 January 2015. The report confirms the exceptional quality of the education provided by the school and the inspectors awarded the school the highest possible grades in all categories.
- c) The Schools, Students and Teachers Network (SSAT), recently undertook its annual in-depth analysis of official Department for Education data on all state-funded schools in England and recognised the value City of London Academy Islington (COLAI) and The City Academy Hackney (TCAH) add to enable students' high achievement at GCSE. Both qualified for three SSAT Educational Outcomes Awards by being in the top 20% (COLAI) and top 10% (TCAH) of non-selective schools nationally for high attainment; the top 10% nationally for progress made by pupils between their key stage 2 results at primary school and their GCSE results at age 16, and special recognition for their success in enabling students to fulfil their potential. The schools have been invited to receive their awards at a regional celebration ceremony hosted by SSAT at Holland Park School in London on 12 May.

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

- a) The Learning and Engagement Forum continues to meet to discuss closer working and one output of this has been the City Stories pilot day which was held for Year 7 students from COLAS and is reported on in Appendix 2. In addition, individual departments continue with their education programmes which include the events set out below:

Museum of London

- i. The Museum of London (MoL) is working in partnership with the Charterhouse on a £4m project to open up the site to the general public for the first time, including the creation of a learning programme for schools, families, and adult and higher education groups that will be managed by the museum. All funding is now in place, including a grant of £1,586,600 from the Heritage Lottery Fund, which was confirmed in mid-March. A grant of £111,000 was also been secured in March from the John Lyon's Charity to fund the Learning Programme Manager post for three years. The post will report to the Head of Learning at the museum and will be in place by January 2016. The site will open to the public in September 2016.
- ii. MoL has produced two new films as part of a suite of new online resources to support the teaching of Stone Age to Iron Age in London's primary schools. This is part of the museum's Prehistory in the Primary Classroom teacher training project, which is supported by the GLA's London Schools Excellence Fund.
- iii. MoL and Royal Shakespeare Company (RSC) are working in partnership to offer schools a chance to take part in object handling and drama workshops at the museum before they attend RSC productions at the Barbican. A three-day pilot will take place in November and December this year and provide a model for larger programmes in the future.
- iv. Following discussions between the National Literacy Trust and the City's cultural institutions, MoL is working in collaboration with the National Literacy Trust (NLT) to develop a suite of online resources and teacher training courses that are designed to support the teaching of literacy through visits to cultural venues. The City's other cultural venues have been invited to join the project and partners will be confirmed in April. The resources and training will be piloted with City academies and provide a model for the wider cultural sector in London and beyond. The £20,000 project is being funded by the NLT and will be completed by the end of December 2015.

Tower Bridge and Monument

- i. The Tower Bridge and Monument Education team (the Education Team) has worked with its community engagement partner, Mosaic Network, to run a 'World of Work' event at the Bridge. Year 9 pupils from Ealing met marketing and operational Tower Bridge staff, following a facilitated tour of the Bridge, which focused on its tourism business. Students then worked in teams to design their own advertising campaign or create their own press release. The day proved a success, and as a result more Mosaic 'World of Work' visits will take place in the autumn term.
- ii. The Education team hosted The Challenge youth board meeting, cementing our partnership with organisation ahead of running seven National Citizen Service youth engagement days this summer.
- iii. Since November, the Education team has welcomed c.900 pupils at the Bridge participating in our formal learning programme, and continue to receive positive feedback from teachers and pupils.

The Barbican

- i. "Barbican Box" is a suite of projects for secondary schools which provide teachers and students with a set of training, resources and mentoring, to enable them to use the Barbican's programme to inspire young people to create their own work. Many of this year's Barbican Box projects culminated in this period with a series of impressive showcases of young people's work professionally presented across Barbican venues. Barbican Box Music culminated in an afternoon of performances from 100 young people in the concert hall, and 153 students from 8 schools shared their theatre pieces over three afternoons in the Pit Theatre. The third Barbican Art Book "Bridging Worlds" was launched with an evening event in the Fountain Room, as was the installation of a new exhibition of the young artists' work in the Camera Café.

In total this year's iterations of the Barbican Box projects are working directly with over 750 young people from 35 schools across the City, Barking and Dagenham, Hackney, Newham, Tower Hamlets and Waltham Forest, and bringing many more students, families and teachers into the building for performances and sharings.

- ii. "Dialogue" is an annual celebration of the work Guildhall School students create with East London communities. It culminated at the end of February with a performance which took over the Barbican Foyers. The festival featured collaborations with Core Arts, St Mungo's and Haggerston School, as well as a community choir built as a legacy of last year's Snapshot Songs project. The event also coincided with the school's Reflective Conservatoire Conference and was well received by the international delegates.

- iii. “Focus” is a festival of film for teenagers and young adults took place across a weekend in March. The festival was curated by the Barbican Young Programmers and featured a range of films and workshops. At the launch event for the festival we hosted a screening of work created across the BFI’s national network of Young Film Academies – including the films produced by the participants in our own programme. 14 of the 18 Film Academy participants were also successful in achieving Arts Award Silver through their work on the scheme – a nationally recognised qualification.
- iv. As part of the build-up to this year’s “Waltham Forest Garden Party” – programmed by the Barbican and presented in partnership with Waltham Forest Council, we travelled to Waltham Forest to offer residents a tantalising taster of what to expect. Drum Works, Hackjam.it, the Asian Centre and Tottenham Hotspur’s Coaching Staff, Chocolate Films and even Louise Jefferies Barbican’s Director of Arts landed, with a bang, in Priory Court Community Centre. The afternoon of music, dance, football, coding, filming and spoken word, culminated in a nail-biting talent show with contestants battling it out to win a performance slot at this year’s Garden Party. The Barbican Young Poets will also be performing at the event in July and Creative Learning is working in partnership with schools in Waltham Forest on a new Barbican Younger Poets programme.
- v. The “Magnificent Obsessions Public Family Day”, inspired by Barbican’s current exhibition, offered members of the public the chance to have their most prized possessions assessed by prestigious auction-house Christie’s experts and participate in interactive games and workshops. Around 400 people attended the day.
- vi. As part of “Teach Through Music”, a year-long professional development programme for secondary school music teachers, we hosted an “INSPIRE” event making the case for music in schools, during which 80 teachers, school-leaders and others discussed, debated and demonstrated ways to raise the profile and highlight the impact and value of, music within, and beyond the curriculum. For a flavour of the day’s events please see the storify.
- vii. Barbican Guildhall Creative Learning also supported a “Convergence Session Day” in association with Ableton music production software, Powster AV company and Pointblank Music School to offer young people the chance to explore and experiment with their newest gadgets and ultimately collaborate on a piece of original electronic music and Video accompaniment. With an inspiring interview with Techno-God, Pantha Du Prince, and top-

notch tutorials the pieces offered at the end of the day were wonderfully impressive.

6. Strategic Objective 4: To promote an effective transition from education to employment
 - a) The new Business Engagement Manager is now in post and leads on the engagement of City employers on education to employment work. Since starting in post, there have been two joint mail outs to City businesses (one hard copy and one electronic) promoting the City Corporation's offer to businesses. Further work is underway to coordinate employer engagement activities across the City Corporation including mapping of existing activities that support education to employment. (Further information is provided in other papers being considered at this meeting.)
 - b) The City Business Traineeship programme (which offers paid summer work placements to high achieving A level students from City fringe schools) is currently being re-tendered with a view to continuing the programme for at least three years. The programme is very successful with 108 people placed into positions in 2013-14.
 - c) In March 2015, City Corporation hosted the Strategy Launch of "London Works", a not-for-profit recruitment agency that was established using seed funding from City Corporation. London Works supports candidates from less privileged backgrounds to secure employment and in its first year placed over 100 people into jobs.
 - d) Officers are undertaking some discrete 'fact-finding' on the awareness of, and attitudes to, apprenticeships amongst City businesses to understand more about the low levels of take up of apprenticeships by City employers.
 - e) A number of academy students will have work placements at Guildhall later this term, so far in 2015 there have been the following placements: 11 from TCAH, 3 from COLAS, and 1 from COLAI.
7. Strategic Objective 5: To explore opportunities to expand the City's education portfolio and influence on education throughout London
 - a) Inaugural project board meetings for the two new free schools and the Sir John Cass's Foundation Primary School expansion took place on 26 March.
 - b) On 9 April Officers met with officials from the Department for Education to begin the pre-opening path for the City's two new free schools.
 - c) There will be an opportunity to discuss the development of the next iteration of the Education Strategy at the June meeting of the Education Board.

Corporate & Strategic Implications

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

Appendices

- Appendix 1 – Education Strategy Development Plan.
- Appendix 2 – City Stories: Summative Evaluation

Background paper

City of London Corporation Education Strategy 2013–15.

Joshua Burton

Policy Officer

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Developing the City education portfolio and brand

	Recommendation	Action	Link to strategic objective	Lead department	Status/Next milestone	Progress Update
1	Develop a framework for overseeing the City's education offering	Establish an overarching education body with responsibility for providing strategic oversight and monitoring of the education strategy. The body should be distinct from other City committees and have a regular cycle of reporting on the performance of City schools, governance and enrichment opportunities.	1. To promote and support excellent education and access to higher education.	Town Clerk's	Completed	The Court of Common Council approved the establishment of the Education Board on 1st May 2014. The Education Board held its inaugural meeting on 24 June 2014.
2		Create terms of reference that appropriately differentiate the responsibilities of the education body and other City committees such as the Community and Children's Services Committee and the service committees providing the wider educational opportunities.	1. To promote and support excellent education and access to higher education.	Town Clerk's	Completed	Terms of reference have been scrutinised by the relevant committees, the Court of Common Council and were agreed by the Education Board on 24 June 2014.
3		Make funding provision to cover the cost of delivering the strategy and for implementing the governance framework of the City's education portfolio.	1. To promote and support excellent education and access to higher education.	Chamberlain's	March 2016.	The Education Board has agreed a budget allocation for financial year 2015/16.
4		Establish a dialogue with other organisations that manage a diverse schools portfolio, such as the City Livery companies, to share best practice.	2. To strive for excellence in the City schools 5. To explore opportunities to expand the City's role in education	Community and Children's Services	April 2015.	A report detailing the findings from a consultation with Livery companies will be tabled at the May Education Board meeting.
5		Review the education strategy and its associated actions after 18 months of it being approved.	5. To explore opportunities to expand the City's role in education	Town Clerk's	May 2015.	A report outlining the achievements of the Board 2014-15 and key areas of work for 2016 will be considered by the Education Board in May and the Court of Common Council in June. This will be followed by a review of the Education Strategy which will be reported to the relevant committees before the end of the year.
6		Review the educational outside bodies to which the City appoints representatives to identify if they are still relevant.	1. To promote and support excellent education and access to higher education.	Town Clerk's	Summer 2015.	A report will be tabled at an Education Board meeting in Summer 2015.
7	Encourage the City schools to work together as a family with a shared ethos and commitment to excellence	Outline the City's aims and priorities for the City schools and communicate these to the schools and stakeholders.	2. To strive for excellence in the City schools	Community and Children's Services	September 2015.	All schools have been made aware of the strategy and are now involved in implementing some of its recommendations. The Headteachers Forum and the Chair of Governors' Forum have been established. Aims and priorities for the next academic year will be communicated to schools by September.
8		Identify the appropriate level of interaction each school has with the City and collaborate on how best to manage the relationship.	2. To strive for excellence in the City schools	Community and Children's Services	July 2015.	The Education Strategy Adviser has visited the City schools, a Headteachers Forum meets termly and has agreed an on-going collaboration programme with the schools. The level of interaction will be reviewed at regular intervals and reported on at the end of the academic year.

