



Education Board

Date: THURSDAY, 25 JUNE 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
Revd Dr Martin Dudley
Alderman Peter Estlin
Alderman The Lord Mountevans
Stuart Fraser
Christopher Hayward
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)

Enquiries: Alistair MacLellan
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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

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 21 May 2015.

For Decision
(Pages 1 - 6)

 - a) Outstanding Actions (Pages 7 - 10)
4. **REPORT ON ACTION TAKEN SINCE THE LAST MEETING**
Report of the Town Clerk.

For Information
(Pages 11 - 12)
5. **EDUCATION STRATEGY UPDATE REPORT**
Report of the Director of Community and Children's Services.

For Information
(Pages 13 - 16)
6. **GRANT GIVING: REPORT OF CROSS-CUTTING SERVICE BASED REVIEW**
Report of the Deputy Town Clerk.

For Information
(Pages 17 - 36)

 - a) Policy Committee Resolution - 28 May 2015 (Pages 37 - 38)
 - b) Finance Committee Resolution - 9 June 2015 (Pages 39 - 40)
7. **REVENUE OUTTURN 2014-15**
Joint Report of the Chamberlain and the Director of Community and Children's Services.

For Information
(Pages 41 - 42)

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

8. **CITY OF LONDON TRUST AND GOVERNANCE STRUCTURE FOR ACADEMIES**
The Director of Community and Children's Services to be heard.

For Information

Strand 2 - To strive for excellence in City Schools.

9. **PARTNERSHIP ACTIVITIES IN THE CITY SCHOOLS**
Report of the Director of Community and Children's Services.

For Information
(Pages 43 - 46)

10. **CITY OF LONDON SECONDARY ADMISSION TRENDS**
Report of the Director of Community and Children's Services.

For Information
(Pages 47 - 50)

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

11. **EASTERN CITY CLUSTER - PUBLIC ART**
Report of the Director of the Built Environment.

This report has been approved by the Streets and Walkways Sub (Planning and Transportation) Committee, Culture, Heritage and Libraries Committee and the Projects Sub (Policy and Resources) Committee.

For Information
(Pages 51 - 86)

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

12. **DEVELOPMENT OF A PROCESS FOR NEW EMPLOYABILITY INITIATIVES**
Report of the Director of Economic Development.

This report was considered and approved by the Policy and Resources Committee at its meeting on 28 May 2015.

For Information
(Pages 87 - 100)

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

13. **FREE SCHOOLS PROGRAMME**

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

For Decision
(Pages 101 - 104)

14. **UPDATE REPORT ON SIR JOHN CASS SCHOOL EXPANSION**

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

For Information
(Pages 105 - 108)

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

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

17. **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

Education Board Matters

18. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 21 May 2015.

For Decision
(Pages 109 - 110)

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

19. **CREATION OF A COMMUNITY INTEREST COMPANY: DRUM WORKS**

Report of the Director of Creative Learning.

This report was approved by the Policy and Resources Committee at its meeting on 28 May 2015.

For Information
(Pages 111 - 146)

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

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

For Decision
(Pages 147 - 152)

21. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

EDUCATION BOARD

Thursday, 21 May 2015

Minutes of the meeting of the Education Board held at Committee Room - 2nd Floor
West Wing, Guildhall on Thursday, 21 May 2015 at 4.00 pm

Present

Members:

| | |
|------------------------------|--|
| Deputy Catherine McGuinness | Ian Seaton |
| Henry Colthurst | Philip Woodhouse |
| Alderman Peter Estlin | Roy Blackwell (United Westminster Schools) |
| Alderman The Lord Mountevans | Tim Campbell (Bright Ideas Trust) |
| Christopher Hayward | Helen Sanson (Tower Hamlets Education Business Partnership) |
| Virginia Rounding | David Taylor (Livery Schools Link) |

Officers:

| | |
|--------------------|---|
| Peter Lisley | Assistant Town Clerk |
| Alistair MacLellan | Town Clerk's Department |
| Laura Donegani | Town Clerk's Department |
| David Pack | Economic Development Office |
| Anne Pietsch | Comptroller and City Solicitor's Department |
| Philip Saunders | Remembrancer's Department |
| Josh Burton | Department of Community and Children's Services |
| John Conway | Department of Community and Children's Services |
| Gerald Mehrtens | Department of Community and Children's Services |

1. APOLOGIES

Apologies were received from Deputy John Bennett, Reverend Dr Martin Dudley, Stuart Fraser and Alderman William Russell.

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

Members made the following declarations under the Code of Conduct.

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

Christopher Hayward

Member of the Court of Governors – Christ’s Hospital
Governor – Bridewell Royal Hospital
Governor – City of London School for Girls
Member of the Court of The Worshipful Company of Pattenmakers

Deputy Catherine McGuinness

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

Alderman The Lord Mountevans

Board of Governors of the City of London Academy Islington

Virginia Rounding

Board of Governors of the City of London School for Girls
Board of Governors of The City Academy Hackney

Ian Seaton

Board of Governors City of London School
Board of Governors Bridewell Royal
Hospital Donation Governor Christ's
Hospital

Philip Woodhouse

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

3. ORDER OF THE COURT OF COMMON COUNCIL

The Board received the Order of Court of Common Council dated 23 April 2015 appointing the Board and providing its terms of reference. The Town Clerk noted that Mr Blackwell’s term expired in April 2017 and Mr Taylor’s term in April 2016, as per the resolution of the Board in December 2014.

RECEIVED

4. ELECTION OF CHAIRMAN

The Board elected a Chairman in accordance with Standing Order 29. Deputy Catherine McGuinness, being the only member expressing a willingness to serve, was duly elected Chairman for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Board elected a Deputy Chairman in accordance with Standing Order 30. Henry Colthurst, being the only member expressing a willingness to serve, was duly elected Chairman for the ensuing year.

The Town Clerk took the opportunity to brief the Board on its role for the coming year, noting its direct responsibility for the existing and forthcoming City Academies, across areas such as governance, appointment of governors and the City of London Corporation's reputation as sponsor. In other areas the Board's responsibility was by way of scrutiny and would be more indirect – through use of means such as committee resolutions - in questioning the City of London Corporation's approach in areas such as employability and the performance of the independent schools.

6. **PUBLIC MINUTES AND OUTSTANDING ACTIONS**

The public minutes of the meeting held on 23 April 2015 were approved as a correct record.

Matters Arising

Free School Applications

The Chairman noted that the Education Board's responsibility for the free school application at Galleywall Road in Southwark – and over other applications - needed to be asserted to prevent confusion over 'ownership' of the application. At present there was a risk that other bodies such as existing academy governing bodies would regard themselves as responsible for what were ultimately City of London Corporation applications. This situation reflected deficiencies in the way in which the City's academies were now constituted, which needed addressing.

School Governor Training

In response to a question from a member, the Education Policy Officer noted that the first year of training had focused on existing City of London Corporation governors. Now this had been completed, the programme would be expanded to other City of London Corporation members with a view to creating a pool of trained governors.

Employability

In response to a question from a member, the Partnerships Manager agreed to circulate the Economic Development Office's employability mapping to the Board.

7. **GENERAL ELECTION 2015 - IMPLICATIONS FOR EDUCATION POLICY**

The Board heard an update of the Remembrancer on the implications to education policy of the recent General Election. It was noted that guidance for schools wishing to convert to academies had been published on 15 May 2015. The guidance reflected the emphasis on academies in the Conservative manifesto, which promised efforts to convert failing and coasting schools into academies. Lastly, the government had committed to there being 500 free schools by 2020, as well as to clamp down on satellite London campuses of provincial universities.

The Chairman noted that whilst there was a commitment to deal with coasting schools, it was not clear what was proposed for coasting academies. Members then discussed the issue of academy funding, noting first that any national formula would arguably have a detrimental impact on the money available to London, second that academies like other schools were already feeling the impact of reductions in funding, particularly at over 16, and thirdly that no deficit plan was in place for academies despite the fact some would arguably enter financial difficulties during 2015/16.

8. EDUCATION STRATEGY UPDATE REPORT

The Board received an education strategy update report of the Director of Community and Children's Services.

RECEIVED

9. IMPLEMENTING THE EDUCATION STRATEGY 2013-15

The Board considered a report of the Town Clerk regarding the implementation of the Education Strategy 2013-15. Members noted that overall the report could be more concise, and discussed the potential to combine strands one and two of the strategy from 2016, and agreed that emerging priorities such as criteria for academy expansion, establishment of a clear over-arching governance structure, creation of a pool of governors including employees of City firms and/or members of Livery Companies, and clarifying where the Education Board could influence the City of London Corporation's approach to employability were due further consideration later in 2015.

RESOLVED, that

- The report, subject to changes made under delegated authority by the Town Clerk in consultation with the Chairman and Deputy Chairman, be agreed and submitted to the Court of Common Council.

10. SPECIAL INTEREST AREA SCHEME

The Board considered a report of the Town Clerk on the potential to create Special Interest Areas for the Board. Given members supported the proposal, the Town Clerk undertook to canvass the Board outside of the meeting to establish members' preferred areas of interest ideally with the view to appointing at least one elected member and one external co-opt to an area where they felt that they could add value.

RESOLVED, that

- The Education Board adopt a Special Interest Area Scheme.

11. QUALITY ASSURANCE AND ACCOUNTABILITY FRAMEWORK

The Board considered a report of the Director of Community and Children's Services on a quality assurance and accountability framework for the City academies. Members supported the proposal, and it was noted that the City of

London Corporation should exercise a degree of tact when implementing the proposal in its joint-sponsor academies.

RESOLVED, that

- The proposed quality assurance and accountability framework be approved.

12. **LIVERY EDUCATION REVIEW 2015**

The Board considered a report of the Town Clerk on the Livery Education Review 2015 and the proposed creation of a Livery Education and Training Office (LETO). Members were supportive of the proposals, although noted that it had yet to be seen whether individual livery companies would be willing to pay a subscription to support the enhanced LETO proposal. They also noted that some livery companies had expressed concerns during the review of the potential for interference by the City of London Corporation. The Chairman noted that she would be writing to the report author to thank her for her hard work and commitment to the review.

RECEIVED

13. **CITY SCHOOLS: PRIORITISATION FOR ACADEMY EXPANSION**

The Board considered a report of the Director of Community and Children's Services setting out a process with which academy expansion opportunities would be considered and prioritised. The Chairman noted that this process would need more consideration when the wider questions of academy governance, and the revision of the education strategy, were considered, but that some basis for considering requests was needed immediately.

RESOLVED, that

- The proposed prioritisation process for the City of London Corporation to assess requests to act as an academy sponsor be adopted as an interim measure pending the expected review of strategic priorities for the ensuing year.

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

There were no questions.

15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT
New City of London Primary Academy (Southwark)**

The Education and Early Years Manager briefed members that the new City of London Primary Academy in Southwark would incorporate Galleywall into its name. This would resonate with the local community given it was the name of the longstanding school that stood on the site. In addition, the name referred the longer history of the site given it dated from a temporary fortification constructed in the area during the 11th century.

16. **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) 17-20

17. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 23 April 2015 were approved as a correct record.

18. **PROJECTED EXAMINATION RESULTS 2015**

The Board considered a report of the Director of Community and Children's Services on projected examination results for 2015.

RECEIVED

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**

There were no items of urgent business.

The meeting ended at 5.35 pm

Chairman

Contact Officer: Alistair MacLellan
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Education Board – Outstanding Actions
25 June 2015

| Item | Date | Action | Officer responsible | To be completed/ progressed to next stage | Progress Update |
|------|-------------|---|---------------------|---|--|
| 1 | 21 May 2015 | <p style="text-align: center;">Special Interest Areas</p> <ul style="list-style-type: none"> SIA Members to be appointed following canvass of Board Member interests. | Town Clerk | July 2015 | <p style="text-align: center;">In progress.</p> <p>Canvass conducted during June 2015. Remaining members to be contacted and duplicate interests to be reconciled ahead of July 2015 meeting.</p> |
| 2 | 21 May 2015 | <p style="text-align: center;">Employability Mapping</p> <ul style="list-style-type: none"> Corporate Community Involvement Guide to be circulated to Education Board Members. | Town Clerk | June 2015 | <p style="text-align: center;">Completed.</p> <p>Hardcopy guides handed out at conclusion of May meeting; online link circulated to the Board outside of the meeting.</p> |
| 3 | 21 May 2015 | <p style="text-align: center;">Implementing the Education Strategy 2013-15</p> <ul style="list-style-type: none"> Annual report to be submitted to the Court of Common Council under delegated authority. | Town Clerk | June 2015 | <p style="text-align: center;">Completed.</p> <p>Report submitted to Court of Common Council meeting on 25 June 2015.</p> |

| Item | Date | Action | Officer responsible | To be completed/ progressed to next stage | Progress Update |
|------|---------------|--|-------------------------------------|--|--|
| 4 | 23 April 2015 | <p>Education Strategy Refresh: Employability</p> <ul style="list-style-type: none"> Education Strategy 2016 to clarify the Education Board's role in overseeing employability activity: its potential emphasis on fostering employability in schools; improving soft skills from an early age; and ensuring the City Corporation's overall employability offer did not include duplication of effort. | Town Clerk/Education Policy Officer | September 2015 | <p>In progress.</p> <p>Comments will be factored into Education Strategy refresh from 2016.</p> |
| 5 | 23 April 2015 | <p>Education Strategy Refresh: Governors in City Schools</p> <ul style="list-style-type: none"> Education Strategy 2016 to include potential for greater co-option of external governors; greater emphasis on the City's vision for education; an explicit skills-based approach to governor selection; reformed governance of City Academies; potential for cross-fertilisation of governors between independent schools and academies. | Town Clerk/Education Policy Officer | September 2015 | <p>In progress.</p> <p>Comments will be factored into Education Strategy refresh from 2016.</p> |

| Item | Date | Action | Officer responsible | To be completed/ progressed to next stage | Progress Update |
|------|---------------|---|--------------------------|---|--|
| 6 | 23 April 2015 | <p>Education Strategy Development Plan</p> <ul style="list-style-type: none"> • Future reports (April and September each year) to include prioritisation of activities to assist the Board in exercising oversight. | Education Policy Officer | September 2015 | <p>In progress. Prioritisation to be included in future iterations from September 2015.</p> |
| 7 | 5 March 2015 | <p>Education Board Handbook</p> <ul style="list-style-type: none"> • Board handbook to be drafted and circulated to members for comment. | Town Clerk | June 2015 | <p>In progress.</p> |

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|--|------------------------|
| Committee(s): | Date(s): |
| Education Board | 25 June 2015 |
| Subject: Actions Taken under Delegated and Urgency Procedure Since the Last Meeting | Public |
| Report of: Town Clerk | For Information |
| Summary | |
| <p>This report summarises actions taken under delegated authority procedure since the last meeting of the Education Board on 21 May 2015. In summary, the Town Clerk exercised delegated authority to recommend to the Court of Common Council, on behalf of the Education Board, that the Court receive a report on the Board's first year of activities.</p> | |
| Recommendation(s) | |
| <ul style="list-style-type: none"> • Members are asked to note the report | |

Main Report

Background

1. Standing Order 41 of the Court of Common Council allows for decisions to be taken between meetings of Committees. They can be taken if, in the opinion of the Town Clerk it is urgently necessary for a decision to be made, or if the Committee or Sub-Committee have delegated authority to the Town Clerk to make such a decision.
2. If such instances arise, then the powers of the Committee or Sub-Committee may where lawfully possible be exercised by the Town Clerk. Before exercising such power, the Town Clerk must seek and obtain the comments of the Chairman and Deputy Chairman of the Committee or Sub-Committee or, failing either of them, their nominees. Each action or decision shall then be reported to the next meeting of the Committee or Sub-Committee.

Current Position

3. The Education Board granted delegated authority at its meeting on 21 May 2015 for the Town Clerk to make amendments to the *Implementing the Education Strategy 2013-15* report that was considered at that meeting, and which is due to be submitted to Court at its meeting in June 2015. This Court report fulfilled the requirement for the Education Board to report to the Court on the Board's first year of activity since it was established in May 2014.
4. The Court report was amended in consultation with the Chairman and Deputy Chairman and circulated informally to the Board for comment – and no further comments were received. Amendments made include deletions to reduce the word count and to make the report more concise; and to include reference to the City of London Academy Southwark's first Oxbridge place to ensure each of the City Academies are mentioned; and clarification that the two Education Advisers are equivalent to 1FTE.

Conclusion

5. This report summarises the action taken under delegated authority procedure since the last meeting of the Education Board on 21 May 2015 to amend and submit the *Implementing the Education Strategy 2013-15* report to the Court of Common Council.

Appendices

- None

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| | |
|--|------------------------|
| Committee(s) | Dated: |
| Education Board | 25 June 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) On 2 June the City of London Freeman's School published their ISI inspection report. The inspectors' judgements on teaching and learning, extra-curricular provision, pupils' spiritual, moral, social and cultural

development, pastoral care, welfare and health and safety were that they were all “excellent”.

- b) Following the Education Board’s approval of the Quality Assurance and Accountability Framework at its May meeting, this has been considered by the Chairmen of the City academies and will be discussed at the June meeting of the Headteachers’ Forum.

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

- a) The Chairmen of Governors’ Forum met on 12 June 2015 and received updates on partnership activities, considered options for future clerking arrangements for governing bodies, and discussed the academic information that the City schools will provide to the Education Board.
- b) On 12 June 2015 Year 6 Students from Redriff Primary School enjoyed an informative tour of Mansion House from the Walbrook Keeper and had the opportunity to ask the Lord Mayor and Lady Mayoress questions about their roles.
- c) All Year 6 students at the City schools have been offered the opportunity to view the Magna Carta and will be provided with copies of a supporting academic publication, “the Magna Carta Chronicle”.
- d) Each secondary school has been offered the opportunity for seven students and one teacher to attend the Quit Rents Ceremony on 7 October 2015. This opportunity is aimed at students in Year 11 and above and should be of interest to those studying law or history.
- e) At its meeting on 19 June 2015, the Headteachers’ Forum will discuss the proposed Quality Assurance and Accountability Framework, the format for providing summer examination results data, options for future clerking arrangements for governing bodies, and opportunities to create partnerships to support careers guidance.

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. In addition, individual departments continue with their education programmes which include the events set out below:

Museum of London

- i. 11,336 pupils visited the Museum of London (MoL) or took part in sessions in schools during May.
- ii. 3,882 people took part in the MoL’s family programmes during May. These included half-term events and activities linked to London’s rich theatre heritage. Families also made string puppets, listened to Shakespearean stories, examined objects from Tudor theatres,

sang traditional songs and learnt dances from London's music halls, and re-enacted Georgian pirate plays.

