



Board of Governors of the City of London School for Girls

Date: MONDAY, 8 JUNE 2020

Time: 11.00 am

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members:

Nicholas Bensted-Smith (Chairman)	Sylvia Moys
Deputy Clare James (Deputy Chairman)	Dhruv Patel
Rehana Ameer	Deputy Richard Regan
Randall Anderson	Professor Anna Sapir Abulafia (Co-optee)
Peter Bennett	Dr. Stephanie Ellington (Co-optee)
Mark Bostock	Soha Gawaly (Co-optee)
Mary Durcan	Mary Ireland (Co-optee)
Alderman Emma Edhem	Elizabeth Phillips (Co-optee)
Alderman Prem Goyal	Tim Levene (Ex-Officio Member)
Deputy Tom Hoffman	Deputy Philip Woodhouse (Ex-Officio Member)
Shravan Joshi	

Enquiries: Kerry Nicholls
kerry.nicholls@cityoflondon.gov.uk

Next Meeting Date: 11.00am, Monday 5 October 2020

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/V7nQafhZOFw>

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 9 March 2020.

For Decision
(Pages 1 - 6)

4. **OUTSTANDING ACTIONS**

Report of the Town Clerk.

For Discussion
(Pages 7 - 8)

5. **APPOINTMENT OF CO-OPTED GOVERNORS**

The Chairman to be heard.

For Decision

6. **REPORT OF THE HEADMISTRESS**

Report of the Headmistress of the City of London School for Girls.

For Discussion
(Pages 9 - 16)

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

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

9. **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 Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

10. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 9 March 2020.

For Decision
(Pages 17 - 22)

11. **NON-PUBLIC OUTSTANDING ACTIONS**

Report of the Town Clerk.

For Discussion
(Pages 23 - 24)

12. **REPORT OF THE HEADMISTRESS**

Report of the Headmistress of the City of London School for Girls.

For Decision
(Pages 25 - 190)

13. **ANNUAL SAFEGUARDING REPORT**

Report of the Headmistress of the City of London School for Girls.

Governors are asked to note a confidential appendix at Agenda Item 20.

For Discussion
(Pages 191 - 200)

14. **FINANCIAL INFORMATION DASHBOARD**

Joint report of the Chamberlain and the Bursar of the City of London School for Girls.

For Discussion
(Pages 201 - 216)

15. **CASH AVAILABLE IN THE SCHOOL'S CHARITY: THE CITY OF LONDON SCHOOL FOR GIRLS BURSARY FUND INCORPORATING THE CITY OF LONDON SCHOOL FOR GIRLS SCHOLARSHIPS AND PRIZES FUND**

Report of the Chamberlain and the Headmistress of the City of London School for Girls.

For Decision
(Pages 217 - 220)

16. **REPORT ON ACTION TAKEN**

Report of the Town Clerk.

For Discussion
(Pages 221 - 222)

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

18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - Confidential Agenda

19. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 9 March 2020.

For Decision

20. **ANNUAL SAFEGUARDING REPORT - EXTRACT FROM NON-PUBLIC REPORT**

Confidential information to be read in conjunction with Agenda Item 13.

For Discussion

21. **IT OPERATIONS REPORT**

Report of the Headmistress of the City of London School for Girls and the Head of the City of London School.

For Decision

BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL FOR GIRLS Monday, 9 March 2020

Minutes of the meeting of the Board of Governors of the City of London School for Girls held at City of London School for Girls - ST GILES TERRACE, BARBICAN, EC2Y 8BB on Monday, 9 March 2020 at 11.00 am

Present

Members:

Nicholas Bensted-Smith (Chairman)	Alderman Prem Goyal
Deputy Clare James (Deputy Chairman)	Deputy Tom Hoffman (Chief Commoner)
Randall Anderson	Dhruv Patel
Peter Bennett	Professor Anna Sapir Abulafia (External Member)
Mark Bostock	Mary Ireland (External Member)
Mary Durcan	Elizabeth Phillips (External Member)

Officers:

Kerry Nicholls	- Clerk
Steven Reynolds	- Chamberlain's Department
Jenny Brown	- Headmistress
Alan Bubbear	- Bursar
Justine Venditti	- Senior Deputy Head (Staff)
Rachel Hicks	- RSA Academics (Item 19 only)

1. APOLOGIES

Apologies for absence were received from Rehana Ameer, Alderman Emma Edhem, Soha Gawaly, Sylvia Moys, Deputy Richard Regan, Deputy James Thomson and Deputy Philip Woodhouse.