9		Establish a regular forum for the City schools to meet, share best practice and discuss opportunities for collaboration and school to school support.	1. To promote and support excellent education and access to higher education. 2. To strive for excellence in the City schools	Community and Children's Services	Completed	The Headteachers Forum has been established.
10		Have a link officer between the City and the City schools to support the collaborative approach and ensure each school in the City's family has access to the support and opportunities which the City can offer.	1. To promote and support excellent education and access to higher education. 2. To strive for excellence in the City schools	Community and Children's Services	July 2015.	The Education Unit has been established, the Policy Officer is in post, and regular communications are being sent to the schools to outline the City's offer. This interaction will be reviewed at regular intervals and reported on at the end of the academic year.
11	Review the City's expenditure across its educational portfolio to ensure that it is directed to the City's objectives and fairly distributed	Review, with the City schools, the level of funding needed from the City to sustain the schools, provide an enriched curriculum and achieve the City's objectives.	1. To promote and support excellent education and access to higher education 2. To strive for excellence in the City schools	Chamberlain's	September 2015.	This will be considered as part of the review of the Education Strategy.
12		Clarify and review the various sources of funding, including the grant giving bodies, for the City's educational portfolio.	1. To promote and support excellent education and access to higher education	Town Clerks'	September 2015.	At its January meeting, the Education Board considered a report outlining all City funding contributions to education activity. This will be considered as part of the review of the Education Strategy.
13		Identify those education bodies, such as Teach First and the School Governors One Stop Shop (SGOSS), funded by the City and task the overarching education body with reviewing these arrangements.	1. To promote and support excellent education and access to higher education. 5. To explore opportunities to expand the City's role in education	Town Clerk's	September 2015.	At its January meeting, the Education Board considered a report outlining all City funding contributions to education activity. This will be considered as part of the review of the Education Strategy.
14		Identify appropriate funding arrangements to provide long-term central education support and educational outreach.	1. To promote and support excellent education and access to higher education. 5. To explore opportunities to expand the City's role in education	Chamberlain's	September 2015.	The Education Board has agreed a budget allocation for financial year 2015/16. Future funding will be considered as part of the review of the Education Strategy and future budget allocations.
15		Review the City's scholarship and bursary funding with a view to supporting those families most in need and removing non-means tested scholarships	1. To promote and support excellent education and access to higher education	Town Clerk's / Chamberlain's	Summer 2015.	This will be considered as part of the review of the Education Strategy.
16		Establish a mechanism for monitoring the allocation and use of City funding across the City schools.	1. To promote and support excellent education and access to higher education 2. To strive for excellence in the City schools	Chamberlain's	July 2015.	The mechanism has been established for providing funding to the Academies and a report on outcomes will be considered by the Board at the end of the academic year.
17	Identify educational best practice across London and beyond to benchmark and improve the City school education offer	Build relationships with key education stakeholders in London, such as the Greater London Authority, London Councils and the Department for Education, to identify areas of educational best practice.	1. To promote and support excellent education and access to higher education 2. To strive for excellence in the City schools 5. To explore opportunities to expand the City's role in education	Town Clerk's and Community and Children's Services	July 2015.	Contact with DfE and GLA has been established and is on-going.
18		Create an open dialogue with the Livery companies, businesses and other organisations to better understand how they contribute to the education environment.	1. To promote and support excellent education and access to higher education	Community & Children's Services	July 2015.	A report detailing the findings from a consultation with Livery companies will be tabled at the May Education Board meeting.
19		Host a conference on exploring how the City can contribute to London's education and employment landscape that brings together neighbouring boroughs, school sponsors, Livery companies and education stakeholders.	1. To promote and support excellent education and access to higher education 5. To explore opportunities to expand the City's role in education	Community and Children's Services	Autumn term 2015.	Plans to be developed in 2015.

20	Clarify the relationship between the City of London and the schools associated with it, recognising the historic links that exists between them	As part of a wider review of the City's education funding, review the accountability arrangements and conditions of bursary support provided to the City schools, King Edwards School Witley and Christ's Hospital School and ensure that it is directed towards the City's aims and priorities.	1. To promote and support excellent education and access to higher education	Town Clerk's and Chamberlain's	Summer 2015.	Chamberlain's submitted a report to the January Education Board outlining all City funding contributions to education activity. The accountability arrangements will be considered as part of the review of the Education Strategy.
Children living and learning in the Square Mile						
21	Recommendation	Action	Link to strategic objective	Lead department	Status/Next milestone	Progress Update
22	Ensure that the City provides sufficient primary school places to meet the demand from City of London families	Review the current demand from City families for state primary schooling and identify the future growth of demand over the next five years.	1. To promote and support excellent education and access to higher education	Community and Children's Services	January 2016.	A report was considered by the Education Board in December 2014
23		Work with the Sir John Cass Foundation and the Sir John Cass Foundation Primary School to increase its capacity and amend its admissions criteria to enable it to take in more City of London children.	1. To promote and support excellent education and access to higher education	Community and Children's Services	On-going	Funding arrangements for school expansion confirmed and reported to the Community and Children's Services Committee.
24	Improve access for City children to outstanding state primary education	Work in partnership with Sir John Cass Foundation Primary School and Prior Weston Primary School to promote high standards, ensure fair access to opportunity for learning, access to extra-curricular activities and promote the fulfilment of learning potential by every child.	1. To promote and support excellent education and access to higher education	Community and Children's Services	On-going	Islington have agreed to the City having a representative on the school governing body. The City has also engaged with Prior Weston around volunteering opportunities.
25		Create a stronger link between the City and Prior Weston Primary School through identifying opportunities for financial and/or in-kind contributions.	1. To promote and support excellent education and access to higher education 5. To explore opportunities to expand the City's role in education	Community and Children's Services	Completed.	Islington have agreed to the City having a representative on the school governing body. The City has also engaged with Prior Weston around volunteering opportunities.
26		Liaise with neighbouring boroughs to assess the future capacity of schools to meet the demand of City of London families.	1. To promote and support excellent education and access to higher education 5. To explore opportunities to expand the City's role in education	Community and Children's Services	January 2016.	A report was considered by the Education Board in December 2014.
27	Improve access to outstanding state secondary education	Ensure all City of London parents are aware of the City academies and the places available for children resident in the Square Mile.	1. To promote and support excellent education and access to higher education	Community and Children's Services	On-going	Direct engagement with City parents undertaken in 2014. Open evenings for the City academies will be advertised on the City's website.
28		Work with those primary schools, within and outside of the Square Mile, teaching City of London children to provide an effective transition from primary to secondary education.	1. To promote and support excellent education and access to higher education	Community and Children's Services	On-going	On-going communication with the schools and engaging strategies from the Department of Community and Children's Services.
29	Reduce the inequality gap between the highest and lowest performing City children	Work with schools to identify those primary school aged children resident in the City of London identified as performing below expectations and work with the schools to ensure appropriate improvement measures are in place.	1. To promote and support excellent education and access to higher education	Community and Children's Services	On-going	Direct engagement with schools following a review of performance data.
30		Review the quality of educational support for City of London children with special educational needs on an annual basis and monitor this against progress.	1. To promote and support excellent education and access to higher education	Community and Children's Services	May 2015.	Performance review with update reports were sent to the relevant committees in April 2014.
31		Identify those children highlighted as being gifted and talented and work with the schools to make sure these children fulfil their potential.	1. To promote and support excellent education and access to higher education	Community and Children's Services	On-going	Direct engagement with schools on the G&T provision.

32		Support schools and partners in engaging parents and carers in their children's learning.	1. To promote and support excellent education and access to higher education	Community and Children's Services	On-going	Lead from Community and Children's Services.
The City Schools						
33	Recommendation	Action	Link to strategic objective	Lead department	Status/Next milestone	Progress Update
34	Create a framework for clearer accountability, challenge and support	Ensure effective arrangements are in place for supporting school and academy leadership and brokering school-to-school support.	2. To strive for excellence in the City schools	Community and Children's Services	July 2015.	The Headteachers Forum have agreed an on-going programme of collaboration. A progress report will be considered by the Board at the end of the academic year.
35		Liaise with the local authority and co-sponsors for each City academy to develop shared and coordinated arrangements for monitoring, challenge and support.	2. To strive for excellence in the City schools	Community and Children's Services	April 2015.	Increased engagement between the City and the academy schools is already happening. An proposed accountability framework will be tabled at the May Education Board.
36		Work in partnership with schools, academies, co-sponsors and relevant local authority representatives to establish a shared view of how to promote school improvement, including arrangements for early identification and action to address any signs of underperformance.	2. To strive for excellence in the City schools	Community and Children's Services	April 2015.	Increased engagement between the City and the academy schools is already happening. An proposed accountability framework will be tabled at the May Education Board.
37		Develop arrangements for federation between schools and academies where this will improve the educational opportunities of children living in the Square Mile and/or those living in the fringe boroughs.	1. To promote and support excellent education and access to higher education 2. To strive for excellence in the City schools 5.To explore opportunities to expand the City's role in education	Community and Children's Services	April 2015.	A report detailing potential governance structures and a report outlining prioritisation principles for considering requests to sponsor schools will be tabled at the May Education Board.
38	Strengthen the collaboration with academy co-sponsors to ensure that both sponsors play an equal part in the development of the school	Allocate funding to enhance the learning environment of the academy schools in line with that already being allocated by co-sponsors, working with the Headteachers to identify school needs.	2. To strive for excellence in the City schools	Chamberlain's	July 2015.	The Education Board agreed funding limits in its budget allocation. Schools will be invited to submit proposals in the summer term.
39		Establish regular forums for the co-sponsors to discuss issues relating to the academy schools and coordinated funding needs.	2. To strive for excellence in the City schools	Community and Children's Services and Town Clerk's	July 2015.	Forum between TCAH meets regularly. A forum bringing the City of London Corporation and City University will be established in 2015.
40	Promote a shared commitment to a robust and challenging governance framework throughout the City schools portfolio	Include representation of the governing bodies of all City schools in the composition of the overarching education body.	1. To promote and support excellent education and access to higher education 2. To strive for excellence in the City schools	Town Clerk's	Completed	Members decided that the Board should remain independent but that the Headteachers and Governors' forums, and ad hoc representations to the Education Board, would give the governing bodies sufficient linkage to the Board.
41		Review the latest guidance on governing bodies from organisations such as, the Department for Education, Ofsted, The National College and the Association of Governing Bodies of Independent Schools (AGBIS), with a view to implementing best practice where appropriate.	2. To strive for excellence in the City schools	Community and Children's Services and Town Clerk's	July 2015.	A Governance Report will be submitted to the Education Board in July.

