



## Board of Governors of the City of London School for Girls

**Date:** MONDAY, 4 MARCH 2019

**Time:** 10.00 am

**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 11 February 2019.

**For Decision**  
(Pages 1 - 4)

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

(Pages 5 - 16)

7. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 11 February 2019.

**For Decision**  
(Pages 17 - 24)

Items received too late for circulation in conjunction with the Agenda.

**John Barradell**  
**Town Clerk and Chief Executive**

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## **BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL FOR GIRLS** **Monday, 11 February 2019**

Minutes of the meeting of the Board of Governors of the City of London School for Girls held at Committee Rooms, Second Floor, West Wing, Guildhall, London, EC2V on Monday, 11 February 2019 at 11.00 am

### **Present**

#### **Members:**

Deputy Clare James (Chairman)	Soha Gawaly (External Member)
Nicholas Bensted-Smith (Deputy Chairman)	Deputy Tom Hoffman
Professor Anna Sapir Abulafia (External Member)	Ann Holmes
Rehana Ameer	Mary Ireland (External Member)
Randall Anderson	Sylvia Moys
Tijs Broeke	Elizabeth Phillips (External Member)
Alderman Emma Edhem	Deputy Richard Regan
Dr. Stephanie Ellington (External Member)	Alderman William Russell

#### **Officers:**

Chrissie Morgan	- Director of Human Resources
Ena Harrop	- Headmistress, City of London School for Girls
Alan Bubbear	- City of London School for Girls
Steve Reynolds	- Chamberlain's Department
Justine Venditti	- Senior Deputy Head
Alistair MacLellan	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department

#### **1. APOLOGIES**

Apologies for absence were received from Deputy Robert Merrett, Dhruv Patel OBE and Deputy James Thomson

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

There were no declarations of interest.

#### **3. MINUTES**

**RESOLVED** – That the minutes of the meeting held on 3 December 2018 be approved as an accurate record.

#### **4. MINUTES - REFERENCE SUB-COMMITTEE - 10 OCTOBER 2018**

Minutes of the Reference Sub-Committee meeting held on 10 October 2018.

RECEIVED.

#### **5. ANNUAL REVIEW OF TERMS OF REFERENCE**

Governors considered a report of the Town Clerk regarding the annual review of their terms of reference. Governors agreed to change point 4. (c) to refer to the “Head” in place of “Headmaster/Headmistress”.

Governors discussed the benefits of holding an additional meeting in May given the large gap between meetings in the spring, however, it was felt that this was not an issue given the Board’s ability to hold extraordinary meetings when required.

**RESOLVED – that:**

- paragraph 4(c) of the terms of reference be revised to read “Head” in place of “Headmaster/Headmistress”;
- the revised terms of reference be approved for submission to both the Policy and Resources Committee and the Court of Common Council; and
- any further changes required in the lead up to the Court’s appointment to Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

**6. REPORT OF THE HEADMISTRESS**

The Board considered the report of the Headmistress.

RECEIVED.

**7. REVISED CAPABILITY POLICY AND PROBATIONARY PROCEDURE**

Governors considered a report of the Director of Human Resources regarding the revised Capability Procedure and revised Probation Procedure.

**RESOLVED – that**

- the revised Capability Procedure, be approved;
- the revised Probationary Procedure, be approved; and
- the additions to the management levels authorised to take action in the Managing People Policy, be noted.

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

There were no questions.

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

The Chairman noted that the meeting would be the last for Alderman William Russell. Governors thanked Alderman Russell for his contributions to the Board.

**10. EXCLUSION OF THE PUBLIC**

**RESOLVED** - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds

that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

11. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 3 December 2018 be approved as an accurate record.

12. **MINUTES - ACADEMIC WORKING PARTY - 1 FEBRUARY 2019**

Minutes of the Academic Working Party meeting held on 1 February 2019.

RECEIVED.

13. **MINUTES - 125TH ANNIVERSARY WORKING PARTY - 10 OCTOBER 2018**

Minutes of the 125<sup>th</sup> Anniversary Working Party meeting held on 10 October 2018.

RECEIVED.

14. **NON-PUBLIC MINUTES - REFERENCE SUB-COMMITTEE - 10 OCTOBER 2018**

Minutes of the Reference Sub Committee meeting held on 10 October 2018.

RECEIVED.

15. **MINUTES - 125TH ANNIVERSARY WORKING PARTY - 26 JUNE 2018**

Minutes of the 125<sup>th</sup> Anniversary Working Party meeting held on 26 June 2018.

RECEIVED.