- iii. MoL commissioned a company called Webcredible to consult potential users of the proposed Great Fire website and to scope and cost the options for it – they will report their findings at the end of July to enable the Learning & Engagement Forum to recommend a course of action.
- iv. London Metropolitan Archives (LMA), MoL, and Barbican have jointly commissioned Coda Consultants to consult schools about the proposed Hard Education project – they will be speaking to two secondary schools in every London borough and to groups of young people about their priorities for the project between now and the end of term. A full report will be available in early August and they will present their findings to the Learning & Engagement Forum. LMA, MoL, and Barbican also applied to A New Direction's Education Challenge Fund for funding (50% of overall costs) for the project and were one of the 11 projects to be shortlisted (from 45 applicants). The second stage of the application will be submitted by 14 July 2015, with a decision expected by the end of July.

The Barbican

- i. As part of the on-going development of the East London and City Culture Partnership the Barbican Guildhall creative learning team have convened meetings with key stakeholders in each of the partnership boroughs to share information regarding the Barbican Guildhall activity and plans, and deepen the relationships with partner boroughs.
- ii. Also in this period, final approval was gained from both the Barbican Board and Policy and Resources Committee for Drum Works to set up as a Community Interest Company. The company will retain a relationship with the Barbican through a partnership agreement and the new structure will enable the Drum Works project to develop new income generating activity strands and seek funding from new and additional sources in order to continue to expand and develop.

Tower Bridge

- i. The Tower Bridge learning programme ran an art stall at the City Life Community Fair, at Guildhall Yard on Saturday 13th June, where children created dragon masks inspired by the Victorian Gothic dragons on Tower Bridge.
- ii. A family learning event will be held at Tower Bridge on 20 June 2015, with storyteller Diana Olutunmogun performing a specially created story offering a fun way for families to learn about Tower Bridge's links to international trade, and the history of the local

area. There will also be an 'exploration table' of multisensory items related to the cargo and a craft table.

6. Strategic Objective 4: To promote an effective transition from education to employment
 - a) The Lord Mayor hosted a roundtable discussion at Mansion House on 8 June on apprenticeships, jointly with David Meller, Chair of the Government's National Apprenticeships Ambassadors Network, and also involving Tim Campbell MBE, the Mayor of London's Ambassador for Training and Enterprise. The aims of the event were to help increase the take-up of apprenticeships in financial and professional services and to understand any barriers to doing so. Around 35 City businesses attended, all of which will be approached to undertake a follow-up meeting with the National Apprenticeships Service.
 - b) The Policy and Resources Committee approved funding at its May meeting for a 'Study to Strengthen the City's Role in working with London's Communities'. The Study will look at the challenges faced by unemployed young Londoners, identify examples of good practice, consider what could be done differently to help address the problem and suggest some principles to guide further work in this area. It is intended that the Study Panel meets twice and culminates in a publication of a short report. Places on the Study Panel will be reserved for 3 Court Members, one of whom is to be drawn from the membership of the Education Board.
 - c) A report was approved by Policy & Resources Committee at its May meeting proposing a decision-making process for new ideas for employability initiatives, plus assessment criteria and guidelines for which types of idea the process would cover. This report is on your Board's agenda today, for information.
7. Strategic Objective 5: To explore opportunities to expand the City's education portfolio and influence on education throughout London
 - a) Members will receive an update on the two free school projects at this meeting.

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.

Background paper

City of London Corporation Education Strategy 2013–15.

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Policy Officer

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Agenda Item 6

| Committee(s) | | Dated |
|---|-----------------------|---|
| Resource Allocation Sub Committee | For decision | 28 May |
| Policy and Resources | For decision | 28 May |
| Open Spaces | For decision | 8 June |
| Finance | For decision | 9 June |
| Establishment | For decision | 11 June |
| Education Board | For information | 25 June |
| Epping Forest and Commons | For decision | 6 July |
| General Purposes Committee of Aldermen | For information | 8 July |
| City Bridge Trust | For information | 9 July |
| Community and Children's Services | For decision | 10 July |
| Culture, Heritage and Libraries | For decision | 13 July |
| Hampstead Heath, Highgate Wood and Queen's Park | For decision | 20 July |
| West Ham Park | For decision | 27 July |
| <i>(Policy & Resources – if necessary)</i> | <i>(For decision)</i> | <i>(24 September)</i> |
| <i>(Court of Common Council – if necessary)</i> | <i>(For decision)</i> | <i>(15 October)</i> |
| Subject | | |
| GRANT GIVING: Report of cross-cutting Service Based Review | | Public |
| Report of: | | For Decision / For Information |
| Deputy Town Clerk (on behalf of Chief Officers Group) | | |

Summary

A cross-cutting review of the grant giving activities of the City Corporation was commissioned as part of the Service Based Review programme. The objectives of the review were to identify the grants programmes which are offered by the City Corporation, to suggest how to improve value for money and drive up impact.

The review was undertaken from November 2014-January 2015, with a final report cleared by Chief Officers Group in April 2015. Summaries of the review report and its recommendations are attached at Appendices 1 and 2.

The review identified approximately £13.2m awarded in 2013/14 by the City Corporation across 15 different grants programmes, although by far the largest programme was the City Bridge Trust (these are listed in Appendix 3). The review concluded that there is no consistent approach across the City Corporation to governing or managing disbursements. This potentially exposes the City Corporation to financial, organisational and reputational risks.

Accordingly, a set of core principles have been identified to drive a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation and several high level changes of direction are proposed:

1. Strategic allocation of resources

- Resource Allocation Sub Committee to set the annual quantum for City's Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from the relevant grant-giving committees and Finance Committee.

2. Streamlined governance

- Finance Committee to adopt the more strategic role of performance managing and benchmarking all City Corporation grants programmes, rather than directly allocating a sub-set of programmes.
- The City Corporation's grants programmes to be consolidated under a smaller number of distinct themes which reflect the City Corporation's priorities (for example: Education; Social Inclusion; Employment Support; Open Spaces and Culture/Arts).
- Smaller charities (controlled by the City Corporation) sharing similar purposes to be merged (e.g. the five separate funds aimed at poverty relief, numbered 9 to 13 in Appendix 3).
- Where a grants programme relates specifically to the remit of a particular committee, that committee to have responsibility for the policy and operation of the programme in order to ensure alignment between policy and investment. Committees to avoid allocating funds to initiatives which cut across the remit of other committees.
- A more structured approach to be taken to the ad hoc (City's Cash funded) grants awarded by the various Open Spaces Committees – a formalised grants programme to be jointly governed by all Open Spaces committees and managed / publicised as one of the City Corporation's suite of grants programmes.

3. Consistent and proportionate customer experience

- All City Corporation grants programmes to be managed in a consistent way in relation to their spending, outcomes and risks.
- Monitoring and evaluation of individual grants to be consistently proportionate to the scale of individual awards.
- The spirit of the Government's Transparency Code and the Charity Commission's best practice guidelines to be followed in relation to public information, even where there is no legal requirement to do so for City's Cash grants: stakeholder expectations will be set by practice elsewhere.

4. Efficient and effective management

- Administrative and professional expertise on grants to be consolidated within the organisation to improve consistency of approach, drive economies of scale and promote best practice.
- Staff and other costs (e.g. legal, finance and audit) to be recharged to individual grant programmes to avoid unintended subsidy.

The benefits from adopting a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation will include:

- Improved corporate grasp and transparency of the City Corporation's range of grant giving activities;
- Grants from City's Cash and City Fund better strategically aligned with the City Corporation's corporate objectives and policy priorities;
- Best practice identified and spread in terms of the prioritisation, assessment and governance of grants;
- Consolidation of expertise within the City Corporation to administer and manage grants, especially where these involve handling charitable grants;
- Reduction in operating costs resulting from the rationalisation of administrative services managing grants.

Recommendations

Resource Allocation Sub Committee

Members are asked to

- Consider the proposed change of approach to grant giving as outlined above and as set out in detail at Appendix 2.
- Make appropriate recommendations to the Policy and Resources Committee.

Policy and Resources Committee

Members are asked to

- Agree the proposed change of approach to grant giving as outlined above and as set out in detail at Appendix 2, subject to the comments of the Resource Allocation Sub Committee.
- Agree that Resource Allocation Sub Committee sets the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants).
- Agree that Resource Allocation Sub Committee considers annual performance reports for all grants programmes from the Finance Committee.

Finance Committee

Members are asked to

- Agree that Finance Committee adopt a strategic oversight / performance management role in respect of all City Corporation grants programmes and relinquish its direct grant giving role.

Establishment Committee

Members are asked to

- Agree to take over responsibility from the Finance Grants Sub Committee for prioritising the (City's Cash) funds to support welfare initiatives (e.g. staff annual lunch and Guildhall Sports Club).

Community and Children's Services Committee

Members are asked to

- Agree to take on governance of the Combined Relief of Poverty charity (from Finance Grants Sub Committee) and of the various 'poverty relief' charities proposed for merger.
- Agree to review with the Education Board the most appropriate governance arrangements for the Combined Education Charity and City Educational Trust Fund (proposed for transfer from Finance Grants Sub Committee) in relation to the role of both Committees.

Education Board

Members are asked to

- Review with the Community and Children's Services Committee the most appropriate governance arrangements for the Combined Education Charity and City Educational Trust Fund (proposed for transfer from Finance Grants Sub Committee) in relation to the role of both Committees.

Open Spaces Committee

Epping Forest and Commons Committee

Hampstead Heath, Highgate Wood and Queen's Park Committee

West Ham Park Committee

Members are asked to

- Agree to adopt a more structured approach to grant giving which is jointly governed by all Open Spaces committees and which is publicised and managed as part of the City Corporation's suite of grants programmes.

Culture, Heritage and Libraries Committee

Members are asked to

- Agree to take on governance of a formal grants programme encompassing the current range of cultural / arts awards currently made by other committees (such as Finance Grants Sub Committee) provided the proposed overall change in direction is agreed by Policy and Resources, Resource Allocation Sub and Finance Committees.

City Bridge Trust Committee

Members are asked to

- Note that administrative management of the City Corporation's various programmes be consolidated under the Chief Grants Officer to improve consistency of approach, drive economies of scale and promote best practice.

Main Report

Background and Scope of Review

1. As part of the Service Based Review exercise it was identified that there was potential to improve the many different grant-giving functions across the City Corporation to achieve better transparency and accountability, improved value for money, greater traction and administrative efficiencies. In September 2014, the Policy and Resources Committee approved a proposal for a cross-cutting review of grant giving.
2. The review covered grants programmes funded from City's Cash, City Fund and the charitable grant-giving trusts which are either wholly or majority-controlled by the City Corporation. This excluded charitable grant-giving trusts with which the City Corporation is involved (e.g. via nomination rights to the governing board of trustees) but which the City Corporation does not control via majority control of the board – except for cases in which the City Corporation finances the activities of the trust from City's Cash.
3. The definition of a 'grant' for the purposes of the review was "*an award to an external organisation or individual to undertake an activity or produce an outcome which the City Corporation is not required to do under statutory obligation – or which furthers the charitable objects of the charity from which the payment is made - and which has been (or should be) awarded as a result of an openly publicised and transparent process of prioritisation against clearly pre-defined objectives.*" This definition excludes internal transfers between different parts of the City Corporation, commissioned services, discretionary donations, subscriptions, sponsorship, ongoing legal commitments and unallocated Community Infrastructure Levy.

Current Position

4. Applying the definition in paragraph 3 above to expenditure in 2013/14, the City Corporation awarded approximately £13.23m from 15 different grants programmes, under nearly 20 different themes. These are listed in Appendix 3. Around 90% of that figure was given out through City Bridge Trust (the grant giving arm of the Bridge House Estates charity). Also shown in Appendix 3 is the distribution of grants by theme from the City Bridge Trust and the other grant programmes for 2013/14. (Figures for 2013/14 for City Bridge Trust grants were untypically low.)
5. A further £7.8m was paid to external organisations as discretionary donations and strategic initiatives (including strategic initiatives funded by City Bridge Trust and the Policy Initiatives Fund). In addition, more than £0.5m was paid out as regular, ongoing payments (but not from grants programmes or via contracts or procurements) although the figure could be considerably higher. These payments are excluded from this review.

Key Findings – The Case for Change

6. A high level summary of the review report: *A More Strategic Approach to Grant Giving*, is attached as Appendix 1.
7. The review noted that the bulk of the City Corporation's grants are disbursed through the City Bridge Trust which has sound systems and processes in place for managing disbursements. However, there is no consistent approach to governing or directing the *totality* of the City Corporation's grants programmes in relation to each other. This gives rise to a number of challenges, which are discussed in section 3 of Appendix 1.
8. The review also identified financial, organisational and reputational risks and opportunities in not taking this opportunity to reform the City Corporation's grant giving activities. The financial risks centre on the unnecessary costs arising from a failure to achieve value for money, economies of scale, and drive appropriate due diligence. The organisational risks centre on the missed opportunities to set common purpose, achieve greater corporate coherence, and drive professional best practice.
9. The reputational opportunities arise from the potential for the City Corporation to:
 - Offer a strong and complementary suite of grants programmes which reflect its priorities;
 - Communicate clearly what grants can be applied for, how to apply and manage City Corporation grants;
 - Manage the grant applications and monitoring process in a consistent way;
 - Conform consistently to expectations of transparency and best practice (e.g. as set by the Charity Commission);
 - Publish a strong story about the difference made by City of London grants, and
 - Make a strategic impact on London.
10. The review concluded that in an environment in which public sector grants are coming under tighter pressure and closer scrutiny, the City Corporation has an opportunity to set a benchmark of good practice by channelling and directing its substantial grants offer in a more focussed way.

Core Principles – Seven Steps to Success

11. The review identified seven core principles, detailed in section 6 of Appendix 1, which would form the basis for a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation. These were to:
 - 1) Set out a clear, corporate offer
 - 2) Allocate resources strategically
 - 3) Streamline governance
 - 4) Establish a common identity and branding for City Corporation grants
 - 5) Provide a consistent 'City of London' customer experience

- 6) Review all City Corporation grants programmes in a consistent and proportionate way
- 7) Manage City Corporation grants more efficiently and more effectively

13. These core principles were supported by a set of more detailed systemic and procedural changes and recommendations, which are summarised in Appendix 2. These were approved by the Chief Officers Group following a presentation on the review at their meeting in April 2015. The majority of these are operational changes, which will be implemented as part of the revised overall approach to grant giving, for which the approval of the Policy and Resources Committee is being sought.

14. However, there are a number of recommendations which require Member approval as they have an impact on the roles and remits of certain Committees. These are as follows:

- Resource Allocation Sub to gain setting of the annual quantum for each City Fund and City's Cash funded grants programme.
- Finance to gain strategic oversight / performance management of all City Corporation grants programmes but relinquish direct grant awarding functions.
- Community and Children's Services to gain Combined Relief of Poverty charity (from Finance Grants Sub) and the 'poverty relief' charities proposed for merger. To retain Combined Education charity and gain City Educational Trust Fund (from Finance Grants Sub Committee) but to explore the potential to transfer these to the Education Board.
- Education Board to explore with Community and Children's Services the potential to take on Combined Education charity and City Educational Trust Fund.
- Open Spaces committees to establish a formal grants programme which is jointly governed and accessible to all (based on levels of current payments made to external organisations).
- Culture, Heritage & Libraries *potentially* to establish a formal grants programme encompassing the current range of cultural / arts awards made by other committees (incl. Finance Grants Sub and the Policy Initiatives Fund).
- Establishment to take control over funds from Finance Grants Sub Grants Programme for payments made to staff (and former staff) to support welfare initiatives (e.g. staff annual lunch and Guildhall Sports Club).

Implementation

15. Assuming implementation starts once all relevant Committees have agreed the recommended changes (i.e. summer 2015), it should be possible for the new arrangements to commence from **1 April 2016**. (Merging the smaller charities will take 6-9 months.) A full implementation plan will be developed with appropriate resourcing to meet this this start date.

Corporate & Strategic Implications

16. The review was commissioned as part of the cross-cutting Service Based Review exercise, with the primary aim of improving service delivery. Proposals to streamline the City Corporation's grants offer in line with the stated priorities of the organisation are consistent with the Corporate Plan.

Appendices:

- Appendix 1: SBR Grants 2015: Summary of Final Report
- Appendix 2: SBR Grants 2015: Summary of Recommendations
- Appendix 3: Pie charts of grants expenditure 2013/14 and list of grants programmes

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A MORE STRATEGIC APPROACH TO GRANT-GIVING

SUMMARY OF SBR GRANTS 2015: FINAL REPORT

1. GRANTS, PROFILE AND INFLUENCE

- 1.1 The City of London's grant-giving and charitable heritage is one to be proud of. The quirky stories behind some of the centuries' old legacies which have helped countless Londoners over the years embody the Square Mile's rich and fascinating history. The resulting spectrum of grants which is on offer today from the City of London Corporation is distinguished by its size, its provenance, its London-wide reach and its stable base, which is not subject to party political control. This is a powerful asset, which if purposefully deployed, has the potential to build the profile, reputation and influence of the City Corporation as a major contributor to the maintenance of London – and in particular the City of London – as a globally attractive place to invest, work, live and play. This is achieved to an extent through the substantial funds distributed by the City Bridge Trust (CBT). However there is also an opportunity for the City Corporation to reap further dividends by strategically harnessing and managing the totality of its grants programmes as an overall package, rather than simply presiding over its constituent parts. This review sets out how to achieve that, whilst also ensuring that the purposes of the various charitable trusts which form part of the City Corporation's grants offer are faithfully met and that the distinctiveness of the City Corporation's interests are best showcased.
- 1.2 Such an exercise must be undertaken with due regard to the external environment in which the City Corporation makes grants. Grant-giving, by its nature, reaches out to form relationships with stakeholders to catalyse changes. The types of changes, stakeholders and relationships which are developed as a result of the City Corporation's interventions reflect back onto the profile and reputation of the City Corporation as a whole. That external environment is one in which the framework for grant-giving is changing and this changing landscape plays a large role in defining how the City Corporation's grant-giving activities are received and the impact they are seen to make.