42	Improve arrangements for the appointment, support and training of school governors	Establish arrangements for the appointment of governors who have the right mix of skills, expertise and time to commit to the role.	2. To strive for excellence in the City schools	Community and Children's Services and Town Clerk's	April 2015.	A report identifying current City appointed governors will be submitted to the Education Board in April 2015. A process for Governor appointments was tabled at the September meeting of the Education Board. The process for external representatives was approved and the process for Members was approved at the October meeting.
43		Support school governors by providing a comprehensive programme of training and development matched to their needs, including induction for new governors.	2. To strive for excellence in the City schools	Community and Children's Services	July 2015.	School data and safeguarding training sessions were provided in the autumn and spring terms, respectively. Governors have also been given access to e-learning modules. A training programme for the summer term is currently being developed.
44	Support governing bodies to be effective in carrying out their duties	Ensure that all governing body meetings are supported by skilled and knowledgeable clerking arrangements, whether this is provided by the City or externally.	2. To strive for excellence in the City schools	Town Clerk's	June 2015.	To be discussed at the next Headteachers' Forum and Chairmen of Governors' Forum.
45		Provide access to high quality advice and guidance on governance procedures and best practice.	2. To strive for excellence in the City schools	Community and Children's Services	June 2015.	Training has been provided and information on best practice and procedures is provided and discussed at the Chairmen of Governors' Forum.
46		Encourage governing bodies of the City schools to work with the overarching education body to reflect on their own effectiveness.	2. To strive for excellence in the City schools	Town Clerk's	Completed	The links between the governing bodies and the Education Board have been established.
47		Work in partnership with the relevant local authority and co-sponsor to ensure the effectiveness of governance at each City academy.	2. To strive for excellence in the City schools	Community and Children's Services and Town Clerk's	June 2015.	Training has been provided and information on best practice and procedures is provided and discussed at the Chairmen of Governors' Forum.
48	Direct the City's schools funding across all City schools to provide financial support and enrichment opportunities	Establish a mechanism for allocating City funding for enrichment activities across the City schools.	3. To inspire children through an enriched education and outreach opportunities	Chamberlain's	Complete	Established through the Education Board's budget allocation for FY 2015/16 .
49	Provide a school environment that fosters confidence, leadership, teamwork and high self-esteem in all City school pupils through promoting a broad and enriched curriculum	Promote and monitor enrichment opportunities in each City school through the overarching education body and identify opportunities for inter-school collaboration.	3. To inspire children through an enriched education and outreach opportunities	Community and Children's Services	July 2015.	The Headteachers' Forum meetings will promote opportunities to interact with the City schools around collaboration, enrichment and employability. This process will be reviewed at regular intervals
50		Ensure all City schools deliver careers advice to support pupils beyond statutory education.	3. To inspire children through an enriched education and outreach opportunities	Community and Children's Services	April 2015.	The Education Unit and EDO are working closely together to ensure that all City Schools are aware of the opportunities open to them. To date, all secondary academies have been provided with a leaflet which shows EDO's offer and apprenticeship opportunities. A report will be tabled at the April meeting of the Education Board to outline current provision and identify areas for service improvement, based on best practice.
51		Promote the array of London's further and higher education offering to pupils in the City schools and identify opportunities for these institutions to interact with pupils.	1. To promote and support excellent education and access to higher education 3. To inspire children through an enriched education and outreach opportunities	Community and Children's Services	April 2015.	The Education Unit and EDO are working closely together to ensure that all City Schools are aware of the opportunities open to them. A report will be tabled at the April meeting of the Education Board to outline current provision and identify areas for service improvement, based on best practice.

52		Identify enrichment opportunities for all City schools that link to the activities of the Square Mile.	3. To inspire children through an enriched education and outreach opportunities	Community and Children's Services / EDO	July 2015.	Use the Headteachers Forum to identify what enrichment activities schools would like to expose pupils to and liaise with relevant departments about what is available. This process will be reviewed at regular intervals
53		Invite pupils and staff from the City schools to more City events.	3. To inspire children through an enriched education and outreach opportunities	Remembrancer's and the Public Relations Office	July 2015.	The Policy Officer will hold regular meetings with colleagues in the Public Relations Office. This process will be reviewed at regular intervals and reported on at the end of the academic year.
54		Host a seminar with businesses and livery companies to identify skills shortages in the workplace and exploring how to address this in schools.	2. To strive for excellence in the City schools	Community and Children's Services, Economic Development Office, and the Public Relations Office	Autumn 2015.	A series of events will be held beginning with an event in October to bring DfE, business leaders, and Livery Schools Link together. A seminar will be planned for the autumn term 2015
55		Showcase the talents of pupils in the City schools throughout the City.	3. To inspire children through an enriched education and outreach opportunities	Community and Children's Services	July 2015.	The Headteachers' Forum discussed opportunities for events and activities and proposals are being developed.
56	Ensure all schools receive information about school-based programmes within the City's open spaces and cultural institutions	Inform the relevant learning providers within the City's open spaces and cultural institutions about the composition of the City's family of schools and ensure that information on school-based programmes are directed to them.	3. To inspire children through an enriched education and outreach opportunities	Town Clerk's	Completed	Provided relevant departments with contact details for the schools.
57		Work with learning providers to provide programmes that will support the curriculum focus of the City schools.	3. To inspire children through an enriched education and outreach opportunities	Community and Children's Services	On-going	The Policy Officer is working with relevant departments to advertise the educational offering of its institutions to the City schools, providing school contacts to support this.
Outreach						
	Recommendation	Action	Link to strategic objective	Lead department	Status/Next milestone	Progress Update
58	Improve internal awareness of the educational outreach programmes available to schools across the City	City departments to collate information on the take-up of their educational offering to City schools, and to schools across London, and provide an annual report to the overarching education body.	3. To inspire children through an enriched education and outreach opportunities	Culture, Heritage and Libraries, Open Spaces, the Barbican Centre, the Guildhall School of Music and Drama and the Museum of London.	July 2015.	Overview report on the educational offering to be submitted annually to the Education Board.

59	Improve the co-ordination of the educational offer across the City's activities	Review grant applications being submitted for outreach programmes to identify duplications and opportunities for more collaboration on applications.	3. To inspire children through an enriched education and outreach opportunities	Culture, Heritage and Libraries, Open Spaces and the Barbican Centre	On-going	Using the officer forum to identify opportunities for a collaborative approach.
60		Use the information on current outreach programmes to identify gaps and duplications in the City's educational outreach activities.	3. To inspire children through an enriched education and outreach opportunities	Culture, Heritage and Libraries, Open Spaces and the Barbican Centre	On-going	Using the officer forum to identify opportunities for a collaborative approach.
61		Support the provision of sporting facilities for schools in the City-owned open spaces.	3. To inspire children through an enriched education and outreach opportunities	Open Spaces	On-going	Using the officer forum to identify opportunities for a collaborative approach.
62		Establish an officer forum consisting of representatives from the Barbican Centre, Open Spaces and Culture, Heritage and Libraries departments, and the Economic Development Office, to discuss opportunities for school programme collaboration, increase communication to City schools, and to avoid duplication of grant applications.	3. To inspire children through an enriched education and outreach opportunities	Culture, Heritage and Libraries, Open Spaces, the Barbican Centre and the Economic Development Office	Summer 2015.	Outreach Forum established with regular meeting slots and secretariat support. Outreach Forum provided an update report to the Education Board in June, individual reports will be tabled at Education Board meetings as appropriate, and the work of the Outreach Forum will be reported to the Education Board at the end of the academic year.
63	Increase the effectiveness of educational outreach programmes to the City schools	The City's cultural institutions and open spaces should specifically target the City's family of schools and those schools attended by a high proportion of children resident in the Square Mile.	3. To inspire children through an enriched education and outreach opportunities	Culture, Heritage and Libraries, Open Spaces and the Barbican Centre	Summer 2015.	Outreach Forum established with regular meeting slots and secretariat support. Outreach Forum provided an update report to the Education Board in June, individual reports will be tabled at Education Board meetings as appropriate, and the work of the Outreach Forum will be reported to the Education Board at the end of the academic year.
64	Increase the take-up and impact of City educational outreach programmes across London	Develop a section of the website specifically for teachers and schools that promote City educational outreach programmes, ensuring that London boroughs and other relevant local authorities are made aware of it.	3. To inspire children through an enriched education and outreach opportunities	Chamberlain's and Culture, Heritage and Libraries	July 2015.	Raised at the November Outreach Forum and will be considered in more detail at a future meeting.

From Education to Employment

	Recommendation	Action	Link to strategic objective	Lead department	Status/Next milestone	Progress Update
65	All City employability programmes and initiatives are integrated and focused on the City's priorities	Explore how best to join up the City's range of employer-facing employability activities to ensure that a coordinated approach is adopted across the various programmes.	4. To promote an effective transition from education to employment	Economic Development Office and Community & Children's Services.	Completed	Following a comprehensive review of activity, a post in EDO has been remodelled to take responsibility for co-ordinating all employer-facing employability activity. The new Business Engagement Manager started in post in October 2014.
66		Review the membership of the City's Employability Group to meet the changing needs in this area.	4. To promote an effective transition from education to employment	Economic Development Office	Completed	All relevant internal departments are now represented on the group, membership of which is kept under review by the Business Engagement Manager.