16. **EXPANSION - COMMUNICATIONS UPDATE**

*[The Chairman took item 17, Expansion – Communications Update, at this point in the agenda]*

Governors considered a report of the Headmistress regarding the expansion of the City of London School for Girls.

17. **PRESENTATION - GUATEMALA TRIP**

Governors heard from the Headmistress regarding the School's trip to Guatemala.

18. **HEADMISTRESS' REPORT**

The Board considered the report of the Headmistress which provided information of non-public matters in relation to the School.

18.1 **Appendix A - Assessment and Recording Policy**

18.2 **Appendix B - Framework for Pupil Assessment**

18.3 **Appendix C - Collective Worship Policy**

18.4 **Appendix D - Work Experience Policy**

- 18.5 **Appendix E - Request for Sabbatical Leave**
- 18.6 **Appendix F - Supporting Evidence**
- 18.7 **Appendix G - Outcome Letter**
- 18.8 **Appendix H - Contextual Admission Proposal**
- 18.9 **Appendix I - Minutes of the School's Health and Safety Committee meeting held on 4 January 2019**
19. **MANAGEMENT INFORMATION DASHBOARD**  
Governors considered a joint report of the Chamberlain and the Bursar.
20. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**  
There were no questions.
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were no items of urgent business.
22. **CONFIDENTIAL MINUTES**  
**RESOLVED** – That the confidential minutes of the meeting held 3 December 2018 be approved as accurate record.
23. **CONFIDENTIAL MINUTES - ACADEMIC WORKING PARTY - 1 FEBRUARY 2019**  
Confidential minutes of the Academic Working Party meeting held on 1 February 2019.
- RECEIVED.
24. **REVIEW OF SENIOR MANAGEMENT PAY STRUCTURES IN THE THREE CITY OF LONDON CORPORATION SCHOOLS**  
Governors considered a report of the Director of Human Resources.

**The meeting ended at 1.26 pm**

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Chairman

**Contact Officer: Polly Dunn**  
**[polly.dunn@cityoflondon.gov.uk](mailto:polly.dunn@cityoflondon.gov.uk)**

<b>Committees:</b> Corporate Projects Board <i>[for decision]</i> Projects Sub <i>[for decision]</i> Board of Governors of the City of London School for Girls		<b>Dates:</b> 17 December 2018 18 January 2019 4 March 2019
<b>Subject:</b> <b>City of London School For Girls Summer Revenue Works 2019</b>  <b>Unique Project Identifier:</b> 12046	<b>Gateway 2:</b> <b>Project Proposal</b> Regular	
<b>Report of:</b> City Surveyor <b>Report Author:</b> Neil Hawkins		<b>For Decision</b>
<h1>PUBLIC</h1>		

## Recommendations

<b>1. Next steps and Requested decisions</b>	<b>Approval track:</b> 2. Regular <b>Next Gateway:</b> Gateway 3/4 - Options Appraisal (Regular) <b>Next Steps:</b> Detailed outline of the options for delivery <b>Requested Decisions:</b> <ol style="list-style-type: none"> <li>1. Approval to proceed to Gateway 3/4;</li> <li>2. Approval for staff costs of £5000;</li> <li>3. For City Surveyors Operations department's Minor Works team to pursue delivery options</li> </ol>
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<b>2. Resource requirements to reach next Gateway</b>	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
	CoL Staff costs	Preparing specifications to go to market	CoL School For Girls Repairs and Maintenance Revenue Fund	4,000
	<b>Total</b>			<b>4,000</b>
<b>3. Governance arrangements</b>	<ul style="list-style-type: none"> <li>• State the Service Committee responsible. CoL School for Girls Board of Governors</li> <li>• Name of Senior Responsible Officer and their role: Alan Bubbear, Bursar</li> <li>• Project Board not required. Governance by City Surveyors Dept</li> </ul>			

### Project Summary

<b>4. Context</b>	4.1 In line with the School's 20-year Repair and Maintenance plan a series of works have been identified between the School and City Surveyors to maintain the School in good order. Additional works have been identified in line with the school's developing requirements, including health and safety, safeguarding and security concerns.
<b>5. Brief description of project</b>	5.1 The works are broad in nature but are based on meeting the requirements of the School's 20-year plan for repairs and maintenance and other requirements such as safeguarding, health and safety, and security requirements. The works can only be carried out during the summer holidays to avoid disruption to the school's facilities and services.
<b>6. Consequences if project not approved</b>	<p>6.1 Given the diversity of the works planned the consequences of not proceeding are varied.</p> <p>6.2 Certain works noted above have an immediate security or safeguarding implication if not undertaken. Other works have arisen from our recent fire risk assessment, Health and safety audit, and access report. We would deem all of these to be important and require immediate attention.</p> <p>6.3 Other works, such as general repair work and decorating, is part of a rolling programme that the School undertakes each year, in order to avoid costlier maintenance and repairs in the future. The consequences of not undertaking such work would not be immediate but would cause greater cost in the future.</p>