2. THE BIG SQUEEZE

- 2.1 There is now a much more widely held and explicit consensus around best practice in making grants - partly driven by the Government's Transparency Code and partly driven by the Charity Commission's guidelines – in which grant giving bodies are expected to operate in an open, responsive and timely way. (The Government's Transparency Code requires local authorities to publish the amount, purpose and date the grant was awarded, its duration, the awarding department and the type of organisation in receipt of the grant for all grants awarded over £500). Whilst the Code does not apply to the bulk of the City Corporation's grants, it is worth noting that the Code is having the effect of normalising stakeholder expectations and benchmarks of good practice in grant-giving. This needs to inform how the City Corporation manages its grants programmes overall – whether public, private or charitable.
- 2.2 Another determinant of the grant-giving environment is the level of public funding available for grants across London, which is set to drop sharply, with many existing grants budgets being cut completely or transformed into commissioning contracts for service delivery or a combination of the two. Local authority budgets for non-statutory services are projected to drop by a further 43% over the next five years (based on Dec 2014 Autumn Statement figures) which will accelerate and intensify the extreme financial pressures on activities such as employment support, community development, extracurricular education, access to culture and the arts and enjoyment of open spaces, as well as grant giving itself. These are also typically the activities through which the City Corporation has reached out in partnership across London and it will continue to do so, being less reliant on local authority financing from Government than the 32 boroughs. This will put the City

Corporation in an increasingly prominent position as a champion of non-statutory but nonetheless very important social, environmental, educational, cultural and artistic initiatives by organisations and individuals from all walks of life.

- 2.2 Whilst there are huge reputational dividends to be reaped in this scenario, greater prominence will also invite greater scrutiny. The size of the City Corporation's grants regime provides an opportunity to showcase leadership, creativity and best practice. It also means that the City Corporation, more than ever, will need to avoid any potential perceptions that precious resources are spent in a way which is out of touch with the challenging environment. The City Corporation's overall grants package will be judged on the extent to which the corporate offer is clear, coherent and well-targeted, administered in an exemplary way, easy to navigate, customer-focussed and recognisably branded.

3. CITY OF LONDON CORPORATION GRANTS CHALLENGES

- 3.1 The vast majority of the City Corporation's grants are disbursed through the City Bridge Trust, which has clear and open systems and processes in place for managing disbursements. However, if a broader corporate perspective is taken in which the CBT is viewed as only one of a wider suite of grants programmes offered by the City Corporation, the following challenges become apparent:
- i. **Lack of clarity on what constitutes a grant:** there is confusion about what constitutes a grant within the City Corporation, which arises partly because of the flexibility to finance such a wide range of initiatives from the City Fund. The term 'grant' has been applied to cover all payments (including a few contractual payments) – whether requested from or initiated by the City Corporation - as well as some internal budgetary transfers resulting from an internal bidding process (e.g. from the Policy Initiatives Fund). On other occasions, the term is much more restrictively used. Consequently there is no overview of the City Corporation's grants activities and no clear narrative which can be communicated.
 - ii. **A large number of small, loosely focussed grants programmes:** an idiosyncrasy resulting from the incremental accumulation of funds over a long period of time. Even though applying a standardised definition of a grant (e.g. as also used in the Government's Transparency Code) significantly reduces the range of payments which might fall under a loose 'catch-all' category, there remains a proliferation of grants programmes, many sharing overlapping and/or obsolete objectives, giving an overall impression of a lack of focus.
 - iii. **Lack of a consistent 'City of London' identity for City Corporation grants:** the City Corporation's grants programmes appear disconnected from each other, with little unifying public presentation or articulation of common purpose.
 - iv. **Variable customer experience of the same service:** a consequence of the fragmentation of grants programmes is that applicants do not have a consistent 'City of London' experience when engaging with the organisation on grants. For instance, only 5 out of a potential 15 City Corporation grant programmes (including wholly controlled City Corporation charitable programmes) are highlighted on the City Corporation website.
 - v. **Variable management practice for the same functions:** City Corporation's grant programmes are not managed in a consistent way and there is no overall benchmarking or standard setting for this function across the various programmes. The City Corporation has yet to comply with the Government's Transparency Code requirements for City Fund grants

and the Charity Commission's best practice guidelines in respect of City Corporation-controlled charitable trusts are not consistently followed.

- vi. **No overall performance review:** another consequence of the lack of coherence between the City Corporation's grants programmes is that they are not assessed for performance or impact in relation to each other, which would facilitate the spreading of best practice, drive better value for money and more effective targeting, as well as enable stronger communication with stakeholders about the difference made by the City Corporation's grants.
- vii. **Unintended duplication:** The City Corporation's grants programmes are largely managed separately from each other, which means management functions are replicated across the organisation to varying degrees of rigour, best practice is generally not shared and potential efficiencies are not realised.
- viii. **Untested subsidy:** the staff costs of managing grants (e.g. administrative, accounting, audit and legal) are not attributed to or reclaimed from the relevant programmes. This is the case for both City Corporation corporate grants programmes and City Corporation-controlled charities, despite each of the latter having additional funds available for immediate disbursement.
- ix. **Funding decisions which potentially cut across relevant service committee priorities:** the lack of co-ordination between the City Corporation's various grants programmes results in some grants being made without due reference to the priorities of the appropriate service committee charged with setting a policy and investment framework for the activities covered by the grant. This occurs in grants made in relation to poverty relief, education and culture.
- x. **Non-strategic resource allocation:** the organic way in which the City Corporation's grants has evolved over the years has meant that no direction has ever been set either for the overall or relative levels of grant funding to be made available for specific themes. There is scope to set City's Cash and City Fund grant programmes in relation to the given amounts available for disbursement through the City Corporation's trusts to improve targeting of resources.

4. RISKS

- 4.1 The scenario outlined above throws up potential risks and missed opportunities for the City Corporation. The risks are mainly reputational – for example, stakeholder uncertainty over what grants can be applied for, how to deal with the City Corporation on grants and inconsistent treatment by the City Corporation across its various grants programmes. But there are also missed opportunities to proffer a powerful set of grants programmes which work strategically for the City Corporation as much as for the specific purposes of each programme, to achieve economies of scale, to share best practice and to publish a coherent narrative about the impact made across London by the City Corporation's extensive range of grants.

5. A MORE COHERENT FRAMEWORK?

- 5.1 If "establishing a clear and well-run set of grants programmes which speaks to the needs of Londoners and represents the priorities and heritage of the City Corporation" is the aspiration of the City Corporation, then a more consistent approach to managing grants is required. This

would drive greater value from the City Corporation's extensive spending in this area, both in terms of reputation and material impact.

5.2 By reorganising how grants are managed into a more coherent policy framework, the City Corporation would be in a position to offer a more clearly defined and complementary suite of grants programmes, which reflects both the areas in which grants will be under acute pressure across London and the areas of investment in which City Corporation distinguishes itself from all others. Possible themes under which the City Corporation's grants could be brigaded might include:

- Social inclusion and poverty relief
- Educational and employment support
- Enjoying open spaces and the natural environment
- Community development
- Accessing culture and the arts

5.3 Steps towards achieving a more consistent approach to grant making would involve adopting a number of core principles, would then lead to a set of more detailed choices and operational changes.

6. CORE PRINCIPLES : 7 STEPS TO SUCCESS

- i. **Set out a clear, corporate offer:** The City Corporation's grants programmes should be clearly differentiated and complementary, easy to communicate, easy to understand and easy to engage with.
- ii. **Allocate resources strategically:** Resource Allocation Sub Committee should set the annual quantum for all City's Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from the relevant grant-giving committees and Finance Grants Sub Committee.
- iii. **Streamline governance:** Where a grants programme relates specifically to the remit of a particular committee, that committee should have responsibility for the policy and operation of the grants programme in order to ensure alignment between relevant policies and other investments. Other committees should avoid allocating funds to initiatives which cut across the remit of those grant giving committees. Finance Grants Sub Committee takes on a performance management role for all City Corporation grants programmes
- iv. **Establish a common identity and branding for City Corporation grants:** All grants programmes which are controlled by City Corporation should share a common corporate 'Identity', with consistent branding which identifies them as belonging to the City of London Corporation family of grants – whether publicly, privately or charitably funded.
- v. **Provide a consistent 'City of London' customer experience:** All grants programmes should comply with the spirit of the Government's Transparency Code even where not legally required to do so, and charitable trusts should comply with the Charity Commissions' best practise guidelines. The handling of applications and the monitoring of spend should be consistent for all grants programmes and proportionate to the size of the award.
- vi. **Review all City Corporation grants programmes in a consistent and proportionate way** in relation to their spending, outcomes and risks, on the basis of a twice-yearly report to Finance Grants Sub Committee, Resource Allocation Sub Committee and appropriate Committees and boards of trustees.
- vii. **Manage City Corporation grants more effectively and more efficiently:** Administrative and professional expertise should be consolidated wherever possible to provide economies of scale and assist the sharing of best practice. Staff costs (e.g. legal, finance and audit) should be recharged to grant programmes to avoid the City Corporation having to subsidise operations.

6.1 **Timing: Implement agreed changes on 1 April 2016**

The organisational adjustments which would flow from adopting the above recommendations would require approximately 9-12 months to put in place, assuming implementation starts as soon as the recommendations are agreed. For example, negotiation of changes to City Corporation charitable trusts with the Charity Commission would require 6 – 9 months.

6.2 **Process: Draw up an action plan and task a project manager to drive progress**

Once decisions have been taken about the preferred way forward, it is recommended that an implementation plan is drawn up, staff resource be made available to pursue it and progress reported to Members on a quarterly basis to maintain momentum.

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SBR GRANTS 2015: FINAL REPORT

SUMMARY OF RECOMMENDATIONS

| Core Principles: 7 Steps to Success | Detailed Recommendations: Principles into Practice |
|--|---|
| <p>1. Set out a clear corporate offer: City Corporation’s grants programmes should be clearly differentiated and complementary, easy to communicate, easy to understand and easy to engage with.</p> | <p>1.1 Be explicit about what is meant by a “grant” and adopt this single definition throughout the City Corporation.</p> <p>1.2 Classify payments as “grants” only if they are awards to external organisations or individuals to undertake an activity or produce an outcome which City Corporation is not required to do under statutory obligation or if they further the charitable objects of the charity from which the payment is made and if they are awarded as a result of an openly publicised and transparent process of prioritisation against clearly pre-defined objectives.</p> <p>1.3 Maintain accounting discipline for the coding and treatment of grants.</p> <p>1.4 Ensure that any ongoing discretionary City Fund payments to external bodies which have not been made as grants, or which do not arise from a legal obligation or which have not been formally commissioned or procured are compliant with procurement best practice and EU legislation</p> <p>1.5 Streamline the City of London Grants programming into consolidated themes which reflect the priorities of the City Corporation (for example: Education; Social Inclusion; Employment Support; Open Spaces and Culture/Arts)</p> <p>1.6 Merge smaller charities sharing similar purposes and consolidate other programmes as far as possible</p> <p>1.7 Formalise the de facto Open Spaces (City’s Cash) programme so that the available funding becomes more clearly identifiable and accessible.</p> |
| <p>2. Allocate resources strategically: Resource Allocation Sub Committee should set the annual quantum for all City’s Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from relevant grant-giving committees and Finance Grants Sub Committee.</p> | <p>2.1 Ensure Resource Allocation Sub Committee is able to consider a comprehensive report on performance across the full range of City Corporation Grants Programmes (i.e. publicly, privately and charitably funded) via Finance Grants Sub Committee early in Q4 of each financial year in order for it to take well informed decisions about setting City’s Cash and City Fund allocations to corporate grants programmes for the following year.</p> |

SBR GRANTS 2015: FINAL REPORT

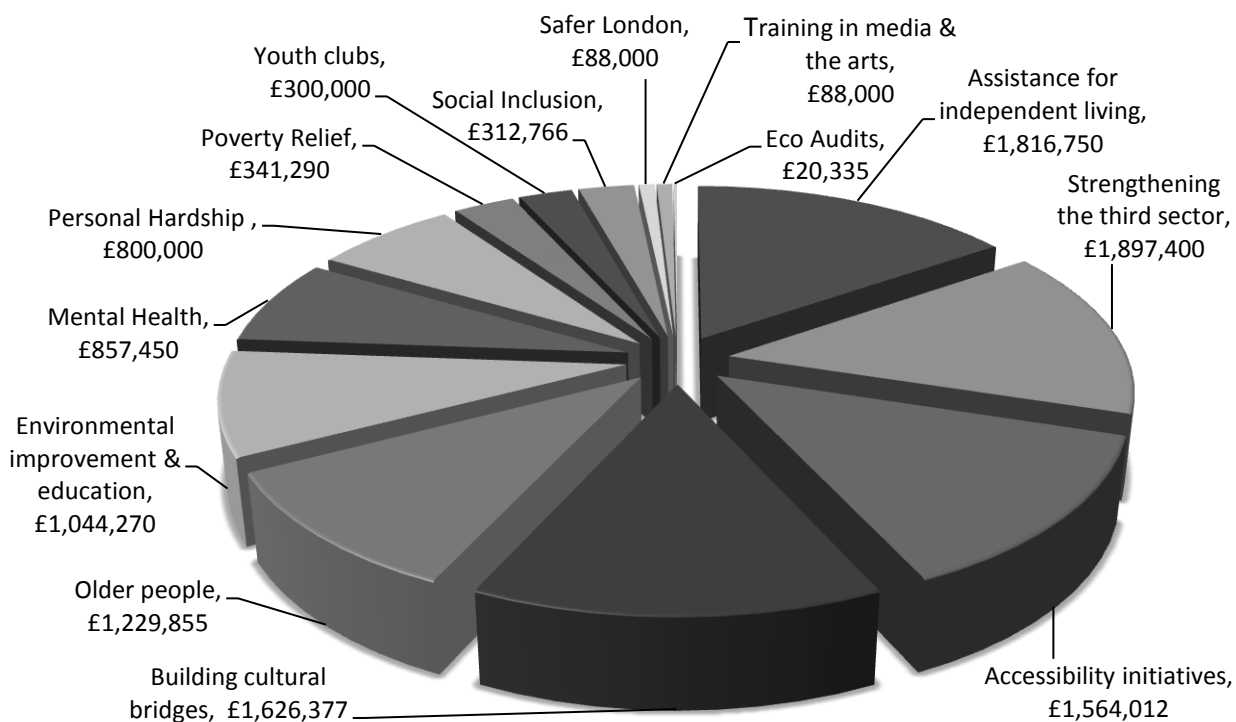
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| <p>3.Streamline governance: Where a grants programme relates specifically to the remit a particular committee, that committee should have responsibility for the policy and operation of the grants programme in order to ensure alignment between relevant policies and investments. Other committees should avoid allocating funds to initiatives which cut across the remit of those grant giving committees. Finance Grants Sub Committee should perform a more strategic performance management role for all City Corporation grants programmes and move away from a direct grant-giving function.</p> | <p>3.1 Agree that the proposed streamlined single poverty relief charity (if agreed) be accountable to the Community & Children’s Services (CCS) Committee to maximise synergies with wider City Corporation investment in poverty relief arising from professionally identified social needs - moving away from a range of different governance arrangements for each of the 5 trusts.</p> <p>3.2 Agree that the proposed new Open Spaces Grants programme (if agreed) be accountable to a new joint sub-committee of the various open spaces grand committees, rather than agreed on a request-by-request basis by each committee.</p> <p>3.3 Assign Finance Grants Sub Committee Grants Programme a more strategic performance management role, reviewing progress, outcomes and risks for all City Corporation grants programmes on a twice yearly basis and making recommendations to the relevant grants committees on relative performance issues.</p> <p>3.4 Reallocate the current Finance Grants Sub Committee Grants Programme to a specific theme or themes, to be governed by whichever committee sets the appropriate policy and funding framework for that area.</p> <p>3.5 Transfer the City Educational Trust Fund from Finance Grants Sub Committee to either CCS Committee or the Education Board for allocation consistent with the most appropriate policy framework. Explore longer term merger with the Combined Education Charity.</p> <p>3.6 Explore transferring the Combined Education Charity from CCS Committee to the Education Board for allocation consistent with the most appropriate policy framework. Explore longer term merger with the City Educational Trust Fund.</p> <p>3.7 Transfer the current annual value of continuing payments from the Finance Grants Sub Committee grants programme to staff-related initiatives to the Establishment Committee for allocation in accordance with HR priorities.</p> |
| <p>4.Establish a common identity and branding for City Corporation grants: All grants programmes which are controlled by City Corporation should share a common corporate ‘identity’, with a common branding which identifies them as belonging to the City Corporation family of grants – whether public, private or charitably funded.</p> | <p>4.1 Require all City Corporation grant recipients to carry City Corporation branding on any publicity relating to the funded activities as a condition of their grant.</p> <p>4.2 Include branding assurance as part of the City Corporation grants monitoring process.</p> |