67	Raise awareness among the City of London business community, specifically small and medium sized enterprises, of the value of and need for business engagement in improving the employability of young people	Develop a communications plan to increase engagement with City of London-based employers and SMEs, with a focus on communicating Government funding and incentives available to employers.	4. To promote an effective transition from education to employment	Community & Children's Services and Economic Development Office	April 2015.	The Business Engagement Manager is working to improve communications with City employers, especially SME's and has already undertaken joint communications with other teams in the City Corporation. The postholder is also networking with relevant partner organisations to widen awareness of City Corporation programmes.
68	Identify gaps in the provision of education-business link activity across London and explore ways to improve and sustain this provision	Commission a review of gaps in the provision of education-business link activity, to include recommendations as to how the City could improve on the current provision and identify new areas to target.	4. To promote an effective transition from education to employment	Community & Children's Services and Economic Development Office	N/A	In view of various developments, it is suggested that this action be reviewed. The volume of activity likely to be underway in this area could suggest less available Officer capacity to take forward any recommendations for additional activity such a review could generate. For example, the Supporting London Group of Chief Officers is exploring apprenticeships as a major area for development and Central London Forward has secured two significant tranches of funding: £10m for a sub-regional pilot employment programme for unemployed claimants of Employment Support Allowance leaving the Work Programme; and a further £2m to set up a construction-focused sub-regional job brokerage scheme.
69		Implement recommendations from the above review.	4. To promote an effective transition from education to employment	Community & Children's Services and Economic Development Office	N/A	See comment above.
70	Raise awareness of the extent of employability provision provided by the City amongst schools in the neighbouring boroughs, with a specific focus on the City academies	Develop promotional materials covering the 'ladder' of aspiration-raising and employability provision provided by the City Corporation and communicate this to the City schools and neighbouring boroughs.	4. To promote an effective transition from education to employment	Community & Children's Services and Economic Development Office	On-going	All (secondary) academies have the leaflet which shows EDO's offer (plus apprenticeships). Communications with the city's Academies has improved and we have focussed internal, City Corporation, employee volunteering on the City's Academies. The 'Aspiration Academy' was launched as the Programme's flagship scheme in January 2014. Aspiration Academy mobilises the diverse skills of City Corporation employees to improve the employability skills, confidence and work-related learning of students in the City's sponsored Academies. As a result we have seen an increase in volunteering taking place
71		Monitor and review programme achievements and communicate this to the City schools and schools in neighbouring boroughs as appropriate.	4. To promote an effective transition from education to employment	Economic Development Office	On-going	EDO feeds into the Education Unit's series of bulletins to City Schools.

Committee(s):	Date(s):
Education Board	23 April 2015
Subject: Summary of Governors in the City Schools	Public
Report of: Town Clerk	For Information
Summary	
<p>This report provides an overview and summary of boards of governors of the City Schools. It outlines the governors appointed to the City Schools, including the composition of each governing body and the method and tenure of appointment.</p>	
Recommendation(s)	
<p>Members are asked to note the report.</p>	

Main Report

1. This report is intended as an outline of the appointment of governors by the City of London Corporation to both the City Schools, and schools to which the City Corporation has nomination rights. It provides members with oversight of the composition of each governing body, the method of appointment of governors, their tenure.
2. The City Corporation appoints over 70 governors to the City Schools – including both the Board of Governors of the independent schools, and the Board of each of the City Academies. Members will note that there is a degree of variation in how governors are appointed: this includes, in the case of the independent schools, appointment of Aldermen and Common Councilmen being made by the Court of Common Council, whereas co-opted members of each Board are made by the Board of Governors themselves. This can be contrasted with the appointment of Members to the City Academies where, since 2013, appointments are made to the Board by the Court of Common Council at the recommendation of the Education Board.
3. Members will also note that the appointment of governors to schools where the City Corporation has nomination rights will be captured in the forthcoming review of Outside Bodies being conducted by the Policy and Resources Committee.

Conclusion

4. This report provides an overview and summary of boards of governors of the City Schools.

Appendices

- Summary of Governors in the City Schools

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Appendix 1

City School	Governing Body	Appointment	Tenure	Notes
City of London School	<p>A Non-Ward Committee consisting of,</p> <p>1 Alderman</p> <p>up to 10 Commoners at least one of whom shall have fewer than five years' service on the Court at the time of their appointment</p> <p>the Chairman of the Board of Governors of City of London School for Girls</p> <p>the Chairman of the Board of Governors of City of London Freemen's School</p> <p>up to 5 co-opted non-City of London Corporation Governors with experience relevant to the Board</p>	<p>Nominated by Court of Aldermen and confirmed by Court of Common Council</p> <p>Appointed by the Court of Common Council</p> <p>Ex-officio</p> <p>Ex-officio</p> <p>Appointed by the Board of Governors</p>	<p>Annual nomination</p> <p>Four years</p> <p>As long as in post.</p> <p>As long as in post.</p> <p>Three years</p>	<p>Chairman/Deputy Chairman Elected annually up to a three year term. Immediate past Chairman has option to be Deputy Chairman for one year.</p>

City School	Governing Body	Appointment	Tenure	Notes
City of London Freemen's School	<p>A Non-Ward Committee consisting of,</p> <p>up to two Aldermen</p> <p>up to 12 Commoners at least one of whom shall have fewer than five years' service on the Court at the time of their appointment</p> <p>the Chairman of the Board of Governors of City of London School</p> <p>the Chairman of the Board of Governors of City of London School for Girls</p> <p>up to six co-opted non-City of London Corporation Governors with relevant experience of education</p>	<p>Nominated by Court of Aldermen and confirmed by the Court of Common Council</p> <p>Appointed by the Court of Common Council</p> <p>Ex-officio</p> <p>Ex-officio</p> <p>Appointed by the Board of Governors</p>	<p>Annual nomination</p> <p>Four years</p> <p>As long as in post.</p> <p>As long as in post.</p> <p>Three years</p>	<p>Chairman/Deputy Chairman Elected annually up to a three year term. Immediate past Chairman has option to be Deputy Chairman for one year.</p>

City School	Governing Body	Appointment	Tenure	Notes
City of London School for Girls	<p>A Non-Ward Committee consisting of,</p> <p>up to two Aldermen</p> <p>up to 12 Commoners at least one of whom shall have fewer than five years' service on the Court at the time of their appointment</p> <p>the Chairman of the Board of Governors of City of London School</p> <p>the Chairman of the Board of Governors of City of London Freeman's School</p> <p>up to six co-opted non-City of London Corporation Governors with experience relevant to the Board</p>	<p>Nominated by Court of Aldermen and confirmed by Court of Common Council</p> <p>Appointed by the Court of Common Council</p> <p>Ex-officio</p> <p>Ex-officio</p> <p>Appointed by the Board of Governors</p>	<p>Annual nomination</p> <p>Four years</p> <p>As long as in post.</p> <p>As long as in post.</p> <p>Three years</p>	<p>Chairman/Deputy Chairman Elected annually up to a three year term. Immediate past Chairman has option to be Deputy Chairman for one year.</p>

City School	Governing Body	Appointment	Tenure	Notes
Sir John Cass Primary School	16 governors including Foundation governors, parent governors, and local authority (City of London Corporation) governors.	2 City of London Corporation governors appointed by the Community and Children's Services Committee	Four years	
City of London Academy Islington	<p>Not less than 3 and not subject to any maximum;</p> <p>4 City Corporation governors</p> <p>4 City University governors</p> <p>1 LEA governor</p> <p>2 parent governors</p> <p>1 headteacher</p> <p>1 teaching staff</p> <p>1 non-teaching staff</p>	<p>City Corporation governors appointed by Court of Common Council/Education Board</p> <p>City University governors appointed by City University</p> <p>Appointed by LEA</p> <p>Elected by parents</p> <p>Ex-officio</p> <p>Elected by teaching staff</p> <p>Elected by non-teaching staff</p>	<p>Four years, apart from Headteacher (ex-officio).</p> <p>No maximum tenure provided candidates remain eligible.</p>	<p>Chairman/Deputy Chairman Elected annually by governors. A governor employed by academy is not eligible to be chairman/deputy chairman. No maximum term.</p> <p>City Corporation Sponsor Governors In practice 2 City Corporation sponsor governors are members of the Court of Common Council, and 2 are external members.</p>

City School	Governing Body	Appointment	Tenure	Notes
	<p>1 community governor</p> <p>Up to 2 co-opted governors appointed by governing body</p> <p>Any additional governors appointed by Secretary of State</p>	<p>Appointed by governing body</p> <p>Appointed by governing body</p> <p>Secretary of State</p>		
The City Academy Hackney	<p>Not less than 3 and not subject to any maximum</p> <p>5 City Corporation sponsor governors</p> <p>5 KPMG sponsor governors</p> <p>1 LEA governor</p> <p>3 parent governors</p>	<p>Appointed by City Corporation</p> <p>Appointed by KPMG</p> <p>Appointed by LEA</p> <p>Elected by parents, or appointed by governing body if no candidate stands for election</p>	<p>Four years, apart from Headteacher (ex-officio).</p> <p>No maximum tenure provided candidates remain eligible.</p>	<p>Chairman/Deputy Chairman</p> <p>Elected annually by governors. A governor employed by academy is not eligible to be chairman/deputy chairman. No maximum term.</p>

City School	Governing Body	Appointment	Tenure	Notes
	1 headteacher 1 teaching staff 1 non-teaching staff 1 community governor 2 co-opted governors Any additional governors appointed by the Secretary of State	Ex-officio Elected by teaching staff Elected by non-teaching staff Appointed by governing body Appointed by governing body Secretary of State for Education		
City of London Academies Southwark [Board of Directors overseeing 2 local governing bodies (LGBs)]	Not less than 3 but not subject to any maximum Up to 9 sponsor directors Chair of each governing body Principal of each academy operated by Company Minimum of 2 parent	Appointed by City Corporation Ex-officio Ex-officio Elected by parents	Four years, apart from Headteacher (ex-officio, as long as in post).	Chairman/Deputy Chairman Elected annually by governors. A governor employed by academy is not eligible to be chairman/deputy chairman. Chairman must be a member of Court of Common Council. No maximum term. Governing Body The board of directors

City School	Governing Body	Appointment	Tenure	Notes
	<p>directors (if no parent governors on each LGB)</p> <p>Any number of co-opted directors provided number of directors employed by company does not exceed one-third of directors including Principals</p>	Appointed by Board of Directors		described on the left in practice consists of 8 sponsor directors; headteacher of each academy; Chairman of Redriff LGB.
City of London Academy Southwark Local Governing Body (LGB)	<p>8 sponsor governors</p> <p>2 staff governors (1 teaching; 1 support staff)</p> <p>2 parent governors (one Southwark, one City of London)</p> <p>1 headteacher</p> <p>1 headteacher/deputy headteacher of Redriff Primary Academy</p>	Appointed by the Board of Directors		
Redriff Primary Academy Local Governing Body (LGB)	<p>1 teaching staff</p> <p>5 parent governors</p>	Appointed by the Board of Directors		

City School	Governing Body	Appointment	Tenure	Notes
	4 community governors Headteacher 2 co-opted LEA governors Co-opted Principal/Senior Vice Principal of Academy 1 Director appointed by the Company			
Prior Weston Primary School	Teachers, parents, LEA, local community.	1 community (co-opted) governor nominated by Court of Common Council at recommendation of Education Board	Four years	
City of London Corporation Governors of the Royal Hospitals* *All City of London Corporation Aldermen are governors by virtue of their office.				
Christ's Hospital	Board of School Governors, to which the City Corporation has no nomination rights.	The City Corporation has its own committee of 12 Members to oversee its contribution to the School (appointed by the Court of Common Council)	Some Members completing 6 years, however, since 2005 nominated Almoners are appointed for 4 year terms.	Age Limit No age limit for governors, but Almoners must step down at age 76.