<b>7. SMART Project Objectives</b>	<p>7.1 New facilities achieve safeguarding standards, and meet H&amp;S and fire risk assessment needs.</p> <p>7.2 Project completed to programme, on schedule and within budget.</p> <p>7.3 Proposals have local authority planning and building regulation approval (where required).</p>
<b>8. Key Benefits</b>	<p>8.1 School facilities will comply with safeguarding standards and meet fire risk assessment, H&amp;S audit and access audit recommendations (where applicable).</p> <p>8.2 Continued investment in the School's infrastructure via planned repairs and maintenance, to maintain the school premises in a fit state.</p> <p>8.3 By planned maintenance, avoiding costlier catch up repairs when infrastructure fails.</p>
<b>9. Project category</b>	7a. Asset enhancement/improvement (capital)
<b>10. Project priority</b>	A. Essential
<b>11. Notable exclusions</b>	None

### Options Appraisal

<b>12. Overview of options</b>	<p><b>12.1.</b> To undertake works to maintain the school according to its 20 year repairs and maintenance plan.</p> <p><b>This is the recommended option.</b></p> <p><b>12.2</b> To do nothing. This is not recommended, as it would have a series of negative effects including regulatory and allowing parts of the school to fall into disrepair.</p>
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### Project Planning

<b>13. Delivery Period and Key dates</b>	The project programme based on the recommended option (Option 1).		
	1	Governors approval (received)	3 <sup>rd</sup> December 2018

	2	Corporate Projects Board	17 <sup>th</sup> December 2018
	3	Project Sub	18 <sup>th</sup> January 2018
	4	Undertake procurement	4 <sup>th</sup> March 2019
	5	Appoint contractor(s)	6 <sup>th</sup> May 2019
	5	Commence summer works	July 2019
	6	Completion of works	August 2019
<b>14. Risk implications</b>	<b>Overall project risk: Green</b> 18.1 Delay and/or cost overrun due to the complexity of the programme of works 18.2 Poor coordination of the different projects. 18.3 Discovery of asbestos where intrusive works are to be carried out.		
<b>15. Stakeholders and consultees</b>	15.1 School Headmaster and Bursar 15.2 CoL School For Girls Board of Governors 15.3 City Surveyor		

### Resource Implications

16. Total estimated cost	Likely cost range: £450,000 - £550,000																	
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: Internal - Funded wholly by City's own resource																
	<table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>CoL School For Girls Repairs and Maintenance Revenue Fund (contractor delivery costs)</td><td>493,000</td></tr><tr><td>CoL School For Girls Repairs and Maintenance Revenue Fund (enabling works and CoL staff costs)</td><td>12,000</td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td>Total</td><td>505,000</td></tr></table>		Funds/Sources of Funding	Cost (£)	CoL School For Girls Repairs and Maintenance Revenue Fund (contractor delivery costs)	493,000	CoL School For Girls Repairs and Maintenance Revenue Fund (enabling works and CoL staff costs)	12,000									Total	505,000
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18. Investment appraisal	The works are part of the School's 20-year repair and maintenance plan. As such, failure to continually repair and maintain the premises according to our 20-year plan will, over time, require more costly catch up maintenance.																	

<b>19. Procurement strategy/Route to Market</b>	A detailed procurement strategy will be provided at GW3/4 by City Procurement. All procurement exercises will be carried out in consultation with the City Surveyor's Department and City Procurement team. It is likely that the new City Procurement framework will be used, although an open tender process may be preferred.
<b>20. Legal implications</b>	No other planning consents are expected to be required. Safeguarding requirements will be met.
<b>21. Corporate property implications</b>	Given the requirement to provide compliant facilities, the proposal provides a solution to maintain the operational status of this facility via work in accordance with our 20-year repairs and maintenance plan and recent safeguarding regulations.
<b>22. Traffic implications</b>	None
<b>23. Sustainability and energy implications</b>	None
<b>24. IS implications</b>	None
<b>25. Equality Impact Assessment</b>	<ul style="list-style-type: none"> <li>An equality impact assessment will not be undertaken</li> </ul>
<b>26. Data Protection Impact Assessment</b>	<ul style="list-style-type: none"> <li>The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken</li> </ul>

## **Appendices**

<b>Appendix 1</b>	Project Briefing
<b>Appendix 2</b>	Proposed Programme of works
<b>Appendix 3</b>	