SBR GRANTS 2015: FINAL REPORT

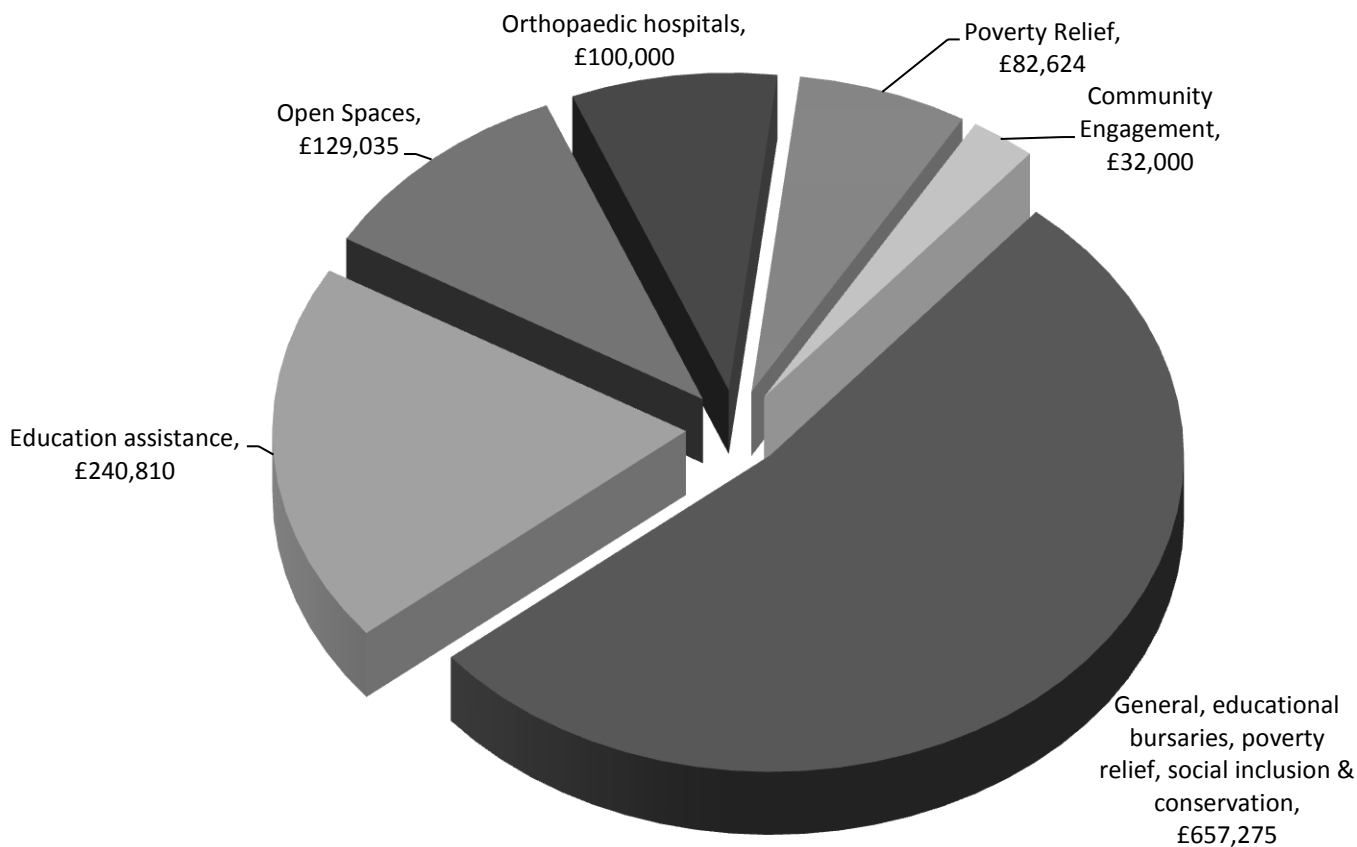
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| <p>5. Provide a consistent 'City of London' customer experience: All grants programmes should comply with the spirit of the Government's Transparency Code, even where not legally required to do so, and charitable trusts should comply with the Charity Commission's best practice guidelines. The handling of applications and the monitoring of spend should be consistent for all grants programmes and proportionate to the size of the award.</p> | <p>5.1 Publish on the City Corporation's website the information for all grants programmes required in the Government's Transparency Code for grant-giving and Charity Commission's best practice guidelines.</p> <p>5.2 Publish on the City Corporation's website a summary of all City Corporation grants programmes and a link to key funding criteria and approvals process for each grants programme, key common assurance criteria against which grants will be monitored, key common service standards which grant applicants can expect from the Corporation, an on-line, interactive "expression of interest form" covering all programmes and an advice-line number / availability times for assistance.</p> <p>5.3 Agree a set of common criteria for prioritisation of applications, due diligence assurance and monitoring procedures to be applied to small, medium sized and large grants (through City Bridge Trust and Finance Grants Sub Committees) following a cross-departmental officer-led initiative to harmonise and calibrate standards and operational practice.</p> |
| <p>6. Review all City Corporation grants programmes in a consistent and proportionate way: All on the basis of a twice yearly report to Finance Grants Sub Committee, Resource Allocation Sub Committee and appropriate service committees and boards of trustees.</p> | <p>6.1 Ensure twice yearly performance review includes an assessment of compliance with any obligations under the Government's Transparency Code and Equality Act 2010 (legally required for City Fund grants budgeting and management) and assesses the performance of charitable trusts against Charity Commission best practice guidelines.</p> |
| <p>7. Manage City Corporation grants more efficiently and more effectively: Administrative and professional expertise should be consolidated wherever possible to provide economies of scale and enable the sharing of best practice. Staff costs (such as legal, finance and audit) should be recharged to relevant programmes to avoid the City Corporation having to subsidise operations.</p> | <p>7.1 Agree that grants administrators for all City Corporation grants programmes (except in the case of Community & Children's Services grants) be co-located with the City Bridge Trust grants team, whilst remaining financed from and accountable to their sponsoring grants programmes and relevant committees.</p> <p>7.2 Agree that the Chief Grants Officer maintain an overview of all City Corporation grants programmes in order to prepare a twice yearly performance report and that s/he should manage any staff co-located with the City Bridge Trust team in order to facilitate consistency of approach and harmonised service standards.</p> <p>7.3 Agree that designated finance and legal officers (funded through the relevant programmes) be identified to ensure that knowledge and expertise is consistently and expertly applied to grants management.</p> |

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City Bridge Trust 2013/14
Grants awarded : £11,986,505



Other City Corporation Grants Programmes 2013/14 (see list overleaf)
Grants awarded : £1,241,744



City Corporation Grants Programmes (other than City Bridge Trust)

(excluding The Honourable The Irish Society, administered in Northern Ireland)

1. Finance Grants Sub Committee
2. Early Years Foundation Stage Programme
3. Community Small Grants Scheme
4. Estate Community Grants
5. City Educational Trust Fund
6. City Corporation Combined Education Charity
7. Sir William Coxen Trust Fund
8. The Vickers Dunfee Memorial Benevolent Fund
9. Emanuel Hospital
10. City of London Corporation Combined Relief of Poverty
11. Ada Lewis Winter Distress Fund
12. Mansion House Staff Fund
13. Signor Pasquale Favale's Marriage Portion Charity
14. Open Spaces de facto grants (incorporating: Epping Forest and City Commons, Hampstead Heath, Highgate Wood and Queen's Park, Kilburn)

TO: **EDUCATION BOARD**

Thursday 25 June 2015

FROM: **POLICY AND RESOURCES COMMITTEE**

Thursday, 28 May 2015

5. **REVIEW OF GRANTS**

The Committee considered a report of the Deputy Town Clerk concerning the outcome of the cross-cutting review of the City Corporation's grant giving activities.

It was noted that the proposals had been considered by the Resource Allocation Sub-Committee and were recommended for approval subject to responsibility for strategic oversight and performance management of the City Corporation's grant giving activities being given to the Finance Committee rather than to the Finance Grants Sub-Committee.

It was also noted that staff and other costs associated with the administration of the City Corporation's grant activities would be met by the relevant grant programme.

A Member stated that whilst she welcomed the consolidation of the City Corporation's grant activities, it was hoped that grants would be considered in a timely manner as currently some grants were taking up to six months to process.

The Committee acknowledged that a de minimis limit would need to be established as part of the governance process.

Reference was made to the Signor Pasquale Favale Bequest and the level publicity it attracted each year in return for a very modest sum. A Member also requested information relating to the Vickers Dunfee Memorial Benevolent Fund.

RESOLVED - That:-

1. the proposed change of approach to grant giving as in the report and in Appendix 2 be approved;
2. responsibility for strategic oversight and performance management of the City Corporation's grant giving activities be given to the Finance Committee rather than to its Finance Grants Sub-Committee;
3. the Resource Allocation Sub-Committee be authorised to:-
 - set the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants); and
 - consider annual performance reports for all grants programmes from the Finance Committee.
4. subject to the approval of (2) above the Sub-Committee's terms of reference be altered accordingly.

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TO: **EDUCATION BOARD**

Thursday 25 June 2015

FROM: **FINANCE COMMITTEE**

Tuesday, 9 June 2015

7. **REVIEW OF GRANTS**

The Committee considered a report of the Deputy Town Clerk which provided information of the cross-cutting review of the grant giving activities of the City of London Corporation as part of the Service Based Review programme. The objectives of the review were to identify the grants programmes which are offered by the City of London Corporation to suggest how to improve value for money and drive up impact.

The Committee also received resolutions from the Policy and Resources Committee on 28 May 2015 and the Open Spaces Committee on 8 June 2015 setting out the discussion of the report at those Committees.

A Member asked for clarification regarding the main purposes of the review. The Town Clerk explained that the main purposes were to draw together the various areas in which the City of London Corporation made grants to bring together the various areas of expertise, and then to streamline and rationalise the grant-giving process in order to focus it more strategically, provide a consistent customer experience and consolidate administration. As a result, the Finance Committee's role would move from direct grant giving to strategic oversight and scrutiny of grant giving.

RESOLVED – That the Committee:

- a) agrees to adopt a strategic oversight/ performance management role in respect of all City Corporation grants programmes and relinquish its direct grant giving role; and
- b) delegates to the Chairman authority to appoint a Member of the Finance Grants Sub-Committee to serve on the Open Spaces and City Gardens Committee Grants Working Party.

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| | |
|---|------------------------|
| Committee(s): | Date(s): |
| Education Board | 25 June 2015 |
| Subject: | Public |
| Revenue Outturn 2014/15 | |
| Report of: | For Information |
| The Chamberlain and the Director of Community and Children's Services | |

Summary

- This report compares the 2014/15 revenue outturn for the Education Board with the final agreed budget for the year. Total net expenditure during the year was £649,000 whereas the final agreed budget was £700,000, representing a total underspend of £51,000. The local risk budget was underspent by £1,000. This is summarised in the table below.

| Summary Comparison of 2014/15 Revenue Outturn with Final Agreed Budget – Education Board | | | |
|---|-------------------------------------|---------------------------------|--|
| | Final Agreed Budget £000 | Revenue Outturn £000 | Variations Increase/ (Reduction) £000 |
| Local Risk | 150 | 149 | (1) |
| Central Risk | 550 | 500 | (50) |
| Overall Totals | 700 | 649 | (51) |

- The Director of Community and Children's Services is proposing to carry forward £50,000 of his central risk underspend for identified purposes of this Board. These proposals will be considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub-Committee and, if agreed, will be added to the Education Board's budgets for 2015/16.

Recommendation

- It is recommended that this revenue outturn report for 2014/15 is noted together with the Director of Community and Children's Services' proposal to carry forward £50,000 to 2015/16.

Main Report

Revenue Outturn for 2014/15

- Actual net expenditure for your Committee's services during 2014/15 totalled £649,000. A summary comparison with the final agreed budget for the year of £700,000 is tabulated below. In the tables, figures in brackets indicate income or in hand balances, increases in income or decreases in expenditure.

| Comparison of 2014/15 Revenue Outturn with Final Agreed Budget | | | | |
|---|----------------------------|------------------------|--|------------------|
| | Final Agreed Budget | Revenue Outturn | Variations Increase / (Reduction) | Paragraph |
| | | | | |

| | £000 | £000 | £000 | |
|----------------------------|------------|------------|-------------|---|
| Local Risk | | | | |
| Employee expenses | 41 | 32 | (9) | |
| Transport Related Expenses | 1 | - | (1) | |
| Supplies & Services | 108 | 117 | 9 | |
| Total Local Risk | 150 | 149 | (1) | |
| Central Risk | | | | |
| Grants to Academies | 550 | 500 | (50) | 5 |
| Overall Totals | | | | |
| | 700 | 649 | (51) | |

Reasons for significant variations

5. £550,000 was allocated for grants to Academies however only £500,000 was actually drawn down. Three Secondary Academies were each awarded £150,000 and a Primary Academy awarded £50,000 compared to the £100,000 in the budget.
6. The Director of Community and Children's Services is proposing to carry forward £50,000 central risk into 2015/16 to use towards future funding of the City's Family of schools. These requests will be considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee and, if agreed, added to the budgets for 2015/16. All requests for carry forwards are currently being consolidated into a report to be submitted before the summer recess.

Peter Kane

Ade Adetosoye

Chamberlain

Director of Community & Children's Service

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| | |
|--|------------------------|
| Committee(s) | Dated: |
| Education Board | 25 June 2015 |
| Subject: Partnership Activities in the City Schools | Public |
| Report of: Director of Community and Children’s Services | For Information |

Summary

The City of London Corporation Education Strategy 2013 – 2015 established five strategic objectives. Strategic objective two is, “To strive for excellence in the City schools”. This objective includes a recommendation that the City “will encourage school-to-school support as an effective way of raising standards and improving outcomes” and “...will actively promote collaboration between schools and academies encouraging them to work together, share best practice and to support other schools and academies in challenging circumstances to support excellent teaching and learning across the City schools”.

In June 2015 a Chairmen of Governors’ Forum and a Headteachers’ Forum were established to provide the opportunity for attendees to discuss areas of common interest and opportunities where the City schools could work together.

This report provides an overview of the partnership activities that have taken place during academic year 2014 – 2015 and identifies some activities that it is proposed are developed, in consultation with the Headteachers and Chairmen of Governors, during the next academic year.

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. Strategic objective two is, “*To strive for excellence in the City schools*”. This objective includes a recommendation that the City “will encourage school-to-school support as an effective way of raising standards and improving outcomes” and “...will actively promote collaboration between schools and academies encouraging them to work together, share best practice and to support other schools and academies in challenging circumstances to support excellent teaching and learning across the City schools”.

2. In June 2015 a Chairmen of Governors' Forum and a Headteachers' Forum were established to provide the opportunity for attendees to discuss areas of common interest and opportunities where the City schools could work together.

Current Position

3. During academic year 2014 – 2015 a number of partnership activities have been developed, including:
 - a) A Level Subject Workshops
In the spring term nine subject meetings were held to enable Heads of Department to discuss how to achieve the best grades at A Level. Having received positive feedback about the workshops a second round is being developed which will follow on from the original meetings and also include additional subject areas.
 - b) Directors of Sixth Form Meeting
At their first meeting the directors discussed the sharing of best practice, areas of common concern, and the development of partnership working to enable expertise to be shared between schools.
 - c) Careers Advice
 - i. Year 12 students from The City Academy, Hackney, and City of London Academy, Islington, attended the City of London School for Girls' Higher Education Evening.
 - ii. The City Academy, Hackney, hosted its first information evening regarding Higher Education for sixth form students, supported by City of London School for Girls.
 - iii. A joint careers fair for the City schools is being planned for March 2016.
 - d) Governor Training Programme
 - i. All City schools have been provided with access to the 'Modern Governor' website which provides e-training modules for governors.
 - ii. The Education Unit held data training sessions for governors in December, provided bespoke data training sessions for individual governing bodies, and safeguarding training sessions for governors in the spring term.
 - iii. A further programme of training for governors is currently being developed.
 - e) Progress 8
At the January meeting of the Headteachers' Forum best practice on Progress 8 was shared, and progress measures were discussed.
 - f) Enrichment Activities
 - i. Students from City of London School for Girls and the Hackney and Islington academies took part in a 'Dragons Den' style event at Mansion House.

- ii. 240 Year 7 pupils from the City of London Academy, Southwark, took part in “City Stories”, a day of activities organised by the Museum of London, in collaboration with the Barbican and Tower Bridge, to help increase pupils’ understanding of the history of the City.
- iii. Students from the Islington and Southwark academies visited the Old Bailey for a tour led by Charles Henty and the Recorder of London, a meeting with one of the judges and the Witness Service.
- iv. Year 10 students from the City schools attended a neuroscience event in the Livery Hall that was organised by City of London School for Boys. The workshop facilitators and speakers were drawn from UCL’s Neuroscience Department.
- v. Prep school students from the City of London School for Girls held a “takeover day” at the Guildhall Art Gallery.
- vi. Teachers from Redriff Primary school visited the Guildhall 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.
- vii. Year 6 students from Redriff Primary School visited Mansion House on 12 June 2015 and students from and Sir John Cass’s Foundation Primary School will visit on 19 October 2015.

Proposals

4. In addition to building upon partnership activities that have taken place this academic year, a series of opportunities will be developed in consultation with the Headteachers and Chairmen of Governors. Proposed initiatives include:
 - i. Headteachers are considering opportunities to provide their staff with access and support to undertake a Masters in Teaching and Learning, supported by CoLC.
 - ii. Providing increased access to specialist university application advice – including assistance with applications and mock interviews for ‘Oxbridge’, medicine, and veterinary science.
 - iii. The Heads of Music are considering a proposal to hold a concert for all of the City schools in January.
 - iv. Headteachers have agreed that the autumn term is the best time for the Policy Chairman to host an annual dinner for Head Girls and Boys.
 - v. Proposals for a debating competition and art competition/exhibition will be developed.

Conclusion

5. A series of partnership activities have taken place during academic year 2014 – 2015 and, where they have been successful and it is appropriate, these initiatives will be continued during the next academic year. In addition, proposals for new partnership activities will be developed in consultation with the Headteachers and Chairmen of Governors.

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| Committee(s) | Dated: |
| Education Board Community and Children's Services | 25 June 2015 10 July 2015 |
| Subject: City of London Secondary Admissions Trends | Public |
| Report of: Director of Community and Children's Services | For Information |

Summary

The purpose of this report is to

- Inform Members of admissions trends for City children applying for a maintained secondary school since September 2010
- Inform Members of the number of children who secure a place in one of their top 3 preferences of school
- Inform Members of the number City children who took up a place in one of the City's Secondary Academies

The City as a Local Authority has a statutory duty to ensure there are sufficient school places for its residents.

In terms of demand for primary school places, this is based on data from the 2011 Census, as well as the Department of Education projections, which this committee has previously received reports on, and the City has received funding from the Education Funding Agency, to expand the number of school places to meet the projected increase in demand.

In the case of demand for secondary places there is not an equivalent data source, with the numbers of City children applying for maintained secondary schools historically being significantly less than those applying primary school. Future demand for secondary school places therefore is based on past numbers of applications, which has been relatively consistent over a six year period.

With the maximum number of children applying for a maintained secondary school in any year over the last six years being 21, during which in that period all children receiving one of their top 3 choices of school, there is no evidence that the City needs to ensure additional secondary school places.

In order for the City to receive funding from the Education Funding Agency to open a secondary school, it would need to evidence a minimum demand for a two Form of Entry school (60 places). In order for a secondary school to be financial viable, and offer the range of subjects necessary, the demand the City would need to evidence would be for a four Form of Entry (120 places).

The City therefore cannot evidence sufficient demand to receive funding from the Education Funding Agency to open a secondary school, and with the substantial transportation links available within the City, children, almost without exception, receives a school place of their choice. In addition, the City through its family of three

academies secures 49 places for City children, all of which are high performing, achieving results above the London and national average.

Recommendations

- Members are asked to note the report

Main Report

Background

1. The City as a Local Authority has a statutory duty to ensure there are sufficient school places for its residents. In terms of demand for primary school places, this is based on data from the 2011 Census, as well as the Department of Education projections, which this committee has previously received reports on, and the City has received funding from the Education Funding Agency, to expand the number of school places to meet the projected increase in demand. In the case of demand for secondary places there is not an equivalent data source, with the numbers of City children applying for maintained secondary schools historically being significantly less than those applying primary school.