City School	Governing Body	Appointment	Tenure	Notes
	<p>The Council of Almoners who act as trustees of the foundation, to which the City Corporation has nomination rights.</p> <p>The School also has a supporting body known as the 'Court of Governors' which is not part of the governance structure.</p>	4 Aldermanic Almoners (appointed by the General Purposes Committee of Aldermen)	No limit on tenure (i.e. indefinite terms due for review every 4 years).	
Bridewell Royal Hospital (King Edward's Witley)	Governing body is known as the Court of Bridewell. It consists of 30 persons some of whom are co-opted for their expertise, and 12 of whom are nominated by the Court of Common Council.	12 City of London Corporation governors appointed by the Court of Common Council.	Six years	

Committee(s)	Dated:
Education Board Policy & Resources Community & Children's Services	23 April 2015 30 April 2015 8 May 2015
Subject: Update on City Corporation work to support an effective transition from education to employment	Public
Report of: Director of Economic Development and Director of Community & Children's Services	For Information

Summary

This report provides Members with an overview of City Corporation activity in the area of education to employment. Supporting Londoners to access employment is a key part of City Corporation's strategic objectives and there is a range of work underway to support this. Some of this activity starts in schools and seeks to raise the aspirations of students to the opportunities that the City provides. Other support is provided to residents outside of the education system to help improve 'employability' skills and improve chances of securing a job. There is also a wealth of work that is undertaken with City businesses; helping them to engage with local communities as well as supporting them to widen their recruitment practices and promote social mobility.

This report provides details of the work underway to support:

- employability in City Corporation sponsored Academies,
- employability in other schools in neighbouring boroughs,
- employability and employment for residents outside of the education system, including details of City Bridge Trust funded programmes and activity delivered by Central London Forward,
- City businesses to engage in this agenda.

Activity funded by the City Corporation achieves positive outputs e.g. 2,310 City and City fringe residents were exposed to City type jobs, 253 were supported into paid employment and 80 apprentices were trained. Anecdotal evidence demonstrates the positive impact of City Corporation programmes on individuals and that our work in this area brings us considerable credit amongst businesses and stakeholders.

Governance of this area of work is complex, as employment and employability activity is cross-cutting and involves various City Corporation departments and Committees. An audit in 2013 identified a number of recommendations to improve coordination of this work, the majority of which have now been implemented. Further work is underway to 'map' the range of activity that the City Corporation supports in this area. This work can inform decisions on new areas of activity and to help ensure that new activity is joined-up.

Work continues to engage City businesses in this agenda and to provide a clear offer to businesses. We continue to engage with stakeholders to understand their needs as they evolve and to ensure our programmes respond to both City business and stakeholder needs.

Recommendation(s)

Members are asked:

- To note the report
- To note work already underway in this area

Main Report

Background

1. The City Corporation undertakes a significant range of work to promote employment and employability, helping to ensure that jobs and growth in the City benefits London's communities. The purpose of this report is to provide Members with an understanding of the wide range of activity underway to support the education to employment agenda, particularly in our academies and in schools in neighbouring boroughs, and how it fits with the strategic priorities of the City Corporation.
2. The cross-cutting nature of education to employment work means that a number of City Corporation departments are involved as we work with businesses, partners and residents to make progress in this area. Therefore, this work fits within the Corporate Plan and a number of departmental plans and other strategies. As a result this report is being submitted to the Education Board, Policy & Resources Committee and Community & Children's Services Committee and is a joint report of the Director of Community and Children's Services and Director of Economic Development.
3. This report does not cover:
 - Activities that the City Corporation undertakes as an employer to support people into work, e.g. apprenticeships, graduate programme, nor HR policies relating to these. (However, where this activity benefits City Academies or schools in the City fringe e.g. via City Corporation employee volunteers or City Corporation hosted work experience, this has been included).
 - Work with Livery Companies.
4. In January 2015 the Education Board received a detailed report that gave an overview of the City's spending on all education-related activities. This report covers relevant activities that were included in the January 2015 report and seeks to enhance understanding of the range of work that the City

Corporation does on the education to employment agenda and employability more widely.

Current Position

Strategic Context

5. The City of London is surrounded by some of the most deprived neighbourhoods in the whole of the UK. Despite improving education results, the adjacent boroughs face higher levels of unemployment, social exclusion and child poverty than most other parts of London. In addition, companies increasingly need to demonstrate responsibility and positive contributions to society and many City businesses are now committed to promoting social mobility in their employment practices and offering fair and open access to employment opportunities. The City Corporation supports and delivers a range of activities to support residents in our neighbouring boroughs to move into employment and we also support businesses to engage in this agenda. This work is an important part of the Supporting London agenda of the Policy & Resources Committee.
6. The City Corporation's work on the education to employment agenda is supported by the following strategic framework:
 - Corporate Plan 2015-19 Key Policy Priority 4: "Maximising the opportunities and benefits afforded by our role in supporting London's Communities" includes the commitment that we will "work with our partners and neighbourhoods to promote employability and provide jobs and growth".
 - Education Strategy 2013-15 strategic objective 4: "To promote an effective transition from education to employment."
 - Economic Development Office Business Plan 2015-18 Key Objective 4: "To understand and realise the economic and social potential of London, but especially the City and neighbouring boroughs."
 - Action 2: develop and deliver employability initiatives that focus in particular on the residents of the City and neighbouring boroughs (including Education Strategy implementation)
 - Community & Children's Services 2014-17 Business Plan – Strategic Aim 3: "Learning and engagement opportunities for all"
 - Priority Six: "Work with early years, schools and post 16 providers, to deliver high quality education for all children and young people"
 - Priority Seven: "Enable every child, young person and adult to thrive and achieve their potential"
 - Communications Strategy 2015-2018: "Helping London thrive"

7. The Education Strategy Strategic Objective 4 contains a number of recommendations relating to education to employment. Details of progress against these recommendations is contained within the Education Strategy Update Report being presented to the Education Board on 23 April, whilst this report provides a more comprehensive overview of the work underway on this agenda. The recommendations under Education Strategy Strategic Objective 4 are provided at appendix 1.

City's Academies

8. Over the last two years, engagement with the City's Academies on employability has been coordinated and improved. We have focussed internal employee volunteering on the City's Academies launching the 'Aspiration Academy' as the Programme's flagship scheme in January 2014. Aspiration Academy mobilises the diverse skills of City Corporation employees to improve the employability skills, confidence and work-related learning of students in the City's sponsored Academies. As a result we have seen an increase in volunteering taking place. Details of the range of activity undertaken to support academies is provided at appendix 2.
9. We have also improved communications with Academies on the range of programmes and support that they can access and regularly circulate information of the programmes open to them (see example at appendix 3).

Other schools in neighbouring boroughs

10. The City Corporation has an established programme of support for schools in our neighbouring boroughs through a range of directly delivered activity, funded activity and support for brokerage activity. The support of 'brokerage' services, to enable businesses to connect with schools, is essential to the success of this area of work as it facilitates the forming of relationships and deployment of volunteers to relevant schools and programmes. Details of activity underway to support employability in schools in our neighbouring boroughs are provided at appendix 2.
11. The landscape of education-business link activity has changed significantly in the past few years and has placed schools at the centre of a crowded landscape of education-business focussed organisations. As schools are now responsible for careers advice and work-related learning we have seen that the brokerage services offered by organisations such as Education Business Partnerships (EBPs) are valued by both schools and businesses as a route to match the right engagement for both parties. Therefore, support for EBPs and other intermediary organisations over the past two years has been crucial to this agenda.

Employability and Employment

12. Supporting residents to access employment and to boost their employability skills once they have left the education system is a core part of the City Corporation's work in this area.

13. The Economic Development Office (EDO) runs a number of programmes to support residents into employment, outside of the education system. The majority of this work is commissioned and delivered by third parties with the skills, experience and expertise to reach residents and engage with employers. Details of the range of work underway in this area are provided at appendix 2.
14. The Department of Community and Children's Services offers an apprenticeship programme to employers, providing on-the-job training to apprentices so they can learn as they work. Employers benefit from this activity as they are able to train new recruits into job roles that are directly relevant for their business. However, we still see that London has one of the lowest take ups of apprenticeships in the financial services sector with only 1% of employers currently offering apprenticeships.
15. City Bridge Trust (CBT) supports charitable activity across greater London and this includes a number of programmes that support employability (these are listed in appendix 2). The recently agreed grant to the Prince's Trust adds to the range of activity that CBT funds to support employability in London.
16. Central London Forward (CLF) is a sub-regional partnership created by the eight central London Boroughs¹ and works on issues of mutual interest to its partners. In recent years, CLF has commenced three major programmes of activity on employment issues and secured funding to deliver this activity across the CLF geography (details are provided in appendix 2). Later this year a major programme to support those residents furthest from the labour market will be launched. The 'Working Capital' programme will be funded by £11m of European funding and aims to support residents who claim Employment Support Allowance, (the main out-of-work benefit for people with long-term health problems) into work.

Business Engagement

17. City Corporation programmes offer a wide range of ways for employers to be involved in the employability agenda. These include; dedicated employer programmes run by the Heart of the City charity and City Action (an employee volunteering programme) which support businesses to engage. This work is essential to secure the commitment and involvement of City employers to education and employment activity.
18. The Economic Development Office, which has a broad remit on City business engagement on a range of matters, has a particular focus on employer engagement in employability. In 2013-14, 840 businesses, mainly SMEs based in the City, engaged with or received support from our programmes. This resulted in 257 businesses offering support, hosting placements, offering volunteers, taking on apprentices/ local staff etc. The apprenticeship programme within the Department of Community and Children's Services

¹ Camden, City of London, Islington, Kensington & Chelsea, Lambeth, Southwark, Westminster, and Wandsworth.

engaged 290 businesses in the same period resulting in 25 that took on apprentices.