Apologies for lateness were received from Alderman Prem Goyal.

The Chairman advised the Committee that Sir Michael Snyder had recently stood down from the Board of Governors and thanked him for his exceptional contribution to the City of London School for Girls over many years. Shравan Joshi had been elected to the Board of Governors by the Court of Common Council on 5 March 2020.

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

There were no declarations of interest.

3. MINUTES

In considering the minutes of the previous meeting, Professor Anna Sapir Abulafia requested that her apologies for absence be recorded.

RESOLVED – That the minutes of the previous meeting be approved as an accurate record, subject to the above amendment.

4. **SUB-COMMITTEE MINUTES**

a) **Draft Minutes of the Finance and Estates Sub-Committee held on 14 February 2020**

RESOLVED - That the public minutes and non-public summary of the Finance and Estates Sub-Committee meeting held on 14 February 2020 be received.

5. **OUTSTANDING ACTIONS**

The Board considered a report of the Town Clerk outlining Outstanding Actions.

RESOLVED – That the Outstanding Actions report be noted.

6. **ANNUAL REVIEW OF TERMS OF REFERENCE**

The Board considered a report of the Town Clerk regarding the Annual Review of the Board's Terms of Reference.

RESOLVED – That:

- The Terms of Reference be referred to the Policy and Resources Committee and the Court of Common Council for approval;
- The frequency of meetings of the Board remained appropriate; and,
- Any further changes to the 2020/21 Terms of Reference be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman.

7. **PROPOSED UPDATE TO THE TERMS OF REFERENCE OF THE FINANCE AND ESTATES SUB-COMMITTEE**

The Board considered a report of the Town Clerk presenting updated terms of reference of the Finance and Estates Sub-Committee of the City of London School for Girls for approval.

RESOLVED – That the updated terms of reference for the Finance and Estates Sub-Committee of the City of London School for Girls be approved.

8. **REPORT OF THE HEADMISTRESS**

The Board considered the report of the Headmistress which provided an update on forthcoming events, lettings and health and safety and the following points were made:

- Due to ongoing concerns around COVID-19 (Coronavirus), all educational visits up to Easter 2020 had been cancelled and the situation would be reassessed at the start of the Summer 2020 term. There would be a cost implication to cancelling trips and work was underway to recover costs wherever possible.

- The School was always delighted to welcome Governors to spend a day attending lessons in a specific subject or shadowing a particular year group. The Assistant Head, Teaching, Learning and Research would be contacting Governors to arrange visits for the forthcoming term, and the Chairman asked Governors to consider how visits could help them in the delivery of their designated Governor roles.

RESOLVED – That the report be noted.

9. COMPLIANCE UPDATE

The Board considered a report of the Headmistress providing a compliance update and the following points were made:

- The City of London School for Girls had appointed a Compliance Manager, shared with the City of London School, to provide additional capacity to deal with the increasingly complex compliance requirements in schools. The Compliance Manager was now in post and was working to coordinate levels of compliance across key areas of the School's functions including meeting the requirements of the Independent Schools Standards Regulations, health and safety, fire safety, human resources and risk management.
- The Audit and Risk Management Committee of the City of London Corporation had met on 28 January 2020 to consider outstanding audit recommendations of the City of London School for Girls at which it had been confirmed that action had been taken on all 23 outstanding recommendations, and that six items had been closed. Work to close the remaining outstanding recommendations remained on track.
- In considering the detailed Risk Register:
 - Consideration was being given to whether a specific risk should be added for COVID-19 (Coronavirus) or whether this should be escalated to issue management. The Chairman requested that an update on COVID-19 be added as a standing item to all future meetings of the Board of Governors.
 - A risk had been identified around the robust management of Tier 2 and Tier 4 visa applications, required to enable a small number of the School's pupils to study within the United Kingdom, and the Board agreed that this be added to the Risk Register.

RESOLVED - That the current Compliance position be noted.