Current Position

2. Future demand for secondary school places is based on past numbers of applications, which has been relatively consistent over a six year period. The table below shows the number of applications, and take up of school places from September 2011

| For children starting in September | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|------|------|------|------|------|
| Number of applications received | 18 | 20 | 22 | 16 | 22 |
| Number of applications on offer day who received a top 3 school of their choice | 15 | 18 | 21 | 15 | 18 |
| Number of children who subsequently took up a school place | 11 | 18 | 21 | 14 | 17 |
| Number of applications who took up a top 3 school place | 11 | 17 | 21 | 14 | 15 |
| Number of applications who did not get a school of their top 3 | 0 | 1 | 0 | 0 | 2 |

3. The City also through its family of three secondary academies the City has 49 places each academy year secured for City children. The table below shows the take of places by City children from September 2011.

| | | | | | |
|------------------------------------|------|------|------|------|------|
| For children starting in September | 2011 | 2012 | 2013 | 2014 | 2015 |
| Take up of COL Academy places | 4 | 3 | 6 | 4 | 1 |

4. Despite the number of places available to City families, and with all the academies being high performing and achieving results above the London and national average, the take of these places remains low. To help promote the academies to City children the corporation has recently commissioned a promotional video for each of the academies, a copy of which will be sent to children applying in the next academic year
5. In order for the City to receive funding from the Education Funding Agency to open a secondary school, it would need to evidence a minimum demand for a two Form of Entry school (60 places). In addition, in order for a secondary school to be financial viable, and offer the range of subjects necessary, the demand the City would need to evidence would be for a four Form of Entry (120 places). With the maximum number of applications received each being below 30, and a very high percentage of City families receiving a school place of their choice, there is insufficient demand for the City to approach the Education Funding Agency to open a school in the City.

Implications

6. There is a statutory duty on local authorities to ensure resident children have access to school places.

Conclusion

7. The City is meeting its statutory duty in ensuring there is sufficient access to secondary school places for City children and cannot evidence sufficient demand to receive funding from the Education Funding Agency to open a secondary school. The substantial transportation links available within the City for children ensures almost without exception a child receives a school place of their choice. In addition, the City through its family of three academies secures 49 places for City children, all of which are high performing, achieving results above the London and national average.

Appendices

- None

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| Committee(s): | Date(s): |
| Streets & Walkways Sub-Committee | 18 May 2015 |
| Culture, Heritage & Libraries Committee | 26 May 2015 |
| Projects Sub Committee | 16 June 2015 |
| Education Board (for information) | 25 June 2015 |
| Subject: Eastern City Cluster - Public Art (Year 4 & 5) – Gateway 6 update report | Public |
| Report of: Director of the Built Environment | For Decision |

Summary

The purpose of this report is to update Members on Year 4 of the *Sculpture in the City* project as delivered in 2014; advise on preparations for Year 5 and seek approval for funding for the delivery of Year 6 of the project which will be implemented in 2016/17.

The *Sculpture in the City* project, now entering its fifth consecutive year, has been developed as part of a long-term vision to enhance the public realm and forms part of the Eastern City Cluster and Fenchurch & Monument Area Enhancement Strategy areas. It is aligned with objectives in the City's Cultural Strategy 2012/17, Visitor Strategy 2013/17 and the community strategy, The City Together.

The project is funded primarily through financial and in-kind support from external partners with an additional pump priming contribution from the City of London. Last year funding partners were Hiscox, British Land, Aviva, Aon, Brookfield, Tower 42, Willis, WR Berkley and IVG-Europe, along with two project patrons, Leadenhall Market and MTEC Warehousing (art installation company). With 9 funding partners involved, Year 4 saw the greatest number of artworks (14 pieces in total) installed, reaching new geographical areas and connecting the project with local transport hubs (see boundary map in Appendix A). Feedback from Members, project partners, local stakeholders, schools and volunteers has been very positive and the project has now become a key part of the City's extended cultural output.

Year 4 also received extensive local and international media coverage featuring in more than 94 arts, cultural and business focused articles and received over 1000 media mentions all over the world including such sources as CNN, The Guardian, Wall Street Journal, the Independent and Art Daily.

Furthermore, new international artists and galleries have agreed in principle to submit their artworks for Year 5, showing the exposure achieved during Year 4 has led to greater interest and credibility of the City's project from the art world.

For Year 5 it is proposed to build on the success of previous years by installing more artworks (15 -16 pieces) and delivering even more school workshops & community events than in Year 4. A short list of artworks has been selected by the Partners Board and agreed by the City Arts Initiative; a copy is attached in Appendix D.

A sum of £90,000 was approved in March 2014 from s106 monies as a contribution to the total budget required to deliver Year 5 (2015/16). The level of interest in the scheme for year 5 is such that it is proposed that the originally approved budget for year 5 of £310,000 be increased to £370,000 subject to the full amount of the increase being raised through external partners. This would allow for more ambitious/numerous installations.

Therefore for this Year, officers are looking to secure £280k in total of external funding from project partners. To this end the project board and co-directors are actively exploring opportunities to grow the project by securing additional project partners, with one additional partner having already been confirmed (Lipton/Rogers) and three more strong leads being pursued. The City has already allocated £90k from Section 106 funding, which equates to 24% of the total budget required for delivery of the project being provided by the City, and 76% secured from external partners (*please refer to budget breakdown table in Appendix C*). The funds will enable the City to maintain its leading role as project coordinator, managing the delivery team more efficiently by outsourcing project management services, steering the marketing campaign and delivering a better targeted communication strategy. This will enable the scheme to keep growing in a sustainable manner, maintaining and improving the quality of previous years. This will also allow delivering additional school workshops and community events in line with the City's Cultural strategy, which seeks to place cultural education at the heart of our offer while enlivening the on-street environment (also an objective of the City's Visitor Strategy 2013/17).

The project Partners Board, comprising senior representatives from the project partner companies, two City of London Members and City officers, continues to serve as a successful mechanism for establishing project goals, selecting of artwork and promoting partnerships with local stakeholders.

This year for Year 5 of the project, an Art Advisory Board has been set up within the project to preview and comment on the proposed artworks. This board includes a major private collector, an art advisor from Hiscox (partner company), representatives from two influential UK based galleries being Whitechapel and the New Art Centre and a curator from the Barbican. This new panel is reinforcing the credibility of the project and artistic merit of the selection process of the artworks and helps in generating enthusiasm from local galleries and institutions.

Recommendations

It is recommended that Members:

- i) Note the contents of this update report and agree the shortlist of artworks for Year 5, attached in *Appendix D*.
- ii) Note that a sum of £90,000 from s106 funds has already been approved in March 2014 as a contribution towards delivery of the Year 5 programme
- iii) Approve a project budget of up to £370,000 for Year 5 (2015/16) of the project subject to securing all funding additional to ii) above from external partners;
- iv) Approve the appointment of the specialist consultants (Lacuna PR Ltd, A et Cetera, MTEC Warehousing, Open City Architecture, Brunswick Media and Sally Bowling) as described in the procurement section;
- v) Approve a contribution of £90k from the S106 obligation connected to the Pinnacle development, for the implementation of the project in Year 6 (2016/2017).
- vi) Delegated authority be given to the Director of Transportation and Public Realm and Head of Finance to adjust the project budget between staff costs, fees and works providing the overall budget is not exceeded.

Gateway 6: Progress Report

| | |
|--|--|
| Reporting Period | March 2014 – March 2015 |
| Summary of progress since last report | <p><u>Year 4 (2014-2015)</u></p> <p>The fourth year of the project, launched in July 2014, was regarded as the most successful yet and featured 14 sculptures by globally established artists including:</p> <ul style="list-style-type: none">• João Onofre (Portugal)– 1 artwork• Lynn Chadwick (UK) – 2 artworks• Richard Wentworth (UK) – 1 artwork• Julian Wild (UK-US) – 2 artworks• Peter Randall-Page (UK) – 1 artwork• Nigel Hall (UK) – 2 artworks• Paul Hosking (UK) – 1 artwork• Cerith Wyn Evans (UK) – 1 artwork• Ben Long (UK) – 1 artwork• Jim Lambie (UK) - 1 artwork• Anthony Gormley (UK) - 1 artwork <p>In 2014, the project included the largest quantity of pieces and some of the most ambitious installations so far. The project achieved greater public impact by installing artwork in new areas, and extending the zone towards Liverpool Street Station and within Leadenhall Market.</p> <p>In addition to the art installations, 32 on-site school workshops were organised by Open-City London, offering interactive activities to 220 children from 8 schools within the City and adjacent boroughs. Also, a community event was organised as part of the London Open-House weekend (September 2014) during which free tours were offered to visitors and this generated a lot of interest (50-60 attendees).</p> <p>The project was featured in more than 94 arts, cultural and business focused articles and received over 1000 media mentions all over the world. Publications included international coverage from CNN, Reuters, USA Today, Wall Street Journal, The Mail Online, Huffington Post, City AM, Independent, The Guardian, The Mail on Sunday, Art Info and Art Daily. <i>Sculpture in the City</i> was also presented as a reference during the Venice Biennale art festival 2014.</p> <p>Building upon the success of previous years, a panel discussion was held in October 2014 as part of the International Frieze Art Fair. The debate involved high profile panel members and was held in the recently completed 122 Leadenhall building (Cheesegrater). The use of the venue was donated by British Land and Oxford Properties and the event was very well received by attendees.</p> <p>Officers found that early liaison with the City's Access, Development Management and Highways teams was vital to ensuring that appropriate requirements, such as plinth dimensions and positioning, were taken into account in the selection of locations for the artworks.</p> |

Year 5 (2015-2016)

Preparations for Year 5 of the project, to be delivered in summer 2015, are well underway and partnerships with the City's external partners have been confirmed.

Officers have worked closely consulting on the shortlist of artworks with different departments within the City, including the City Arts Initiative, the Access Team, Highways and Development Management, in order to take account of their views regarding the artwork considered in this year's project. Early liaison with the respective City sections has been actioned as a priority and close working relationships with colleagues is considered key to the successful delivery of the project.

In terms of funding, the overall projected external financial contributions from project partner's amounts to a total of £280k. This is based on securing two additional project partners when compared with Year 4, one of which has already been confirmed (Lipton/Rogers). In addition to the external and City financial contributions, the following "in kind" contributions have been confirmed for Year 5.

| Contributor | Cash (£) | In Kind (£) | Total (£) |
|--|-----------------|--------------------|------------------|
| City Of London s106 funding | 90,000 | 5,000 | 95,000 |
| CoL (Use of Leadenhall Market space) | | 5,000 | 5,000 |
| City Businesses | 280,000 | 20,000 | 300,000 |
| Hiscox (insurance) | | 15,000 | 15,000 |
| Aon (launch event) | | 5,000 | 5,000 |
| Galleries/Artists | | *306,212 | 306,212 |
| Price & Meyers (Structural engineering services) | | 10,000 | 10,000 |
| MTEC 25% discount (de-installation and installation) | | 51,000 | 51,000 |
| | | | |
| Total | 370,000 | 417,212 | 787,212 |

** based on the commercial rate for rental of artworks at a collective value of £4,374,467.00 as set out in the breakdown at Appendix B.*

For Year 5, the project Partners Board members agreed in February 2015 the following points:

- To continue to promote the project to local businesses, with a view to bringing two additional partners on board;
- To select artwork that is robust and easy to maintain, clean and repair in order to avoid the removal of artwork as a result of damage and potentially undertaking restoration costs. In addition, the artwork selected should be suitable for display in the public realm;
- To focus on maintaining the high quality and critical mass of artworks, despite the increase in project size;
- To work with a range of galleries, and to feature both established and emerging artists;
- To maintain an external consultant, Lacuna PR Ltd, as the Co-director of the project to manage the relationships with the external partners and ensure a successful communication strategy. Lacuna PR Ltd has

been involved in the City's public art project since its inception in 2010 and forms an essential part of the team to continue to deliver the project;

- To continue connecting the project to local attractions, for example Leadenhall Market and public transport hubs (Liverpool Street station);
- To maintain and improve the social benefits of the project through the provision of additional school workshops. *Open-City* (external consultant), will continue to deliver the events; 9 schools will be participating this year (1 more than in the previous year) and 24 - 30 on-site school workshops will be delivered;
- To hold another public art debate as part of the Frieze International Art Fair in October 2015. The venue and the speakers should be adequately selected;
- To continue bi-monthly meetings with the Communications Sub-Group (comprising members from the project partner organisations), aiming to deliver a broader and more successful communications strategy and PR campaign.

Year 6 (2016-2017)

It is proposed that the public art project will continue to be delivered as an annual rolling programme, renewed every summer and this report also seeks to request funding for Year 6 of the project. The City's public art initiative is gaining ever increasing support from art galleries, Members and local stakeholders year upon year. The timely approval of funding for Year 6 (2016/17) will allow the delivery team to strengthen relationships with both existing and new project partners and a broader range of art galleries.

Next Steps Programme

The key dates for Year 5 (2015) of the project are as follows:

| |
|--|
| • February/March – Selection of shortlisted artworks |
| • April – Submit planning applications for artworks |
| • May – De- installation of artworks Year 4 |
| • June – Installation of artwork Year 5 |
| • July – Launch event, "Sculpture in the City 2015" |

It is proposed to plan the delivery of the project over two years on a rolling basis, and engage businesses and galleries over a programme for Years 5 and 6. This would enable better financial planning, facilitate Corporate Social Responsibility input from partners, enable businesses to make decisions in good time before the end of the financial year, and allow the galleries to contribute more fully as they plan their exhibitions two years in advance. This would also provide flexibility to allocate funding over the 2 year period and to plan for changing artworks on a 6 or 12 monthly basis, depending on what may work best for the project, galleries, partners and the City.

Budget

In Year 5 it is expected the cost of delivering the project will be greater than in Year 4. This is to allow the City to build on the success and exposure of the project from last year. The increased cost of the project will be fully met, and limited by, by the financial contribution from external partners.

The increase in cost represents:

1. Planned project growth, scale and scope.
2. Greater project delivery costs as a result of installing more artworks (15-16 pieces in total).
3. Increase in costs to organize and deliver additional school workshops and community events.
4. Increase in costs to deliver a better targeted promotional campaign and communications strategy.

Funding sources for Year 5 are as follows (*please refer to Table 02*):

- Projected income from confirmed external partners amounts to a total of £250k with a total of 10 project partners for this Year's project. Confirmed financial contributions in Year 5 are from:
 - Hiscox
 - Aviva
 - Aon
 - Willis
 - Tower 42
 - British Land
 - IVG-Europe
 - Brookfield
 - WR Berkeley
 - Lipton/Rogers
- The Sculpture in the City board are seeking to secure additional project partners and increase the external funding provided to deliver the project to £280k.
- The City's contribution will be capped at £90k, funded from environmental enhancement contribution via s106.

Increasing the budget but keeping the delivery format as Year 4 will enable the City to successfully manage the project, given its increased scale and profile, and maintain a leading role as project coordinator.

Taking account of the increased external contributions from the project partners, this means that the City will fund 24% of the total capital value of the project; with external partners providing 76% of the project value (*please refer to Table 01*).

Table 01. Financial contributions; Years 1 - 6

| Annual project | External contributions (£) | Percentage of total project cost External contributions (%) | City contributions (£) | Percentage of total project cost City contributions (%) | TOTAL PROJECT VALUE |
|--------------------|----------------------------|---|------------------------|---|---------------------|
| Year 1 (2011-2012) | £24,500 | 28% | £63,269 | 72% | £87,759 |
| Year 2 (2012-2013) | £79,500 | 52.5% | £72,000 | 47.5% | £151,500 |
| Year 3 (2013-2014) | £170,000 | 76% | £54,000 | 24% | £224,000 |

| | | | | | |
|--|----------|-----|---------|-----|-----------------|
| Year 4 (2014-2015) | £220,000 | 71% | £90,000 | 29% | £310,000 |
| Year 5 (2015-2016) | £280,000 | 76% | £90,000 | 24% | £370,000 |
| Year 6 (2016-2017) (projected income) | £280,000 | 76% | £90,000 | 24% | £370,000 |

Table 02. Projected funding sources (Year 5)

| Funding source | Purpose | amount (£) |
|---|------------------------------------|----------------------|
| City of London Contribution (S106 agreement - Pinnacle development) | Project delivery & consultant fees | £90,000.00 |
| External contributions (projected income from current project partners) | Project delivery | £280,000.00 |
| Total projected funding sources) | | £370,000.00 * |

* Please refer to Appendix C for full breakdown of costs.

As described above the City currently contributes to the costs of the project delivery by allocating interest accrued on Section 106 funding received from developers that can be used for environmental enhancement within the area. This remains the proposed source to fund Year 6 of the project in 2016/17, however the longer-term funding strategy of the project is currently being reviewed due to use of the core S106 funding to implement projects resulting in a reduction in the amount of interest accruing, therefore leading this to be an ever reducing funding source.

Procurement

The unique nature of the project requires a specific range of specialist external consultants. Experience and successful delivery of the project has shown that it is important to maintain good working relationships with project partners, galleries and artists.

To build on the success of the previous years, it is propose that the City appoints the same external consultants as utilised in Year 4 for the delivery of Year 5, therefore maintaining the professional continuity of the project management and project delivery:

- **Lacuna PR Ltd** to be appointed as the co-director of the project to a cost of £50,000 to manage the relationships with the external partners, galleries and artists, and to ensure a successful communication strategy. Lacuna PR Ltd has been involved in the project since its inception in 2010 and forms an essential part of the delivery team. Lacuna PR Ltd brings specialist art and event consultancy skills and is recognised by the partner board as essential to the delivery of the project.

As with previous years, Lacuna PR Ltd will be appointed on a stage payment performance contract, with payment related to obtaining a set number of artworks and partners. This contract is incentivised in allowing a 10% commission against

all cash contributions made by partners, thereby ensuring high levels of client management and fundraising performance.