## **Contact**

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<b>Email Address</b>	Neil.hawkins@cityoflondon.gov.uk
<b>Telephone Number</b>	0207 332 1189

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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	12046	<b>[1b] Departmental Reference Number</b>	
<b>[2] Core Project Name</b>	CoL School For Girls Summer Revenue Works 2019		
<b>[3] Programme Affiliation (if applicable)</b>	NA		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Ena Harrop
<b>[5] Senior Responsible Officer</b>	Alan Bubbear
<b>[6] Project Manager</b>	Tahir Ditta

Description and purpose					
<b>[7] Project Mission statement / Elevator pitch</b>					
Broad scope of works covering annual maintenance and improvements for the CoL School for Girls, driven by the City Surveyors forward maintenance plan and the School's changing requirements					
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>					
Various building fabric, mechanical and electric assets are reaching the end of their life and will become inefficient and likely to fail if not replaced. Other items are required to provide the school with appropriate facilities for developing needs.					
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>					
[1] People are safe and feel safe. [2] People enjoy good health and wellbeing. [5] Businesses are trusted and socially and environmentally responsible. [9] Our spaces are secure, resilient and well-maintained. [10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment. [12] Our spaces inspire excellence, enterprise, creativity and collaboration.					
<b>[10] What is the link to the departmental business plan objectives?</b>					
School Development Plan Objective G – Ensure facilities remain fit for purpose					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	Y	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b> Project developed as a large scale Corporate initiative	N
<b>Mandatory:</b> Compliance with legislation, policy and audit	Y	<b>Sustainability:</b> Essential for business continuity	Y	<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

Project Benchmarking:	
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>	

<These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>
1)Continued operational success, without failure of building plant and fabric
2)School conforms to all safeguarding requirements in order to provide the appropriate environment for all pupils
3) Works completed on time without disruption to school operations and re-opening after the summer break
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>
The school will be better equipped to provide appropriate facilities as the school moves forward
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>
Lower Range estimate: Upper Range estimate: £505,000
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
All on-going maintenance and servicing costs are accounted for in the City Surveyor's Forward Maintenance Plan and the Chamberlain's annual report on the schools Repairs, Maintenance and Improvement fund
<b>[16] What are the expected sources of funding for this project?</b>
City of London School For Girls' Repairs and Maintenance Revenue Fund
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>
Lower Range estimate: July – Aug 2019 Due to the significant disruption caused by the works programme these must be carried out during the summer holiday break. They cannot be postponed or overrun.

<b>Project Impact:</b>	
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>	
No	
<b>[19] Who has been actively consulted to develop this project to this stage?</b> <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: Steven Reynolds
Chamberlains: Procurement	Officer Name: Diana Morris
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	
<b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</b> Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	

Client	Department: CLSG
Supplier	Department: City Surveyors
Supplier	Department:
Project Design Manager	Department: Tahir Ditta
Design/Delivery handover to Supplier	Gateway stage: Gateway 5

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APPENDIX 2

CoL School for Girls 2019/20

Group	Committee	Property	Description	Total Score	Cost	PFM Comments
Building	City of London School for Girls Committee	CoL School for Girls	DOOR REPLACEMENT (INTERNAL) B FLOOR	180	70,000	
Building	City of London School for Girls Committee	CoL School for Girls	EXTERNAL DOOR REPLACEMENT	180	70,000	
Building	City of London School for Girls Committee	CoL School for Girls	KITCHEN EQUIPMENT REPLACEMENT	180	50,000	
Building	City of London School for Girls Committee	CoL School for Girls	MAIN HALL REFURBISHMENT	180	50,000	
Building	City of London School for Girls Committee	CoL School for Girls	TOILETS REFURBISHMENT (GIRLS G FLOOR) Mechanical services only	180	20,000	
Building	City of London School for Girls Committee	CoL School for Girls	WINDOWS OVERHAUL (Corner room windows)	180	80,000	
Electrical	City of London School for Girls Committee	CoL School for Girls	LIGHT FITTINGS REPLACEMENT (COMMON PARTS)	180	15,000	
Heating & Ventilation	City of London School for Girls Committee	CoL School for Girls	DHWS VALVES REPLACEMENT	180	6,000	
Building	City of London School for Girls Committee	CoL School for Girls	ROOF FINISH REPLACEMENT (MAIN BLOCK))		90,000	
Building	City of London School for Girls Committee	CoL School for Girls	OFFICE REFURBISHMENT (A FLOOR)	45	42,000	
			<b>Total</b>		<b>493,000</b>	

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