19. The Economic Development Office undertook an audit of education – business link employability work in December 2013 (a summary of the audit was reported to Policy and Resources Committee and Community and Children’s Services Committee in May 2014 and Education Board in June 2014). Several areas of work have been progressed to address some of the challenges identified in the report:

- Remodelling of an existing role into a Business Engagement Manager post in EDO to lead and coordinate the engagement of City employers in education and employability work. The new Business Engagement Manager took up post in October 2014 and is working closely with relevant internal teams to coordinate the City Corporation’s business facing activity and to encourage City businesses to offer entry-level roles and apprenticeships to City and City fringe residents.
- Review of membership of Employability Group (an internal inter-departmental Officer group) to ensure it includes members from all relevant departments. The group has an overview of all City Corporation, Central London Forward and City Bridge Trust funded or run employability and aspiration-raising projects, and works to ensure coordination of activity on this agenda.
- Mapping of employability activity already offered was recommended and this work is underway (see paragraph 27 below).

Outputs and impact

20. The following is a summary of the outputs of employability and employment activity for the 2013-14 year (reporting of outputs for the 2014-15 year is not due to be completed until May 2015).

- Employability & aspiration raising – in 2013-14:
 - 2,310 residents (mainly school pupils) were exposed to City type jobs, gaining an insight into the breadth of opportunities offered by the City.
 - 359 volunteers were recruited to support employability type activities, with 134 of these being City Corporation volunteers. These volunteers were mainly involved in ongoing volunteering rather than one-off opportunities.
 - A total of 2,238 residents benefitted from a learning opportunity, (a minimum of three hours of support to improve their employability, for example, a workshop on how to prepare a CV and job application, skills for interview or a seminar on becoming self-employed.)
- Jobs and apprenticeships – in 2013-14 these projects:
 - supported 253 City and City fringe residents into paid jobs (65 into permanent jobs, 108 people into paid work placements and 80 people into construction jobs).
 - trained 80 apprentices, 40 employed internally and 40 by external employers.

- offered 198 unpaid work experience placements in City businesses.
21. A key aim of the City Corporation's work is to engage City businesses to foster long-term and sustained relationships with communities and adapt their working practices (e.g. how they recruit) to make a lasting difference. This work is time-consuming and involves building and maintaining relationships, meaning that direct comparison with other programmes is problematic as the input of resources and quality of outcomes varies considerably.
22. City Corporation employability activity generates a wealth of anecdotal evidence demonstrating the positive impact of City Corporation programmes on individuals. However capturing more comprehensive evidence and data do demonstrate impact more robustly represents a number of challenges and can be costly. It should nonetheless be noted that activity to engage City employers in this area brings considerable credit to the City Corporation amongst businesses and stakeholders when considered against the relatively modest resources we commit to this work.
23. This work is complemented by the programmes funded through Central London Forward in central London and through elements of City Bridge Trust grant giving in wider London, the outputs of which are not included in the above figures.

Coordination and governance of education to employment work

24. The Education Strategy 2013-15 recommended that all City Corporation employability programmes be integrated and co-ordinated. In response to this an audit of all such programmes that the City Corporation is involved in was carried out in December 2013. The key observations from the review were:
- Programmes tend to be delivered on a "stand alone" basis.
 - There are a number of differences between programmes, including the ways in which they are delivered and the geographic focus of the work, there is a common criterion for success – the engagement and involvement of businesses.
 - The tendency for teams delivering individual projects to focus on team/ individual objectives has the potential to lead to employers not receiving a full insight into opportunities to engage with the range of employability activities the City Corporation offers.
25. In response to the recommendations of the audit, a number of changes have been implemented, primarily the facilitation of a Business Engagement Manager role, as mentioned above, to coordinate the City Corporation's activity in this area. Also, to provide some clarity on the responsibilities for the range of activity the City Corporation undertakes on employability work, a document setting responsibility of the various activities and lines of accountability by departments and committees has been drawn up (appendix 4).

26. As appendix 4 shows, decision-making for employability work rests with various Committees, depending on the specific area of activity. The cross-cutting nature of this work means that it is difficult to separate out employability activity from broader work, e.g. EDO engages with business on many issues, not just employability.
27. In March 2015 the Town Clerk chaired an Officer workshop that identified some of the challenges in coordinating efforts in this area of work. The workshop agreed that further coordination of activity in this area was desirable alongside a clearer understanding of the work currently underway. This will enable the City Corporation to better identify areas where there may be gaps in the programme of support and how new ideas for activity fit into the existing offer and whether they can be accommodated within existing resources.
28. To support this, a mapping exercise is underway to better understand the range of activity that the City Corporation delivers or funds in this area. The mapping will be used to help inform decisions on whether to support new activity and to ensure that existing activity is 'joined up'. An initial mapping of a 'pathway' to employment has been undertaken reflecting the various stages of support that might be necessary to support residents into jobs (appendix 5). This work will also be useful to inform the review of the Education Strategy and action plan taking place later in 2015.

Future Activity

Supporting the City's Academies and other schools in neighbouring boroughs

29. The Corporate Responsibility Team in the EDO plans to continue to embed work-related learning in the City's Academies and to mobilise City Corporation staff to support this employability provision. One challenge is to engage the support and commitment of senior leadership in the City's Academies to this aim. We aim to work with the City's Academies to demonstrate the importance of preparing their students not just for academic attainment, but to have the necessary skills and behaviours to enter the workforce and support them with activities to promote this.
30. Experience indicates that there is appetite amongst businesses to support young people with career awareness and aspiration-raising in schools. For example, around 50% of the volunteering that City Action brokers with City companies involves supporting employability and all of the job vacancies secured recently are targeted at young people. To accommodate this interest, especially with SMEs, we have already seen that the provision of a brokering role between schools (and other organisations) and businesses is essential. In addition different employers have different interests and areas where they wish to direct their efforts. Therefore, we will continue to provide a 'menu' of programmes and activity that meets the needs of beneficiaries and that is attractive to businesses and offer brokerage services to best match the interests of businesses and stakeholders.

31. The Education Unit is working with the City Corporation's family of schools to ensure that opportunities to share best practice are developed, with one area of particular focus being to ensure that students have access to a full range of careers advice and employability initiatives. As part of this work a Directors of Sixth Form meeting has been established, conversations with the Heads of Careers have taken place, and an engagement programme for students is being developed for the next academic year.
32. A further challenge over the coming years will be how best to maximise support for a growing family of schools within the available capacity and resources of the Corporate Responsibility Team in the EDO and Education Unit in DCCS.

Business engagement and programme development

33. Feedback from partner organisations, stakeholders and businesses on the work City Corporation undertakes on employability and employment is positive. However, officer experience shows that whilst businesses are keen to engage in activities that support school pupils and other young people, fewer businesses are actively interested in engaging with employment issues outside of the education system or the 'young people' age group.
34. To address this, officers support and encourage employers to direct their efforts to areas or specific groups where there is unfulfilled need and a demand for employer engagement on employment related issues. City Action are currently undertaking an audit of their charity partners to identify areas and themes where there is a need for employability support for specific target groups and where volunteering activity can be directed, e.g. charities working with homeless clients, mental health issues, disabilities. Officers are also undertaking some 'fact-finding' on the awareness of and attitudes to apprenticeships amongst City businesses to understand more about the low levels of take up amongst City employers.
35. Partner organisations are especially keen to secure entry-level roles, work experience and apprenticeships in City firms for their clients. This is an area where there is significant interest and demand from stakeholders, including Government and where further involvement from City businesses and provision of more employment opportunities would be welcomed.
36. This is a central area of work for the new Business Engagement Manager. In particular, balancing the, currently limited, appetite from businesses for such activity with the level of interest from government and other stakeholders with the capacity and resources of the City Corporation. There is also potential to capitalise on existing interest from City businesses in the general area of employability to increase the numbers of businesses engaged in employment work e.g. offering jobs, work placements or apprenticeships.

Conclusion

37. Overall, a significant amount of work is underway across the City Corporation to support education to employment. Since the publication of the Education Strategy, various elements of work have been adapted and altered to meet the priorities in the strategy and the changing landscape of this agenda.

38. Further work is underway to coordinate and improve how the City Corporation manages this work internally and provides a clear and coherent offer to businesses and stakeholders and maximises the impact of what we do.

Appendices

- Appendix 1 – Education Strategy 2013-15, Strategic Objective 4 ‘education to employment’ recommendations
- Appendix 2 - summary of programmes supporting employability and employment
- Appendix 3 – flyer circulated to schools in neighbouring boroughs
- Appendix 4 – lines of accountability for employability activity
- Appendix 5 – mapping a pathway to employment

Background Papers

Previous reports to Committee on this subject:

‘Overview of the City’s Spending on Education Related Activities’ (Education Board 15 January 2015)

‘Update on Education Strategy action to enhance co-ordination and focus of employer-facing employability programmes’ (Policy & Resources Committee 8 May 2014)

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Appendix 1

Education Strategy 2013-15, Strategic Objective 4 'education to employment' recommendations

- a. All City employability programmes and initiatives are integrated and focused on the City's priorities
- b. Raise awareness among the City of London business community, specifically small and medium sized enterprises, of the value of and need for business engagement in improving the employability of young people
- c. Identify gaps in the provision of education-business link activity across London and explore ways to improve and sustain this provision
- d. Raise awareness of the extent of employability provision provided by the City amongst schools in the neighbouring boroughs, with a specific focus on the City academies

Appendix 2 Summary of programmes

Academies

1. Since 2013, the following support has been provided to the City's sponsored Academies to enhance work related learning and boost employability skills:
 - **City of London Academy Southwark (COLAS)** - As sole sponsor of Southwark Academy, priority has been given to the school for the Aspiration Academy programme. As a result, 96 volunteers have delivered and facilitated activities that directly benefit students at the school over the last two years. These include aspiration-raising activities such as CV and interview master classes, career talks and work experience placements. City Corporation volunteers have also supported the Academy's careers fair, which reached approximately 700 students.
 - **The City Academy Hackney (TCAH)** - A work-related learning audit was undertaken with TCAH to identify gaps and develop a programme of activity with co-sponsors KPMG. 61 City Corporation volunteers have supported TCAH since 2013 on activities which include: access tutoring (subject tutoring to improve grades and increase chances of getting into elite universities), personal advisers (supporting students to achieve academic goals), workplace visits and curriculum presentations.
 - **City of London Academy Islington (COLAI)** - Attempts have been made to engage with COLAI, however the school has chosen to focus on academic attainment for the time being. Nonetheless, volunteers have supported COLAI through projects delivered by intermediaries, as detailed below.
 - **Co-ordinated support for Academies** - Since 2013, 24 City Corporation volunteers have supported work-related learning activities that benefit more than one Academy. Examples include a Science Technology Engineering and Maths (STEM) careers fair delivered by the Science Council in partnership with the City Corporation which benefitted over 400 pupils; Bridging the Gap, an aspiration raising event with the aim of supporting students at risk of becoming 'NEET' to gain confidence and realise their potential; and 'Sculpture in the City' workshops delivered by Open City. As an example of the impact of interventions: 98% of students surveyed at the 'Bridging the Gap' event said they felt more positive about their future as a result of the workshop.
 - **Work experience** - Since 2013, 37 students (year 10 and 12) from both the Hackney and Southwark Academies have benefitted from work experience placements at the City Corporation. 100% of work experience students surveyed in 2013/14 said they had a better understanding of the skills employers are looking for as a result of their placement.