- **A et Cetera** to be appointed as the project manager, supervised by CoL officers, to a total cost of £40,000. A et Cetera were integral to the successful delivery of Year 4 of the project and provide the specialist project management skills required to delivery this resource intensive and technically difficult project. The outsourcing of the project management for a capped fee will optimize the delivery of the scheme. The main responsibilities will include planning and organising the installation and de-installation of the artworks, liaising with galleries and resolving technical requirements for the installation and de-installation of sculptures, preparing and submitting planning applications for the artworks, preparing Health & Safety Risk Assessments, overseeing on-site installation and de-installation works by the art handling company and general project management tasks and on-going administration of the project.
- **MTEC Warehousing** to be appointed as the art moving specialists for Year 5 at an estimated cost of £155,000. MTEC Warehousing has been involved in the project since its inception in 2010 and undertake the transportation, installation and de-installation of the artworks. MTEC Warehousing are the only art moving company that the galleries and artists will allow to handle their artworks. MTEC Warehousing are industry leading professionals and offer the City of London a 25% discount on their costs as project patrons. MTEC Warehousing have an extensive knowledge of the galleries involved in the project and have previously handled and installed many of the artworks on this year's shortlist. Given their long time involvement on the project, MTEC are also very aware of the City's high standards of working.
- **Open City Architecture** to be appointed as the education and community programme providers for Year 5 of the project at a total cost of £55,000. Open City Architecture have been working on the project for three years now, successfully growing the number of workshops and community events over the years and generating good feedback from Members and the partners board. Open City Architecture are the only such education provider capable of providing the education and engagement programme required for the project and they are required by project partners to satisfy many of their Corporate/Social Responsibility requirements.
- **Brunswick Media** to be appointed for a total of £20,000 for the provision of specialist PR and marketing services. The media exposure provided by Brunswick Media was fundamental to the successful delivery of Year 4 of the project and project partners expect this to be another key output of Year 5 of the project.

| | |
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| | <ul style="list-style-type: none"> • Sally Bowling to be appointed as the conservation and maintenance consultant for Year 5 at a total cost of £10,000. Sally Bowling is the only artwork conservator that the galleries and artist will allow to maintain and inspect their artworks and she has been involved in the project since 2010. <p>Discussions regarding the appointment of the specialist external consultants for Year 5 of the project have been held with the City's Procurement Service (CPS) and although the project is a rolling annual programme, should Members approve Year 6 of the project, then the CPS will retest the market for the co-director, project manager and education provider type roles and look to put a longer term contract in place for these positions. A waiver form as completed by the Director of Transportation and Public Realm will be required for the appointment of Lacuna PR Ltd, A et Cetera, Brunswick Media and Open City Architecture for Year 5, with MTEC Warehousing and Sally Bowling being direct appointments as the sole providers.</p> |
| Risk | <ol style="list-style-type: none"> 1. <u>Risk:</u> <i>Funding from external partners not secured</i> <u>Mitigating Action:</u> Reduce. Confirm financial contributions and overall budget ahead of finalising the number of artworks to be installed. 2. <u>Risk:</u> <i>Artwork not suitable for City locations</i> <u>Mitigating Action:</u> Reduce. Involve art galleries and City officers at an early stage to ensure appropriate artworks are considered. Consult with the Highways team, Development Management and Access on potential sites for artworks as well as reviewing the pieces suitability for public display. 3. <u>Risk:</u> <i>Artwork not covered by insurance policy</i> <u>Mitigating Action:</u> Reduce. Involve insurance providers at an early stage of the project to ensure that artwork is suitable for the proposed location and artwork materials are robust for an exterior display. 4. <u>Risk:</u> <i>Planning approval not being granted for the artworks selected.</i> <u>Mitigating Action:</u> Reduce. All artworks will be discussed with Development Management ahead of submitting the planning applications. This liaison has already started for this year's installations. 5. <u>Risk:</u> <i>Lack of partnership working with leading art galleries, leading to a lower quality of artworks offered.</i> <u>Mitigating Action:</u> Reduce. Continue dialogue with galleries to ensure they remain aware of the benefits of exhibiting artworks in this area. 6. <u>Risk:</u> <i>Maintenance and installation costs exceeding available budget.</i> <u>Mitigating Action:</u> Avoid. Liaise with galleries to ensure all costs are planned for, and budgets take into account artwork-specific maintenance regimes. |
| Success Criteria | <ul style="list-style-type: none"> • Help to deliver the City's Cultural Strategy, Visitor Strategy and the City Together Strategy; particularly theme no.4, "is vibrant and culturally rich". |

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| | <ul style="list-style-type: none"> • Deliver 28 - 30 school workshops in partnership with local businesses supporting the City's Cultural Strategy 2012/17. • Continue to develop new and strengthen existing partnerships with key local businesses in the area. • Enhance the City's reputation as a centre of excellence for the display of high profile public art. • Enhance the streets and public spaces in line with Corporate Objectives as per the City's Cultural Strategy and Visitor Strategy. • The project's success has been recognized and is supported by Members, City officers and local stakeholders. • The high quality of artists and galleries shows the credibility of the project in the art world. Sculpture in the City has been presented as a reference during the Venice Biennale 2014. • As with previous years, (2013 and 2014's) have the project included in the Open-House London weekends and free tours. • Continue to feature arts, cultural and business focused publications from all over the world. • As part of the school workshops, children from neighbouring boroughs where able to explore the City and visit buildings that otherwise wouldn't have been possible due to security measures. This promotes the Square Mile, not only as a financial centre, but as a cultural quarter for visitors of enjoy. |
| <p>Link to Strategic Aims</p> | <ul style="list-style-type: none"> • Corporate Plan 2013-2017 Aim 1: To support and promote The City as the world leader in international finance and business services. • The City Together Strategy: Theme 4: "is vibrant and culturally rich: To support and promote the City as a cultural asset and to encourage greater vibrancy and diversity in cultural and leisure activities. • Core Strategy- Policy CS 11: Visitors, Arts and Culture • The City's Cultural Strategy 2012/17, aligning to two of its five supporting themes – Working in Partnership and Education and Learning • The City's Visitor Strategy 2013/17, SA1 (strategic aim 1) – "to develop a compelling offer for all our visitors, celebrating the City's unique heritage and cultural output, especially through the delivery of ... art-on-street initiatives" |
| <p>Communications</p> | <p>Officers consult on a regular basis with the Partners Board, project partners, and local stakeholders.</p> <p>Since its inception in 2010, the Partners Board, now chaired by Vivienne Littlechild, has met on a regular basis and has proved to be a successful governance body for the project. The Board is responsible for making decisions and ensuring a consistent quality of artwork is maintained.</p> |

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| | <p>In March 2014, the role of Lacuna PR Ltd was expanded for Year 4 and will be maintained for Year 5. This has enabled the communications and relationships with existing partners to be more closely managed as well as promoting the project more widely and bringing on board new partners. Experience has shown that it is important to maintain good working relationships with project partners and galleries. Lacuna PR Ltd has previous experience of event management in similar projects. The consultant will also manage and direct the marketing campaign, in collaboration with an external PR consultant (appointed by the City) and the City's Visitor development Team in Culture, Heritage and Libraries.</p> <p>An external PR consultant (Brunswick Media) will prepare and deliver a targeted marketing and PR campaign in line with the City's corporate objectives. The campaign will be monitored by <i>the Communications Sub-Group</i>, which is formed by representatives from the project partners and managed by Lacuna PR Ltd. The Communications Sub-Group will provide a steer to the press and marketing campaign and will help to develop a link between the Communications and PR departments from the various partners.</p> <p>As with Year 4, the role of A et cetera is proposed to include the liaison with the general public enquiries, with Planning Consultation Notices on site.</p> <p>Internally, all installations and de-installation works will be planned in consultation with the relevant CoL departments and local stakeholders.</p> |
| <p>Benefits achievement</p> | <ul style="list-style-type: none"> • The streets and spaces have been enhanced with public art and art-related activities in line with Corporate Strategic and Cultural objectives (CoL Cultural Strategy, Visitor Strategy and Core Strategy objectives). • Strong partnerships have been created with key private businesses and stakeholders in the area. • The reputation of the City of London as a cultural centre has been promoted all around the world with the international coverage received for Year 4, and Year 5 intends to build on this. • Public art makes the City a more attractive place to be contributing to the reasons why businesses would wish to remain or locate in the City. • The economic, social & cultural benefits and impacts of the project have been highlighted in a report published by BOP Consulting in 2013. The study demonstrates that an arts and culture cluster contributes <i>[...to the bringing vibrancy and diversity to the City by shaping the identity of the area, and providing learning and active citizenship opportunities...]</i>. |
| <p>Lessons</p> | <ul style="list-style-type: none"> • Lessons from Year 3 have been successfully taken into consideration in Year 4 avoiding additional cost to the project. For Year 5, officers will again explore insurances costs, transport costs and storage costs at an early stage too. • Sculptures with a powder coated finish are not suitable for public display, since damage is not easy to repair. • Close working relationship with Access and Highways team is necessary, in order to foresee the requirements for appropriate locations on street. |

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| | <p>For example, early notification for plinth works need to be made to have a smooth process in getting planning applications.</p> <ul style="list-style-type: none"> • For Year 4, the “Work Scaffolding Sculpture” by Ben Long and “Box sized DIE featuring Unfathomable Ruination” by João Onofre had to be removed earlier than planned due to facilitate project partners’ requirements. These de-installations were readily accommodated and this demonstrates the flexibility of the project and the ability to manage early removal of artwork in a tight timeframe. • If works by young or emerging artists/galleries are selected then they must be reviewed in person by project board members or the co-directors to ensure they are of the quality required for the project. |
| <p>Recommendations</p> | <ul style="list-style-type: none"> i) Note the contents of this update report and agree the shortlist of artworks for Year 5, attached in <i>Appendix D</i>. ii) Note that a sum of £90,000 from s106 funds has already been approved in March 2014 as a contribution towards delivery of the Year 5 programme iii) Approve a project budget of up to £370,000 for Year 5 (2015/16) of the project subject to securing all funding additional to ii) above from external partners; iv) Approve the appointment of the specialist consultants (Lacuna PR Ltd, A et Cetera, MTEC Warehousing, Open City Architecture, Brunswick Media and Sally Bowling) as described in the procurement section; v) Approve a contribution of £90k from the S106 obligation connected to the Pinnacle development, for the implementation of the project in Year 6 (2016/2017). vi) Delegated authority be given to the Director of Transportation and Public Realm and Head of Finance to adjust the project budget between staff costs, fees and works providing the overall budget is not exceeded. |
| <p>Next Progress Report</p> | <p>Spring 2016</p> |

Report author:

Trent Burke

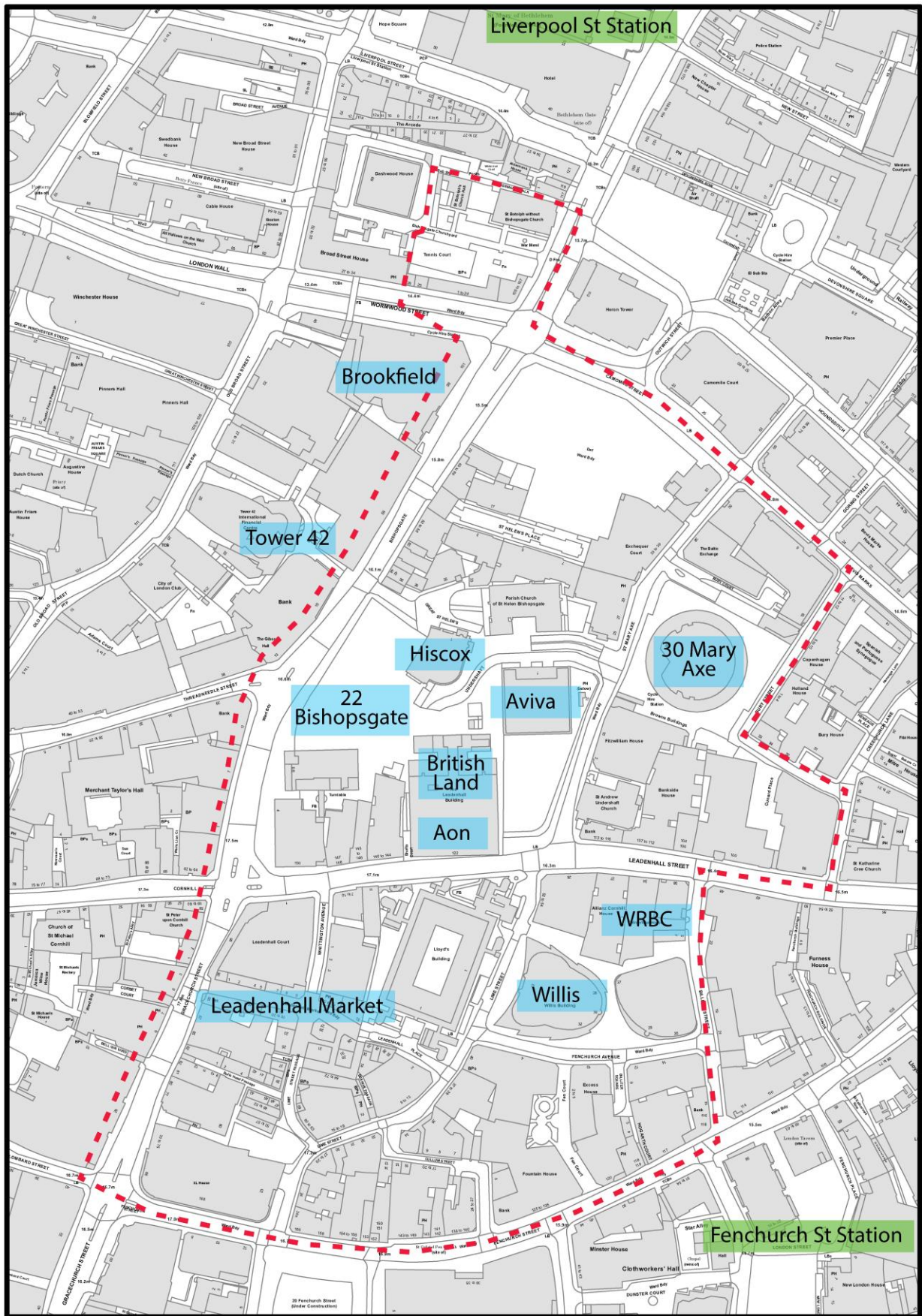
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Department of the Built Environment

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Appendices

- Appendix A** Map of sculpture space, Year 5. Boundary Area.
- Appendix B** Value of Artwork – Year 5 (2015 -2016)
- Appendix C** Budget breakdown – Year 5 (2015 -2016)
- Appendix D** Shortlist of artworks proposed for Year 5



Appendix B Value of Artwork – Year 5 (2015 -2016)

The table below sets out the value of the artworks as supplied by the galleries and the loan value is based on the current commercial rate for rental of artworks from commercial sculpture parks.

| Gallery/owner | Artist | Title | Value (£) | Loan Value (£) |
|-----------------------------------|----------------------|--------------------------------------|------------------|-----------------------|
| White Cube | Kris Martin | Bells II | 170,000 | 11,900 |
| Damien Hirst | Damien Hirst | Charity | 1,500,000 | 105,000 |
| Corvi-Mora | Tomoaki Suzuki | Carson, Zezi, Emma, Takeshi, Nia, | 120,000 | 8,400 |
| Gazelli Art House | Shan Hur | Proposal 2 | 75,000 | 5,250 |
| James Cohan Gallery | Folkert de Jong | Old DNA | 67,000 | 4,690 |
| Lisson Gallery | Ai Weiwei | Forever | 2,000,000 | 140,000 |
| | Ceal Floyer | Greener Grass | 3,634 | 254 |
| Marlborough contemporary | Sigalit Landau | 'O my friends, there are no friends' | 70,000 | 4,900 |
| | Adam Chodzko | Ghost | 65,000 | 4,550 |
| New Art Centre | Laura Ford | Day of Judgement - cat 2 | 70,000 | 4,900 |
| Pangolin London Sculpture Gallery | Bruce Beasley | Breakout II | 32,333 | 2,263 |
| Rosenfeld Porcini | Keita Miyazaki | Organism of Control #8 | 35,000 | 2,450 |
| White Cube | Kris Martin | Altar | 115,000 | 8,050 |
| William Benington Gallery | Ekkehard Altenburger | Red Atlas | 11,500 | 805 |
| Xavier Veilhan | Xavier Veilhan | Les rayons | 40,000 | 2,800 |
| TOTAL | | | 4,374,467 | 306,212 |

Appendix C Budget breakdown – Year 5 (2015 -2016)

| | YEAR 4 <i>CoL Committee approved costs</i> | YEAR 4 <i>Actual costs</i> | Difference | YEAR 5 <i>Estimated delivery of project costs</i> |
|---|--|--------------------------------------|-------------------|---|
| Fees | amount (£) | amount (£) | amount (£) | amount (£) |
| Lacuna PR Ltd – project consultant | £50,000.00 | £50,000.00 | £0.00 | £50,000.00 |
| Cleaning and maintenance of artwork installed (9-12 months) | £10,000.00 | £8,000.00 | £2,000.00 | £10,000.00 |
| Marketing and PR campaign | £15,000.00 | £17,000.00 | -£2,000.00 | £20,000.00 |
| Website and photography | £2,000.00 | £6,500.00 | -£4,500.00 | £2,000.00 |
| Open City – School workshops & community events | £50,000.00 | £46,000.00 | £4,000.00 | £55,000.00 |
| Insurance for the artwork | £2,000.00 | £0.00 | £2,000.00 | £2,000.00 |
| Storage of cases (9-12 months) | £4,000.00 | £1,500.00 | £2,500.00 | £4,000.00 |
| Incidentals | £2,000.00 | £3,226.00 | -£1,226.00 | £2,000.00 |
| Col costs/fees | £48,000.00 | £48,000.00 | £0.00 | £50,000.00 |
| TOTAL FEES | £183,000.00 | £180,226.00 | £2,774.00 | £195,000.00 |
| Works | amount (£) | amount (£) | amount (£) | amount (£) |
| De-installation of artwork (including MTEC discount) | £41,756.00 | £44,177.00 | -£2,421.00 | £34,500.00 |
| Installation of artwork (including MTEC discount) | £85,244.00 | £81,196.00 | £4,048.00 | £120,000.00 |
| Information plinths | £0.00 | £6,500.00 | -£6,500.00 | £0.00 |
| TOTAL WORKS | £127,000.00 | £131,873.00 | -£4,873.00 | £154,500.00 |
| TOTAL PROJECTED COSTS | £310,000.00 | £312,099.00 | -£2,099.00 | £349,500.00 |
| Sub - total <i>projected</i> income - External contributions | £220,000.00 | £220,000.00 | £0.00 | £280,000.00 |
| Sub - total <i>projected</i> income – City of London contribution | £90,000.00 | £90,000.00 | £0.00 | £90,000.00 |
| TOTAL PROJECTED INCOME | £310,000.00 | £310,000.00 | £0.00 | £370,000.00 |

Appendix D Shortlist of artworks proposed for Year 5

Sculpture in the City 2015



St Boltoph-without-Bishopsgate (key hole)