10. RISK REGISTER 2019-20 FOR: THE CITY OF LONDON SCHOOL FOR GIRLS BURSARY FUND AND INCORPORATING THE CITY OF LONDON SCHOOL FOR GIRLS SCHOLARSHIPS AND PRIZES FUND

The Board considered a joint report of the Chamberlain and Bursar presenting the Risk Register 2019-20 for the City of London School for Girls Bursary Fund

incorporating the City of London School for Girls Scholarships and Prizes Fund and the following point was made:

- Risk 1: The Income from Investments in the Charities Pool may Decline had been RAG-rated as 'Amber'. This had been identified by the Finance and Estates Sub-Committee at its meeting on 14 February 2020, and the Committee had agreed to look at this in more detail at its next meeting.

RESOLVED - That:

- Members' comments on the Risk Register 2019-20 for the City of London School for Girls Bursary Fund incorporating the City of London School for Girls Scholarships and Prizes Fund be noted; and,
- It be confirmed that the register satisfactorily set out the risks facing the charity and that appropriate measures were in place to mitigate those risks.

11. INTERNATIONAL HOLOCAUST REMEMBRANCE ALLIANCE (IHRA) DEFINITION ON ANTI-SEMITISM

The Board considered a report of the Town Clerk outlining changes to the City of London Corporation's Teachers' Code of Conduct relating to the adoption of the International Holocaust Remembrance Alliance Definition on Anti-Semitism.

RESOLVED - That the amendment to Paragraph 44 of the Teachers' Code of Conduct be noted.

12. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD

There were no questions.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

14. 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.

15. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the previous meeting be approved as an accurate record.

16. NON-PUBLIC SUB-COMMITTEE MINUTES

- a) **Draft Non-Public Minutes of the Academic Working Party held on 12 February 2020**

RESOLVED - That the non-public minutes of the Academic Working Party meeting held on 14 February 2020 be received.

b) **Draft Non-Public Minutes of the Finance and Estates Sub-Committee held on 14 February 2020**

RESOLVED - That the non-public minutes of the Finance and Estates Sub-Committee meeting held on 14 February 2020 be received.

17. **OUTSTANDING ACTIONS**

The Committee considered a report of the Town Clerk outlining non-public Outstanding Actions.

18. **REPORT OF THE HEADMISTRESS**

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

19. **SCHOOL PULSE SURVEY FINDINGS**

The Board considered a presentation by the Senior Consultant, RSAcademics outlining the findings of the recent School Pulse Survey.

20. **MANAGEMENT OF ARREARS OF FEES AT CLSG - AUTUMN TERM 2019**

The Board considered a report of the Headmistress regarding the management of arrears of fees at the City of London School for Girls for the Autumn 2019 term.

21. **FINANCIAL INFORMATION DASHBOARD**

The Board considered a joint report of the Chamberlain and the Bursar on the Financial Information Dashboard.

22. **CLSG EMERGING ESTATE STRATEGY**

The Board considered a report of the Headmistress on the emerging estate strategy of the City of London School for Girls.

23. **NOTICE PERIODS REQUEST: RESOLUTION**

The Board considered a resolution from the Finance, General Purposes and Estates Committee of the Board of Governors of the City of London Freeman's School to the Establishment Committee on notice periods.

24. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**

The Board received a report of the Town Clerk regarding action taken under urgent or delegated authority since the last meeting.

25. **LEAVERS' CEREMONY**

The Board heard the Headmistress on the Year 13 Leavers' Ceremony 2020.

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

There were no questions.

27. **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.

All other officers except the Headmistress, the Bursar and the Clerk left the meeting during consideration of the confidential agenda.

28. CONFIDENTIAL SUB-COMMITTEE MINUTES

- a) **Draft Confidential Minutes of the Finance and Estates Sub-Committee**

RESOLVED - That the confidential minutes of the Finance and Estates Sub-Committee meeting held on 14 February 2020 be received.

29. REPORT OF THE HEADMISTRESS - APPENDICES G - J

The Board considered confidential appendices of the Report of the Headmistress.

30. STAFFING STRUCTURE

The Board considered a confidential report of the Headmistress on the staffing structure at the City of London School for Girls.