Other schools in neighbouring boroughs

2. The City Corporation has a long history of supporting Education Business Partnerships (EBPs), which provide critical links between schools and businesses. In the last two years, the City Corporation has supported Tower Hamlets EBP to deliver two secondary school employability programmes, 'Head to Head' and 'Getting Ahead'. This contribution enabled over 900 students in Tower Hamlets to access support with interview and job preparation. In the same period, City Corporation has also supported Inspire!, Hackney's EBP, to deliver 'Work Week' in primary schools (with a focus on TCAH's feeder schools), and 'Careers Carousel' in secondary schools. Through these programmes over 7,000 students in Hackney have accessed employability support in the last two years.
3. Over the last two years, the Corporate Responsibility team in the Economic Development Office (EDO) has enabled 360 volunteers to support Tower Hamlets EBP and Inspire!. This includes 300 volunteers from City businesses that have been placed by City Action, our employee volunteering brokerage service for businesses in the Square Mile, as well as 60 City Corporation employee volunteers.
4. City Action has also placed approximately 200 volunteers from City businesses in the last two years to support employability with school-age children through a range of community organisations directly (i.e. not through the EBPs). Activities include mentoring, CV and interview preparation, career talks and financial literacy workshops.
5. The City Corporation also provides SGOSS, the school governor charity, with an annual subscription to contribute to staffing costs and marketing, with a focus on securing governors with business skills and experience for schools in the City's neighbouring boroughs. SGOSS place over 500 governors each year.
6. There are also a number of programmes supported by the City Corporation (EDO) but delivered by third parties with the aim of raising the aspirations and employability of school pupils in the City and City Fringe boroughs:
 - **Heart of the City: Schools to Business** – An online tool that provides resources to enable companies of any size and sector to engage directly with local schools and run activity sessions that enhance students' skills for work. The initiative was initially run as a pilot and was rolled out nationally in 2014. Since May 2013 the resources have been downloaded 1,379 times from the website.
 - **Subjects in the City** – A pilot to bring together City business employee volunteers and secondary school teachers in neighbouring boroughs to bring the world of work into lessons, by incorporating activities related to careers in typical City-type businesses, and to raise awareness among teachers of careers in the City.

- **City Careers Open House** (secondary & primary schools) – Provides groups of secondary school pupils with half day tours of a City firm, visiting a range of departments and interacting with employee volunteers to raise awareness of City type jobs.
- **Career Academies UK** - provides a two-year business studies course (and work placement) for middle achieving sixth formers from diverse backgrounds, leading to qualifications equivalent to three A-levels.
- **Teach First's 'Futures' programme** – this programme supports high achieving sixth form students to develop the skills needed to gain a place at a top university.
- **Future First Network 'Inspiring City Role Models' programme** – helps state schools build and manage an alumni community easily and inexpensively, linking City workers to their schools in neighbouring boroughs as role models.
- **Teen Tech City** - this is a one day event that aims to change the perceptions for Science, Technology, Engineering and Maths (STEM) careers in the UK. The day is intended to act as a catalyst for the STEM industry to engage with schools from disadvantaged areas.
- **Connecting Tech City** – The Centre for London's initiative aiming to build a digital platform to connect local young people to training, skills and employment offered by businesses in the tech cluster.

Employability and Employment

City Corporation activity

- **City Business Traineeships** - Provides talented A-level school leavers from the City fringes with paid summer internships in City businesses, concluding with an autumn awards ceremony hosted by the Lord Mayor.
- **City Opportunities** - This project raises the aspirations of young care leavers through a one week series of workshops led by City firms on choosing a career, the roles available in the City and the skills needed. Participants are then offered the opportunity to be matched with a mentor from a City business to start a 6-month programme of support.
- **Recruitment** via London Works/ Square Mile Jobs/ Cheapside & Aldgate Employment Project - These projects offer a job brokerage (recruitment) service to local businesses, supporting them to fill entry level roles with candidates from the City and City fringes.
- **Self-employment support** - Advice, training and workshops for people in the City of London and immediately neighbouring boroughs on self-employment and starting a business.

- **Apprenticeships** - funded by the Skills Funding agency, the City Corporation runs a comprehensive apprenticeship programme. A core element of the apprenticeship programme is to source apprenticeship opportunities from employers, then match and support apprentices during their placement. The programme seeks to engage 80 new apprentices each year and primarily recruits 16-24 year olds. Employers that are engaged in the programme are supported through employer forums that provide an opportunity for employers to discuss issues that are faced within the workplace. The team also provides mentoring for staff within the companies that have employed apprentices.

City Bridge Trust employability activity

- City Bridge Trust (CBT) supports charitable activity across Greater London. Its latest programmes were launched in September 2013 and support a wide range of need in London. Programmes that support employability are set out below:
- **Youth Offer** - This programme works within all 32 London boroughs to help tackle the intractable problem of youth unemployment. Each London local authority was invited to apply for a grant of up to £100,000 to work with a voluntary sector partner or partners to help young people not in education, employment or training (NEETs) find pathways into employment. Recognising that NEETs are not a homogenous group, and that the barriers to finding employment are varied and complex, this initiative is enabling local authorities and the voluntary sector to work together to find locally sensitive and flexible approaches to help remove these barriers.
- **The Prince's Trust** - City Bridge Trust has committed to grant £1m p.a. to support The Prince's Trust's delivery in London, for 10 years starting in April 2015. The overall goal of this partnership is to approach and support the hardest to reach young people in London that are furthest from employment. The Prince's Trust hope to deliver this aim pan-London through 'Outreach' programmes, whilst establishing deeper community engagements from their centres in Kennington and Poplar.
- **Arts Apprenticeships** - In partnership with the Arts Council, CBT are match funding the Creative Employment Programme (CEP) which supports arts organisations to employ apprentices. 19 awards have been made so far.
- **Investing in Londoners** - CBT funds employability work where it meets the *Investing in Londoners* programme. This most usually comes under the 'Making London more inclusive' theme (the disability programme); 'Improving Londoners' Mental Health'; and 'Improving London's Environment' (horticultural training etc.) as well as work with offenders and ex-offenders. CBT fund ESOL (English for Speakers of

Other Languages) work up to Level 2 – lack of language skills can be a major obstacle to securing employment.

- **Moving on Up** (funding collaboration with Trust for London) – Last year, City Bridge Trust approved a grant of £400,000 for a collaboration with Trust for London which has committed £500,000 to the initiative. The aim of the initiative is to increase employment rates among young black men (the unemployment rate among young black men is more than double that of young white men and young black men have a higher unemployment rate than young men and women from all other ethnic groups).
- **Ladder for London** - The Trust has also provided funding for the Evening Standard's apprenticeship initiative. The funding supported 10 apprenticeships in the City of London Corporation, all of which are now complete.
- CBT also makes grants to support volunteering which can often provide a valuable pathway into employment. Approximately two-thirds of the grants it awards support posts within voluntary sector organisations, another way in which it creates employment.

Central London Forward

- Central London Forward (CLF) is a sub-regional partnership created by the eight central London Boroughs² and works on issues of mutual interest to its partners. In recent years, CLF has commenced three major programmes of activity on employment issues:
- **The CLF Employability Pilot 'Into Work'** - This project is a cross-borough employment support project which aims to support 1,200 unemployed Central London residents with job specific training in the two years from June 2014. The project aims to move 800 of these residents into employment with 600 of them remaining in work for 26 weeks in a range of sectors; hospitality, catering, business services etc. The project is funded by £2m from City Bridge Trust and is being delivered by six charities and community interest companies in partnership with employers, local authorities and Job Centre Plus. Employers benefit from having a pool of work ready candidates for entry-level jobs and candidates are able to have access to Central London's thriving labour market.
- **Construction Job Brokerage project 'Construction Careers'** - This project supports unemployed residents of Central London to secure employment in the construction sector and provides construction contractors with access to a pool of work-ready candidates. Each of the eight CLF member boroughs has committed £250k providing a total of £2m for the two year programme. The programme involves key

² Camden, City of London, Islington, Kensington & Chelsea, Lambeth, Southwark, Westminster, and Wandsworth.

construction contractors and will provide industry specific skills that are in demand on Central London construction sites. Work will also be done with local schools and colleges to promote construction as a potential career. Delivery of the programme will start in mid-2015 and aims to support 500 people to access jobs over two years.

- **Working Capital** – this £11m programme will run for five years and test a radical new model to support nearly 4,000 Central London residents who claim Employment Support Allowance, (the main out-of-work benefit for people with long term health problems) but have left the national Work Programme after two years without finding long term employment. Working Capital will commence in mid-2015 and a team of two staff will be recruited to manage and monitor this complex programme. It forms part of London's devolution Growth Deal and is wholly funded by the London Enterprise Panel's European Social Fund (ESF). As part of London's bid for devolution it is designed to show that locally designed solutions create better outcomes for people than national programmes.

Appendix 3

Leaflet for City's academies detailing employability support available.

City of London opportunities for City Academy students!

The **City of London Corporation** supports and promotes the Square Mile, the world's leading international financial services centre. **The Corporation delivers and funds a range of projects that provide training, work experience and links to employment for local students.**

Key stages 3 & 4

[Personal Advisors](#) Years 7 - 8

City of London employee volunteers meet with students every 3 weeks to provide mentoring support to enable pupils to meet their academic support. Email corporate.responsibility@cityoflondon.gov.uk

[City Careers Open House](#) Years 8-10

Students are given the opportunity to visit a City firm including a tour of the building and the opportunity to meet employees from a range of departments. Click link above or email partnerships@cityoflondon.gov.uk

[Year 10 Work Experience](#) Year 10

Students can gain experience at the City Corporation. Email corporate.responsibility@cityoflondon.gov.uk

[The City Careers Fact file](#) All years

Interactive careers tool for careers advisers & students. Click link above or email partnerships@cityoflondon.gov.uk

[Future First](#) All years

An alumni network identifying a bank of potential ex-student volunteers to act as mentors, fundraisers, donors and prospective school governors. Click link above or email partnerships@cityoflondon.gov.uk

[SchoolstoBusiness.org](#) All years

Free lesson plans for employability sessions / top tips to help businesses and schools work together. Click link above.