Bishopsgate / London Wall corner



St Helen's Bishopsgate



Undershaft - Hiscox



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Undershaft



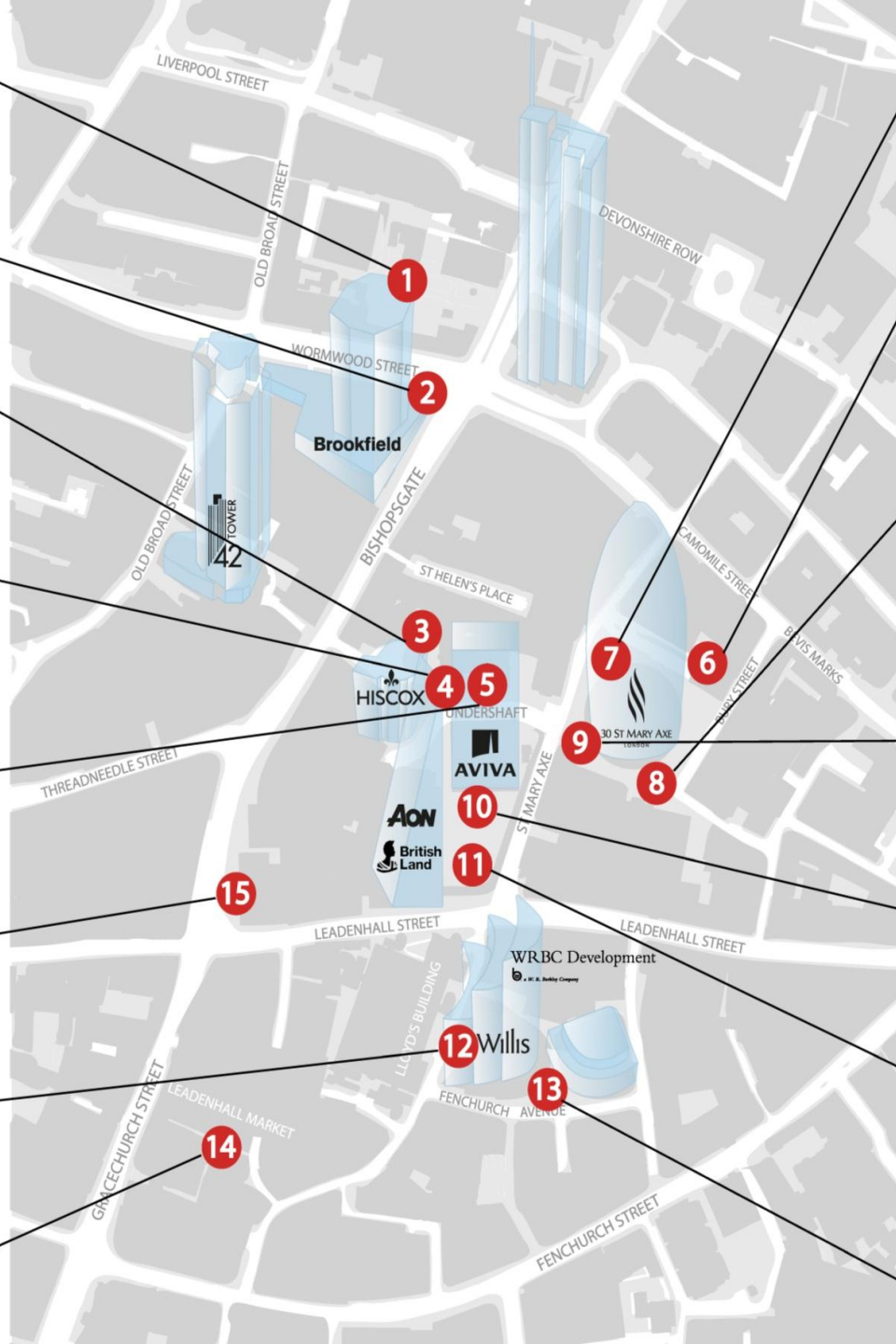
150 Leadenhall Street



Lime Street



Leadenhall Market



North west public space at the Gherkin



Bury Court



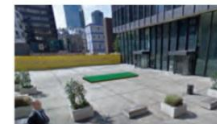
South East-public space at the Gherkin



South West public space at the Gherkin



St Helen Square (Aviva)



St Helen Square (Aviva)



South east public space at Willis





| | |
|-------------------|--|
| Title | Altar |
| Artist | Kris Martin |
| Location | St Botolph-without-Bishopsgate Gardens |
| Date | 2014 |
| Gallery | White Cube |
| Material | Raw steel |
| Dimensions | 3,5 m x 4,6 m |
| Weight | 800kg |



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Title | Bells II

Artist | Kris Martin

Location | Bishopsgate /
Warmwood Street

Date | 2014

Gallery | White Cube

Material | Bronze

Dimensions | 160 x 320 x 160 cm

Weight | 935 kg



| | |
|-------------------|---|
| Title | TBC |
| Artist | Shan Hur |
| Location | St Helen's Bishopsgate Churchyard |
| Date | 2015 |
| Gallery | Gazelli Art House |
| Material | Concrete - finishing: marbling plate; gloss |
| Dimensions | height 360cm |
| Weight | TBC |



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| | |
|-------------------|-----------------------------------|
| Title | Breakout II |
| Artist | Bruce Beasley |
| Location | Undershaft |
| Date | 1992 |
| Gallery | Pangolin London Sculpture Gallery |
| Material | Bronze |
| Dimensions | H 145 x W 229 x D 61 cm |
| Weight | 200 kg |



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5

| | | |
|-------------------|--|--------------------------|
| Title | | Charity |
| Artist | | Damien Hirst |
| Location | | Undershaft |
| Date | | 2002 - 2003 |
| Gallery | | Damien Hirst |
| Material | | Painted bronze |
| Dimensions | | 6858 x 2438 x 2438 mm |
| Weight | | 3800 kg |



| | |
|-------------------|--|
| Title | Organism of Control #8 |
| Artist | Keita Miyazaki |
| Location | Bury Court |
| Date | 2014 |
| Gallery | Rosenfeld Porcini |
| Material | Car parts, plastic sheet, epoxy resin, urethane, stainless steel, speaker system |
| Dimensions | H x W x D: 330 x 115 x 70 cm |
| Weight | 85kg |



Page

| | |
|-------------------|------------------------------|
| Title | Forever |
| Artist | Ai Weiwei |
| Location | 30 Mary Axe (Gherkin) |
| Date | 2014 |
| Gallery | Lisson Gallery |
| Material | stainless steel |
| Dimensions | 728.6 x 1603.8 x 397.9 cm |
| Weight | TBC |



| | |
|-------------------|---|
| Title | Carson, Zezi, Emma, Takeshi, Nia, |
| Artist | Tomoaki Suzuki |
| Location | 30 Mary Axe (Gherkin) |
| Date | 2012-2013 |
| Gallery | Corvi-Mora |
| Material | Bronze, painted |
| Dimensions | 56 x 17.5 x 10 cm, 56.5 x 25 x 11 cm, 51 x 15 x 10 cm, 51 x 17 x 13.5 cm, 54 x 15.5 x 9 cm, |
| Weight | 200kg in total / 40kg each |



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| | |
|-------------------|---|
| Title | Red Atlas |
| Artist | Ekkehard Altenburger |
| Location | 30 Mary Axe (Gherkin) |
| Date | 2012 |
| Gallery | William Benington Gallery |
| Material | red and black granite with rubber joints |
| Dimensions | diameter: 150 cm height: 270 cm |
| Weight | 225 kg |



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|-------------------|--|
| Title | Greener Grass |
| Artist | Ceal Floyer |
| Location | St Helen's Square |
| Date | 2014 |
| Gallery | Lisson Gallery |
| Material | real grass / inbuilt irrigation system |
| Dimensions | 16 x 1023.75 x 330 cm |
| Weight | TBC |



| | |
|-------------------|--------------------------------------|
| Title | 'O my friends, there are no friends' |
| Artist | Sigalit Landau |
| Location | St Helen's Square |
| Date | 2011 |
| Gallery | Marlborough Contemporary |
| Material | 12 Pairs of Bronze Shoes |
| Dimensions | 300cm diameter circle |
| Weight | 30/40 kg |





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12

| | |
|-------------------|-----------------------------|
| Title | Old DNA |
| Artist | Folkert de Jong |
| Location | Lime Street, outside Willis |
| Date | 2014 |
| Gallery | James Cohan Gallery |
| Material | Patinated bronze |
| Dimensions | 210 x 80 x 50 cm |
| Weight | 200 KG |



| | |
|-------------------|-------------------------------------|
| Title | Les rayons |
| Artist | Xavier Veilhan |
| Location | Fenchurch Avenue, outside Willis |
| Date | 2015 |
| Gallery | Xavier Veilhan |
| Material | Stainless steel |
| Dimensions | Variable - 300 x 2200 x 200 cm |
| Weight | 20 kg per yarn |



Page

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|-------------------|--|
| Title | Ghost |
| Artist | Adam Chodzko |
| Location | Leadenhall Market |
| Date | 2010 |
| Gallery | Marlborough Contemporary |
| Material | Alaskan yellow cedar, Fijian mahogany, oak, ash, olive and walnut / mix media and Video camera |
| Dimensions | H 59cm x W 78cm x L 670cm |
| Weight | 100 kg |



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|-------------------|--------------------------|
| Title | Day of Judgement – Cat 2 |
| Artist | Laura Ford |
| Location | 150 Leadenhall Street |
| Date | 2012 |
| Gallery | New Art Centre |
| Material | Bronze |
| Dimensions | 106 x 203 x 100 cm |
| Weight | 120 kg |

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| Committee(s) | | Dated: |
| Policy & Resources | For decision | 28 May 2015 |
| Community & Children’s Services | For information | 12 June 2015 |
| Education Board | For information | 25 June 2015 |
| Subject: Development of a process for assessment of new employability initiatives | | Public |
| Report of: Director of Economic Development and Director of Community & Children’s Services | | For Decision |

Summary

- The City Corporation supports a wide range of activities helping people in wider London into employment. Typically described as ‘employability’, this activity covers a wide range of interventions to support people into work.
- This report presents for your Committee’s approval a process for assessing new ideas for City Corporation support for ‘employability’ initiatives benefiting wider London.
- The proposed process involves Officer Group approval prior to Member approval, which would sit with your Committee in most circumstances. It is designed to bring a common approach across the City Corporation to consideration of new ideas for employability, not to discourage new ideas.
- An assessment of the following would be included in the proposed process: the rationale for City Corporation involvement; what the need is; costs/benefits; and consideration of an exit strategy.
- The report also proposes guidelines to establish which kinds of new ideas would fall within the scope of the proposed assessment process.

Recommendation(s)

Members are asked to agree:

1. the proposed process for assessing proposals for new employability activity requiring additional funding/ significant resources before they are implemented as set out in paragraph 6 of the report.

And to note:

2. the proposed guidelines to establish which kinds of new ideas would fall within the scope of the proposed assessment process – Appendix One.

3. the proposed outline assessment questions to appraise new proposed employability initiatives – Appendix Two.
4. that the proposed process and outline assessment questions be implemented with immediate effect.

Main Report

Background

1. In support of the City Corporation's broad policy framework (as expressed in the Corporate Plan, Education Strategy and departmental business plans for the Economic Development Office and Community & Children's Services Department), the City Corporation's existing employability activity in London forms a key part of our efforts to support London's communities and contribute to reducing deprivation.
2. The term 'employability' covers a wide range of activity including educational and aspiration-raising activity; employability skills; work experience; apprenticeships; jobs and progression within work. Further details of these activities are provided at Appendix One.
3. Notwithstanding differences in the geographies between individual City Corporation programmes, a common broad theme is the focus on linking communities in neighbouring boroughs to jobs in the City and beyond and doing this, broadly, through helping them become employable and, ultimately, employed. This work sits in a wider context, supported by Central London Forward's work across Central London boroughs and complemented by grant-giving across Greater London through City Bridge Trust.

Current Position

4. Against a background of an increasing number of new ideas for the City Corporation to enhance and increase its existing employability work in wider London, the Directors of Economic Development and Community & Children's Services have, at the Town Clerk's request, led Officer discussions on how the City Corporation should approach the assessment of such ideas to prioritise and improve management, given limited resources.
5. The proposed process - outlined below - focuses explicitly on work to support employment and employability in wider London and excludes the following: any work undertaken by the City Corporation in its capacity as a local authority for the City (including work which to some extent covers employability but is wholly focused on City residents); HR aspects of our role as an employer (which is the subject of a separate workstream); our support for City Corporation academies specifically or education more broadly; and City Bridge Trust's grant making activity. It focuses on the consideration of new ideas for employability initiatives, not on reviewing existing activity.

Proposed approval channel and process for new employability ideas

6. In view of the lack of a single accepted channel for formal consideration and approval of new ideas for employment and employability initiatives, this report proposes a structured and systematic process comprising a 'filter process', two levels of Officer assessment and Member approval.

| Stage | Who | Role |
|------------------|---|--|
| Filter questions | Project sponsor (City Corporation Officer lead) | <p>The 'filter process' would identify ideas that do not fit with the City Corporation's overall objectives and would help to ensure that Officer time is not spent developing or considering ideas that are not going to be progressed.</p> <p>Proposals must answer yes/yes/no to the questions below for the idea to proceed.</p> <ul style="list-style-type: none"> • Does it mainly benefit London Residents? • Does it link mainly to London businesses? • Is it duplicating something already happening? |
| Stage 1 | Employability Group | <p>This stage would involve submission of sufficient information to allow Officers to present an initial draft of the assessment questions (outlined at para. 10 and in detail at Appendix Two) for consideration by the Employability Group. This is an Officer group chaired by the Assistant Director of Economic Development, comprising Officers drawn from across the City Corporation with expertise in employability. A fuller, assessed proposal would then be presented to the Supporting London Group (see below) and on to Members, in most circumstances to your Committee.</p> <p>The Employability Group's role would be to:</p> <ul style="list-style-type: none"> • undertake initial scrutiny and assessment of idea and consider an early draft of the assessment questions • provide subject-matter expertise • play a supportive, steering, advisory role, potentially seeing a number of iterations of a promising idea before passing it on to Supporting London Group. <p>NB The Group would not have a veto on which ideas progressed to the next stage.</p> |

| | | |
|---------|-------------------------|--|
| Stage 2 | Supporting London Group | <p>The 'Supporting London Group' of senior Officers, is chaired by the Town Clerk and drawn from the Chief Officers Group. It considers all matters relating to the City Corporation's engagement and relations with London's government and communities and has specific responsibility for developing and coordinating the City Corporation's London-wide activities.</p> <p>To ensure sufficient Officer-level scrutiny of ideas and to limit the burden on your Committee, a key 'gateway' role is proposed for the Supporting London Group involving:</p> <ul style="list-style-type: none"> • considering presentation of assessed idea • providing strategic guidance on how, if at all to present idea to Members and any fundamental changes to be made • acting as the 'gateway' for ideas – Supporting London Group to decide if ideas progress to Member approval or not. • approving non-contentious or minor proposals - at the discretion of the Town Clerk - without referring to Members for approval |
| Stage 3 | Member approval | <ul style="list-style-type: none"> • Policy & Resources Committee receives recommendation to support idea and has authority to approve it (or Community & Children's Services Committee in the case of apprenticeships & traineeships). • Education Board and Community & Children's Services Committee (or other relevant Committee) input to proposal to inform decision made by Policy & Resources Committee (except in the case of apprenticeships or traineeships where decision will be made by Community and Children's Services Committee with input from Policy & Resources Committee). <p>NB This approach complements the existing lines of accountability and the Committee framework for employability activity as detailed at Appendix 3.</p> |

What ideas are in scope?

7. To provide a common understanding of which kinds of new ideas for employability activity would be in scope, a set of general principles is given at Appendix One. The proposed process (and the accompanying assessment questions detailed below and at Appendix Two) have been designed to evaluate

new ideas for activity for the City Corporation to support i.e. not to review and interrogate existing activity, which would be a distinct exercise in its own right, rather to ensure that any new ideas are being assessed in a structured, systematic way before being presented to the Supporting London Group for initial consideration and then to Members.

8. The assessment questions would be used to appraise proposed activity to support wider London. They would not be a tool to evaluate ideas for activity specifically targeted at City residents only, nor that which does not have employability as its primary purpose e.g. English language classes, broader community development type activity etc. (NB 'City residents' refers to residents living within the City's boundary, not tenants or leaseholders living outside of the City's boundaries.)
9. The process focuses on assessing ideas for enhancing employability in London and it is not intended to replace or duplicate existing decision-making processes or capture areas where there is a defined strategy and process in place e.g. education activity. However, to ensure appropriate rigour is applied to decisions made about new work on employability, the assumption has been to include activity in this new process except where there is a good reason to exclude it. Equally, while the intention is to bring a common approach to the assessment of new ideas for employability activity, the aim of the process is not to discourage new ideas.

Questions to assess new proposals

10. In addition to the development of a clear process for the assessment of ideas, it is also important to ensure clarity and consistency in how any new proposals for employability activity are considered. This paper therefore proposes questions to help assess new proposals based on the following:
 - i. a clear rationale for City Corporation involvement;
 - ii. what the need is;
 - iii. costs/benefits; and
 - iv. consideration of the length of time that City Corporation support is required and, if necessary, how activity would be sustained without City Corporation support long-term.
11. The outline assessment questions – provided at Appendix Two - present a way of appraising new ideas. It is envisaged that a 'sponsoring' officer would be responsible for completion of the assessment questions and reporting to the Supporting London Group and/or your Committee.
12. To avoid the proposed assessment questions creating a disproportionate administrative burden for the Supporting London Group and your Committee, it would also be possible to agree general positions on types of activity. Where it would be helpful to establish a general position on types of activity to avoid repeat assessment of similar ideas, the Supporting London Group could be asked, as part of assessing a specific activity (e.g. an individual careers fair), to

develop a general position (for Member approval where necessary, in most circumstances by your Committee) for related requests.

Outcomes

13. The following headline outcomes have been identified for City Corporation activity, drawing on priorities from the recently approved 2015-19 Corporate Plan and existing departmental business plans where Member approval has already been secured. These outcomes are intended to clarify existing priorities and make them more functional and easier to assess new ideas against.

- An articulate, skilled workforce that is drawn from London's communities:
 - Facilitate routes into jobs in the City and beyond – particularly, but not exclusively, those in sectors with significant representation in the City itself - for residents of the City's neighbouring boroughs
 - Support residents in neighbouring boroughs to develop the specific skills and experience to enable them to compete for these jobs
 - Raise awareness of the types of jobs available - particularly in the City and in these sectors - and the routes into them.
- A City business community acknowledged for its responsible practices and its engagement with local communities:
 - Support businesses to 'give back' to communities in London
 - Provide a 'gateway' into a range of services and support
 - Support businesses to diversify their workforce

Corporate and Strategic Implications

15. The proposed process complements and fits in with existing lines of accountability and the Committee framework for employability work, which is detailed at Appendix 3.

Conclusion

16. The proposed decision-making process outlined above, and the suggested assessment criteria to appraise new ideas for employability initiatives, are designed to provide suitable rigour to the consideration of new areas for an important policy area for the City Corporation while striking a sensible balance between such rigour and an additional administrative burden.