[Careers and Work-related learning activities](#) All years

City of London employees are available to share views on their career journeys, attend careers fairs and provide interview/CV writing training for pupils. Email corporate.responsibility@cityoflondon.gov.uk

[Getting PAID](#) Year 10

City of London volunteers spend a day guiding students through job descriptions, CVs and interview/presentation skills. Email corporate.responsibility@cityoflondon.gov.uk

[Access Tutoring Project](#) Year 11

City of London employees can tutor students in an academic subject for one hour per week, increasing their confidence and attainment at GCSE in that subject. Email corporate.responsibility@cityoflondon.gov.uk

Key stage 5

[Career Academies UK](#) Years 12 – 13

Students can access curriculum enhancements such as visiting speakers, mentoring by employee volunteers, six-week paid internships, employer-led seminars. Click link above or email partnerships@cityoflondon.gov.uk

[Futures Programme](#) Years 12 - 13

Supports high-achieving students from City fringe boroughs to develop the skills needed to gain a place at a top UK university. Click link above or email partnerships@cityoflondon.gov.uk

[City of London Business Traineeship \(CBT\) programme](#) Year 13

Students from schools and colleges in the boroughs surrounding the City are matched into paid summer work placements in City businesses. Click link above or email partnerships@cityoflondon.gov.uk

[City of London Apprenticeships Programme](#) School leavers

From business admin to IT, property, health and social care and more, the City Corporation's apprenticeships programme can help school-leavers access high-quality apprenticeships across a range of different employers. For further info contact apprenticeships@cityoflondon.gov.uk

[Year 12/13 Work Experience](#) Year 12 - 13

Students can gain experience at the City Corporation. Email corporate.responsibility@cityoflondon.gov.uk



Appendix 4

Lines of accountability on City Corporation employability activity

Context and key aims

As a central part of its 'London offer' the City Corporation supports a range of activities to improve employability among communities in wider London (as well as in the City itself), much of which is underpinned by business involvement.

This work principally supports the strategic aim of the Corporate Plan '*To provide valued services to London and the nation*', sitting mainly within Key Policy Priority 4: '*Maximising the opportunities and benefits afforded by our role in supporting London's communities*'.

Governance

Decision-making for the various programmes rests with the relevant Committees, with the Education Board also having an oversight of any which focus on making the link from education to employment. This is reflected in the Education Strategy.

What we do: priority activities

Flowing from the Corporate Plan and through departmental business plans, the City Corporation's employability offer spans the following key activities:

	Lead department	Primary responsible Committee	
<ul style="list-style-type: none"> • Delivery of an apprenticeships and traineeships (effectively pre-apprenticeships) programme³ 	Community & Children's Services	Community & Children's Services	Education Board oversight
<ul style="list-style-type: none"> • Supporting the delivery of major pilot employability initiatives through the Central London Forward partnership in response to needs identified by the partnership 	Central London Forward	Policy & Resources (and Board of Central London Forward)	
<ul style="list-style-type: none"> • The City Bridge Trust grants programmes support employability initiatives across Greater London 	City Bridge Trust	City Bridge Trust	
<ul style="list-style-type: none"> • Review the CoLC's own internal employment/recruitment procedures to clarify approach to e.g. hosting work placements, apprentices 	Corporate HR	Establishment	
<ul style="list-style-type: none"> • Oversight and monitoring of the City of London's sponsorship of its Academies 	Community & Children's Services	Education Board	
<ul style="list-style-type: none"> • Engagement of City businesses in recruiting from local communities 	Economic Development Office	Policy and Resources	

³ I.e. engagement and briefing of employers; recruiting and screening candidates; managing and delivering training element.

<ul style="list-style-type: none"> Promotion of work placements in the City for residents of neighbouring boroughs 	Economic Development Office	Policy and Resources	
<ul style="list-style-type: none"> Work with City businesses to raise the aspirations of young people in neighbouring boroughs and their awareness of career opportunities 	Economic Development Office	Policy and Resources	
<ul style="list-style-type: none"> Improvement of job brokerage and employment support in neighbouring boroughs relating to jobs in the City 	Economic Development Office	Policy and Resources	
<ul style="list-style-type: none"> Facilitation of employment and training of residents of neighbouring boroughs on City construction sites 	Economic Development Office	Policy and Resources	
<ul style="list-style-type: none"> Engagement of City business (and City Corporation) volunteers in a range of employability activities 	Economic Development Office	Policy and Resources	

Co-ordination of the above is achieved in two key ways: i) through an Employability Group⁴ involving key officers leading each workstream and ii) the recently created post of Business Engagement Manager in EDO, focusing on co-ordinating the City Corporation's employability offer to businesses.

Where?

Employability activities are delivered across a number of different geographies:

- The City's seven immediately neighbouring boroughs (final six activities above, led by EDO);
- Greater London (City Bridge Trust grants; apprenticeships programme);
- Central London (the City's neighbouring boroughs excluding Hackney and Tower Hamlets but including Kensington & Chelsea and Wandsworth, led by Central London Forward);

For whom?

Target groups vary from initiative to initiative but all respond to identified needs and to tackling disadvantage within the areas in question and include (among others):

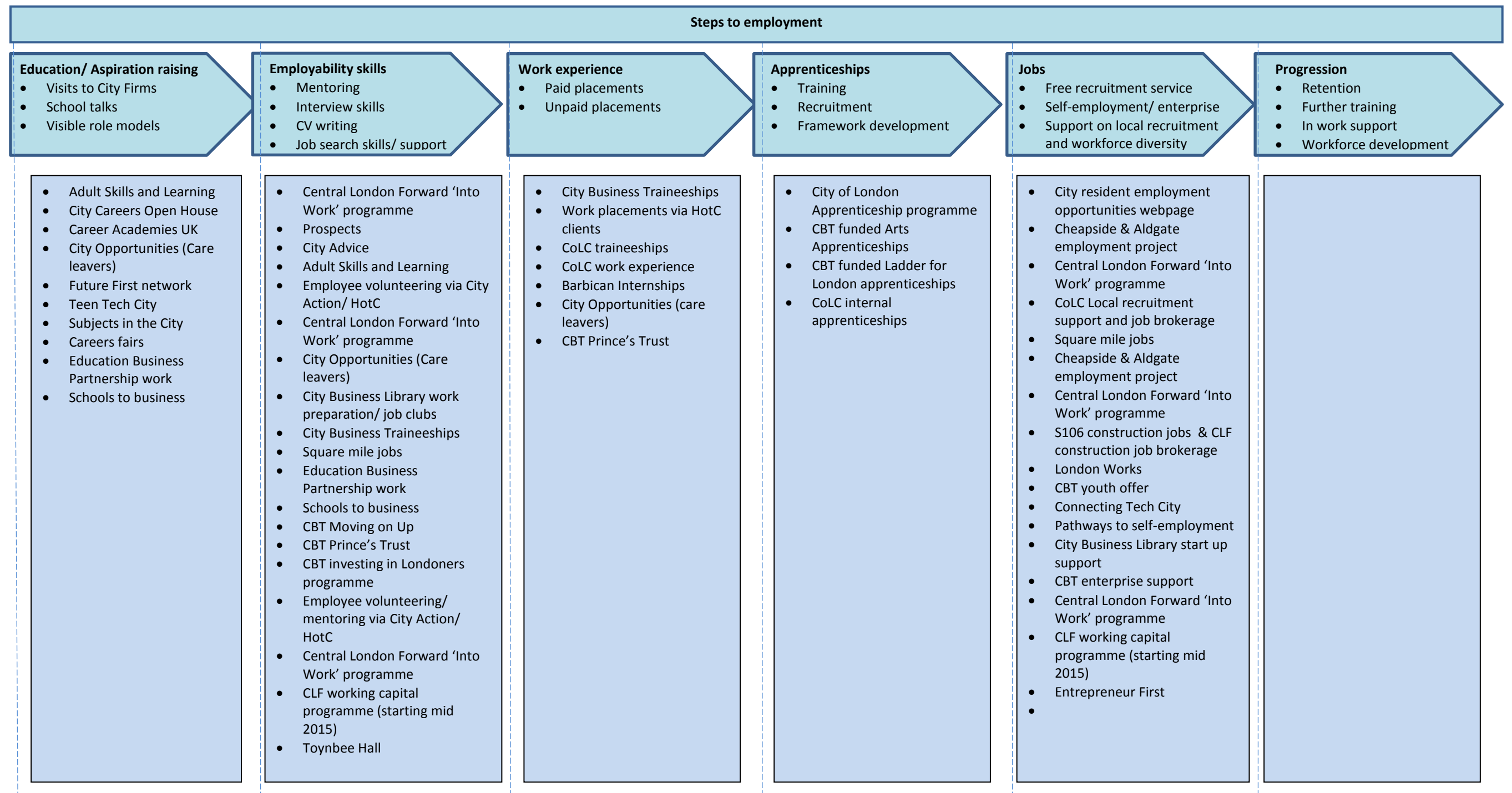
Unemployed people (some long-term)	Students at schools within neighbouring boroughs
Young people not in education, employment and training (NEETs) or at risk of becoming NEET	Ex-offenders
Care-leavers	

⁴ An officer group with overview of all COL/ CBT employability/ aspiration raising projects. Membership: EDO (Liz Skelcher (Chair), David Pack, Noa Burger, Claire Tunley) DCCS (Neal Hounsell, Barbara Hamilton, Josh Burton), HR (Carolyn Wadey), City Bridge Trust (Jenny Field), City Business Library (Sara Pink), Culture Heritage & Libraries (Geoff Pick), Barbican/ GSMD (Thomas Hardy), PRO (Greg Williams), Town Clerk's Office (Sue Baxter), Central London Forward (Jim Jessop).

Appendix 5
Mapping a pathway to employment and City Corporation programmes that support this.

Mapping what we do to support people into employment - April 2015

This diagram maps the activities funded or delivered by the City of London Corporation to support people into employment. Activities are grouped under headings that show the steps towards employment recognising that individuals may not necessarily go through all steps. Please note that the chart does not include all training and skills activity and the geography covered by each programme varies.



Underlying barriers to employment (e.g. money/ benefits, housing, health, travel, childcare, literacy/ numeracy/ languages) are addressed by City Advice other services/ agencies and not mapped here

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

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