Appendices

- Appendix 1 - Principles outlining types of employability ideas within scope of the proposed assessment process
- Appendix 2 – Questions for assessment of new proposals for employability initiatives
- Appendix 3 - Lines of accountability on City Corporation employability activity

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Appendix One

Principles outlining types of employability ideas within and outside the scope of the proposed assessment process

The proposed assessment questions have been designed to evaluate new ideas for activity for the City Corporation to support which has employability as its primary purpose i.e. not to review and interrogate existing activity, which would be a distinct exercise in its own right, rather to ensure that any new ideas are being assessed in a structured, systematic way before being presented to the Supporting London Group and/or Members for initial consideration.

The assessment questions will be used to appraise proposed activity in wider London. They will not be a tool to evaluate ideas for activity specifically targeted at City residents only or activity which does not have employability as its primary purpose e.g. English language classes, broader community development type activity, Barbican education programme etc.

What do we mean by 'employability'?

- a. **Education/ aspiration raising** – this includes promoting careers to school/ college/ university students, visits to City firms, school talks, promotion of visible role models. Educational attainment and performance of schools and provision of adult/community learning activity not related to employability is not included.
- b. **Employability Skills** – this includes support with interview skills, CV writing, supporting job searching and applications, mentoring of job seekers etc. and can be provided to students, young people, adults and specific priority groups.
- c. **Work experience** – this includes facilitating work experience for students and adults in either paid or unpaid placements either by working with individuals, organisations, institutions or employers.
- d. **Apprenticeships** – this includes recruitment and training of apprenticeships and traineeships including supporting employers with apprenticeships and traineeships and promotion of the agenda.
- e. **Jobs** – this includes supporting employers to diversify their recruitment practices and their workforce and promoting self- employment/ enterprise as a route into employment.
- f. **Progression** – this includes supporting individuals to progress their careers and access further training/ employability support and supporting employers to develop and progress their workforce.

The types of activity which would be in scope for being assessed using the assessment questions are:

- a) Bidding for external funding (NB this would *exclude* any 'routine' renegotiation of external funding for existing programmes - e.g. apprenticeships - where there is **no** material change e.g. to the geography of benefit of the activity, the target beneficiaries, types/ sector of business being targeted etc. but would *include* any

renegotiations of external funding if any such material changes are proposed).

- b) Activity which requires new allocation of City Corporation money (not contained within existing budgets, no proposed minimum level of cost)
- c) Re-commissioning of activity (where there is a material change, e.g. to the geography of benefit of the activity, the target beneficiaries, types/ sector of business being targeted etc.)
- d) Activity that cannot be absorbed within existing staffing requirements and requires new staff (even if posts have funding identified) or reconfiguration of priorities
- e) New activity involving use of City Corporation premises and/or convening/ partnering powers and which requires an allocation of cash, staff or other in-kind resources/ support
- f) Activity that could impact adversely on the City Corporation's reputation

Appendix Two

Questions for assessment of new proposals for employability initiatives

A Basic information

1. Name of proposal:
2. Description (what will proposal do, 50 words max):
3. Total cost (all years, specifying the total proposed cost to the City Corporation and the total cost to other funders i.e. matchfunding):
4. Which of the headline outcomes (see para. 13 in report) does this proposal address?:
5. Timescale of proposal (when will it start and finish?):
6. Project sponsor (lead City Corporation officer):
7. Background (why and how the proposal has come about):

B Why and how would the proposal fit with us – the City Corporation - specifically?

1. **Does it utilise the City Corporation's strengths and unique nature?**
Exploring why/how City Corporation is well placed to be involved; which other organisations are or are not involved; what value the City Corporation can add.
2. **City of London angle**
How does this link to the City Corporation's interests and key audiences (businesses, London stakeholders, Government etc.)?
3. **How does it fit with the City Corporation's policy framework?**
Link to outcomes (see para 13 in report). Measurement and evidence.
4. **What is the geographical coverage of the activity?**

C What is the need?

5. **What evidence is there that there is a need to act in this area?**
6. **What is the landscape of provision?**
Which other organisations deliver comparable activity? If few or none, why is that?
7. **Is the proposal innovative/ in line with the latest good practice/ expertise in this area?**
8. **How does the proposal enhance or add value to what is already underway?**

9. **Are the partners/ stakeholders/ local authorities involved and supportive?**

D Costs and outcomes

10. **What is the overall cost of delivery to the City Corporation (inc. staff time, cash, equipment, facilities and other resources)?**

11. **Who else is contributing – or could contribute - to the activity?**

12. **How will the activity be funded? (departmentally, corporately?)**

13. **What staff time will be required to develop/ manage/ deliver this activity?**

14. **What are the overall measurable outputs and benefits of the activity and how will they be measured?**

15. **What impact would it have?**

16. **What are the unit costs of the outputs?**

E Risks

17. **What are the risks to successful delivery?**

18. **Are there any reputational risks to the City Corporation?**

F Exit strategy

19. **What is the exit strategy for the City Corporation's involvement?**

20. **How will learning from the activity be shared internally and with partners and stakeholders?**

Appendix 3

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) programme¹ | 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 | |

¹ 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 Group² 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 | |

² An officer group with overview of all CoLC/ CBT employability/ aspiration raising projects. Membership: EDO; Community & Children's Services; Human Resources; City Bridge Trust; City Business Library; Culture Heritage & Libraries; Barbican/Guildhall School; Public Relations; Town Clerk's; Central London Forward.

| | |
|--|---------------------|
| Committee(s) | Dated: |
| Education Board | 25 June 2015 |
| Subject: Update on Free Schools progress | Public |
| Report of: Director of Community and Children’s Services | For Decision |

Summary

The purpose of this report is to

- Inform Members of the progress made since the City’s successful application to open Primary Free Schools, one in Southwark and one in Islington.
- To allocate a Member to support each of the Free School projects to the ‘opening’ date of each school.

Following the submission of applications by the City in October 2014, to the Department of Education (DfE) to open two free schools, the City was informed by the DfE that it had been successful in March 2015 in progressing to the pre-opening stage.

This was followed by representatives attending a ‘kick off’ meeting on April 9th 2015, officially setting the pre-opening path to become successful free schools, agreeing roles and responsibilities and setting key priorities for the future. For this meeting officers were required to produce a Project Plan in advance of the key tasks to be undertaken, along with milestones, up until the opening dates for each school.

These Project Plans have subsequently been signed off, and at recent meeting held on Monday 15th June with the DfE there was a review of progress made to date, the outcome of which was very positive and show the two schools to be on target. The proposed sites for both these schools will need capital development and the City is working closely with colleagues from the Education Funding Agency (EFA) and officers from each of the respective local authorities to secure the appropriate level of funding, and site acquisition. There is a risk that the school buildings will not be ready in the first year of opening and the City is exploring what alternative arrangements can be put in place during this period.

In terms of project management arrangements, each of the schools has its own project board which meets on a monthly basis and reports quarterly into a programme board chaired by the Director of Community and Children’s Services. Depending to continued sufficient progress being made against these plans, the Secretary of State for Education will agree to funding agreement with the City to open these schools at a point still to be decided. The envisage dates for the opening of these schools are September 2016 for the school in Southwark and September 2017 for the school in Islington. The agreement with the DfE is for both schools to have two Forms of Entry, starting with Reception places and filling each year group in subsequent years.

Although progress against the project plans is on target for each of these schools, the DfE has risen in each of the meetings the governance arrangements the City has in place across its academies, which will need to be addressed in terms of both its present academies, and the expansion as this goes forward. To ensure appropriate regular members involvement and advice it is requested that a member is allocated to each of the Free School projects.

Recommendations

Members are asked to:

- Note the contents of the report
- To allocate a Member to support each of the Free School projects to the 'opening' date of each school

Main Report

Background

1. The City as part of its Education Strategy seeks to expand the number of academies it sponsors. In conjunction with requests from other authorities, namely Southwark and Islington, the City made applications under the Free Schools route to open a primary school in Southwark in September 2016, and a Primary school in Islington in September 2017, to meet the growing demand in primary school places in these areas. The City was informed in March 2015 that both these applications have been successful in progressing to the pre-opening stage.

Current Position

2. Representatives attending a 'kick off' meeting on April 9th 2015, officially setting the pre-opening path to become a successful free school, agreeing roles and responsibilities and setting key priorities for the future. For this meeting officers were required to produce a Project Plan in advance of the key tasks to be undertaken, along with milestones, up until the opening dates for each school.
3. Progress against each of the actions in the project plan to date have been completed on time with the exception of providing scanned copies of DBS checks for members of one of the interim governing body members. In terms of specific progress made to date;
 - a. The Project Plans for both schools have been agreed
 - b. The Marketing Plans for both schools have been agreed
 - c. Recruitment timelines for the appointment of the Principal Designate for both schools have been agreed
 - d. Draft Admissions Policies for both schools have been submitted and are awaiting feedback
 - e. Interim governing body membership for both schools have been agreed and are in place

4. In terms of next steps, a Section 10 consultation, a statutory requirement under the Academies Act 2010 to consult such persons as deemed appropriate when wishing to open a school, will need to be carried out over the coming months. The primary purpose of the consultation, and the report to be produced from this, is to inform the City in reaching its decision to enter into a funding agreement with the Department of Education.
5. In terms of where the schools will be based, the proposed sites for the two schools are the previous Gallywall Primary School site in Southwark, and the previous Richard Cloudesley Special School site in Islington, although we have no confirmation at this stage from the Education Funding Agency (EFA) that these sites will be approved.
6. Both the sites will need extensive capital build programmes. The Gallywall site is an existing Victoria primary school site and will need to be refurbished as well as some new development of the site. The Richard Cloudesley site will require a demolition of the existing building and complete new build of the site. The City is working closely with colleagues from the EFA and officers from each of the respective local authorities to secure the appropriate level of funding, and site acquisition arrangements.
7. With the aggressive time scales in terms of having a capital programme completed by the opening dates of each school, the City has interviewed for Project Management and Design Teams for the capital programme with a view to appoint by the end of the month, although at this point the level of funding available has not been confirmed. Even if the City continues to make its present level of progress on the capital builds there is a risk that the schools will not be ready for children in the first year of opening and the City is exploring options for these children to attend school in this first year. The City has raised this risk with the DfE and EFA, as well as requested a temporary accommodation budget is built into the EFA capital funding should this need arise.
8. For the Islington site there are additional pressures in that the original application made to the DfE was for a one Form of Entry but the DfE only agreed the application if the City accepted the condition that it was a 2FE school. Islington has also stipulated the school have a nursery and 2 year old places on what is quite a confined site which will be challenging, particularly with regards to having sufficient outside space. Officers will be exploring with the DfE/EFA if there is capital funding available for the nursery provision, as this cannot be taken from the capital allocation for the school, and is likely to require an additional application being made. Should this not prove successful officers will seek capital funding for Islington if this is to go ahead.
9. In all conversations the City's has had with the DfE since the interview meeting in March and subsequently, the DfE has raised the governance arrangements the City has for its academies. At the meetings held on Monday 15th June 2015, one of the outcomes of that meeting was "Once you have had a think about the type of MATs you want to set up, my colleague should be able to talk through possibilities for any overarching structure". This will need to be addressed in terms of both its present academies, and the expansion as this goes forward

Implications

10. A delay in the capital builds being ready will require alternative accommodation for reception classes in the first year. Officers are exploring how this can be provided in existing family of City schools.

Conclusion

11. The City is making sufficient progress through the 'pre-opening' stage of its two Free School applications, both in terms of delivering a school and the capital programmes. There is some risk due to the aggressive time scales that the buildings will not be completed to a point where children can start in these schools by the date they are due to open. With this in mind officers are exploring alternative arrangements as well as requesting temporary accommodation funding from the EFA should this arise. There is a question about the overarching governance arrangements for the City's academies which will need to be addressed in terms of both its present academies, and the expansion as this goes forward. To ensure appropriate regular members involvement and advice it is requested that a member is allocated to each of the Free School projects.

Appendices

- None

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| | |
|---|------------------------------|
| Committee: | Date: |
| Community and Children's Services Education Board | 12 June 2015 25 June 2015 |
| Subject: Update report on Sir John Cass's Foundation Primary School Expansion | Public |
| Report of: Director of Community and Children's Services | For Information |
| <u>Summary</u> | |
| <p>This report is to inform Members of the progress that has been made on the proposal to expand Sir John Cass's Foundation Primary School to a Two Form Entry (2FE) school, and the recent decision by the Sir John Cass's Foundation Board not to support the expansion, as freeholder of the site.</p> <p>The proposal to expand Sir John Cass's Foundation Primary School to a 2FE was first raised at the full governing body meeting of the school on 27th March 2013 following the ending of the 'soft federation' between the school and Christ Church Primary School in Tower Hamlets, the expansion being seen as a way the school would continue to be an outstanding school, and to meet the City's statutory duty as a local authority to ensure sufficient primary school places for City residents.</p> <p>Since March 2013 there has been regular on-going communications between the City, the governing body of the school, and the Foundation regarding the expansion, in the form of governor meetings, Tripartite meetings, presentations to the Foundation's Board, and a School Expansion Working Party chaired by one of the LA Governors since March 2014. This committee has also received regular updates as referenced at the end of this report.</p> <p>On 24 September 2014 the full governing body passed a resolution committing them to becoming a 2FE school from September 2016. At the same meeting, the Governing Body also decided to consult on a change to the school's Admissions Policy to add an Admission Priority Area criterion, which will enable more City families to secure a place at this outstanding school</p> <p>Throughout this period there has been no communication or indication that the Foundation would not support the expansion. However, despite a letter dated 9th January 2015 from the then Chief Executive of the Foundation stating the Foundation's Board held in October 2014 had agreed in principle to the capital development, a subsequent letter from the Foundation dated 4th June 2015 states the Foundation's Board had resolved not to give its consent to grant a licence to build, or give the 10% contribution towards capital costs. The letter makes reference to a report by Elizabeth Sidwell, former Schools Commissioner, independent legal advice, and the Business Case made by the governing body of the school, as the documents considered "in reaching this difficult and final decision", but no specific details of the reasons of how this decision was reached.</p> <p>Given the City's statutory duty to ensure sufficient pupil places for City residents, the Director of Community and Children's Services has subsequently written to the Foundation seeking clarifications on the reasons for this reversal by the Foundation and is awaiting a response.</p> | |
| Recommendation | |
| <ul style="list-style-type: none"> • That Members note the progress made in Sir John Cass's Foundation Primary School becoming a Two Form Entry school. | |

Main Report

Background

1. The City as a Local Authority has a statutory duty to ensure there are sufficient school places for its residents. By 2016, the shortage of primary school places in London is set to reach 118,000. The projected potential demand for primary school places for City children over the coming years shows a demand of 73 primary school places for City residents by 2016, using 2011 census and Department for Education projections
2. Sir John Cass's Foundation Primary School has had an increasing number of applications for the 30 Reception school places, rising year on year from 76 in 2010/11 to 116 for 2014/15.
3. The Governing Body of Sir John Cass's Foundation Primary School has been considering expanding the school from a One Form Entry school (30 children in each year) to a Two Form Entry (60 children in each year) since March 2013 by exploring options to extend the existing building, as well as a change to the Admissions Policy criteria, which will ensure City families have an opportunity to secure a place at the school.
4. At the meeting of the Sir John Cass's Foundation Primary School Governing Body held on 24 September 2014, the Governing Body passed a resolution committing them to becoming a 2FE school by September 2016. The governing body have also consulted on changes to the Admissions Policy with a new policy in place for September 2016 which includes an Admissions Priority Area, enabling more City children in securing a place at the school.

Current Position

5. A considerable amount of work has been carried out to ensure the capital programme of works will be completed in time for the school to meet the time line of offering a second form of entry by September 2016, and a completed build programme by September 2017.
6. The majority of the funding for the expansion has been secured. A significant amount from the Education Funding Agency to secure additional school places, who will have the expectation of a second form of entry being in place in the City from September 2016, as well as funding from Section 106 and through the Priorities Board. The remaining 10% being a requirement for Foundation Schools to be provided by the Foundation/governing body.
7. Interviews for the Design Team and Project Management for the City's education capital developments have taken place and are about to be appointed. Work on the initial designs and costings of the development have been carried out, with a Project Board operating for the governance of the scheme in place.
8. The Gateway Four Report originally being tabled for today's DCCS Committee for decision has now been withdrawn in response to the letter from the Foundation, as well from Projects Sub, and Policy and Resources committees meetings this month. Given the City's duty to ensure sufficient pupil places for City residents, the Director of Community and Children's Services has written to the Foundation seeking clarifications on the reasons for this reversal by the Foundation's Board in order to strive for a way forward to meet the duties of the

local authority, and ensure greater access to outstanding educational opportunity for children.

9. The governing body of Sir John Cass's Foundation Primary School have consistently sought to move forward with the expansion of the school, and the changing of the Admissions Policy, which enables greater access for City families to places at the school, carrying out the necessary consultation and decision making to move this forward. Should the Foundation not change from its decision to provide the 10% capital funding, and licence to build, the governing body will need to decide if they wish to expand to a 2FE within the existing 'footprint' of the building through refurbishment and making best use of existing space, and secure the 10% capital funding through other means.

Implications

10. There is a statutory duty for local authorities to secure sufficient school places for their residents. The work the City has been undertaking with the governing body and the Sir John Cass's Foundation would have ensured that the City meets this duty to provide high-quality primary education for local families.
11. The Governing Body of the school is also its own Admission Authority, and in this case is not required to consult solely when increasing pupil admission numbers. However, it must consult where it is proposed that the Admissions Policy should be revised. The school has carried consultation on both these matters
12. There are a significant number of developments taking place close to Sir John Cass's Foundation Primary School site, some of which contain housing. This is highly likely to further increase the number of applications the school receives for places over the coming years.

Conclusion

13. It is disappointing, especially considering the extensive communications that have happened for over two years between all parties on the expansion of Sir John Cass's Foundation Primary School, that the Foundation has reversed the decision of its board made in October 2014 where it had agreed in principle to the capital development. Sir John Cass's Foundation Primary School is judged as an outstanding school and the expansion would offer this education opportunity to greater number of children in the local community. Given the City's duty to ensure sufficient pupil places for City residents, and the City's education Strategy that "*The City will ensure that every child resident in the City has access to high quality education that enables them to reach their academic and personal potential.*", the department will be seeking clarifications on the reasons for this reversal by the Foundation in order to strive for a way forward.

Background Papers

Reports to the Community and Children's Services Committee:

- *Education of primary-aged children, 11 October 2013*
- *Provision of affordable homes and additional nursery and primary school places, 13 December 2013*
- *Demand for primary school places, 14 March 2014*
- *Sir John Cass's Foundation Primary School Expansion, 26 November 2014*

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