31. TEACHING SALARY BENCHMARKING REVIEW

The Board considered a confidential report of the Headmistress outlining the findings of the Teaching Salary Benchmarking Review.

The meeting ended at 1.17 pm

Chairman

Contact Officer: Kerry Nicholls
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**CITY OF LONDON SCHOOL FOR GIRLS
Board of Governors – Outstanding Actions (Public)**

Action Number	Date	Action	Responsible Officer	Progress Update
1/20/BG	19 March 2020	Governor visits to be arranged for the Summer 2020 term.	All Governors	Visits would be arranged by the Assistant Head, Teaching, Learning and Research after COVID-19 social distancing measures were relaxed.
2/20/BG	19 March 2020	An update on work to close the outstanding audit recommendations of the City of London School for Girls to be reported to future meetings of the Board of Governors.	Compliance Manager	Updates to be reported when available.
3/20/BG	19 March 2020	An update on COVID-19 (coronavirus) to be considered at all future meetings of the Board of Governors.	Clerk	Agenda plan updated.
4/20/BG	19 March 2020	A risk to be added to the detailed Risk Register around Tier 2 and Tier 4 visa applications.	Compliance Manager	Risk Register updated.

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Agenda Item 6

Committee(s): Board of Governors, City of London School for Girls	Date(s): 8 June 2020
Subject: Report of the Headmistress	Public
Report of: Jenny Brown, Headmistress, CLSG	For Discussion
Report author: Alan Bubbear, CLSG	

Recommendation(s)

The Board of Governors is asked to note the Report.

Main Report

Forthcoming Events

1 st – 5 th June	Year 12 Exams (Remote)
1 st -12 th June	Year 10 Exams (Remote)
3 rd , 10 th & 17 th June	Year 13 Business Course in PSHCE (Remote)
8 th -12 th June	Year 7 & 8 Independent Learning Project Week (Remote)
10 th & 17 th June University	Year 12 EPQ Training Session with Southampton
12 th June	Year 12 UCAS Morning (Remote)
15 th June	Year 6 Independent Learning Project
15 th -16 th June	Year 12 US Application Days
16 th June	Year 12 UCAT Course (Remote)
16 th -18 th June	Year 12 Parents Evening Week (Remote)
17 th June	Mock Trial for Year 7-13 (Remote)
18 th June	Afternoon Staff Inset re-entry training
19 th June	Year 13 Final Day
	Leavers Ceremony (Remote)
22 nd June (Remote)	16+ New Joiners Welcome to the Sixth Form Morning
	Year 11 & 12 Talk by UBC (Remote)
23 rd June	Year 12 BMAT & LNAT Course (Remote)
24 th June	7+ Welcome Morning (Remote)
	7+/11+ Open Afternoon TBC (Remote)
26 th June	Year 11 Final Day
	New Staff Induction Morning (Remote)

	Year 7 Induction Afternoon (Remote)
29 th June	Year 7 Engineering Day (Remote)
3 rd July	Term ends
1 st September	Staff Day
2 nd September	Induction Day (Year 3, 7, 12 & 13)
3 rd September	Teaching Begins
8 th September	Year 13 Parents' Breakfast
10 th September	Prep Curriculum Evening
15 th September	Extra-Curricular Fair
	Into the Sixth Evening (rescheduled from July2020)
16 th September	School Photos (Individual, Class & Sibling)
17 th September	Year 12 Parents' Breakfast
18 th September	Year 10 Parents' Breakfast
	Year 7 Stubbers Trip
21 st September	Parents Information Evening – Study Skills
22 nd September	Year 11 Parents' Breakfast
23 rd September 2020)	11+ Open Evening (rescheduled from June
24 th September	Year 3 Parents' Breakfast
25 th September	Year 7 Parents' Breakfast
29 th September	11+ Open Morning
1 st October	Year 8 Parents' Breakfast
2 nd October	Year 9 Parents' Breakfast
5 th October	Parents Forum – Mobile Phones
7 th October	11+ Open Afternoon
8 th October	Parents' Breakfast for US applicants
	US Summer School Workshop for Y10-12
9 th October	Prize Day

Governors' Visiting Days

1. The School is always delighted to welcome Governors to spend a day in school either attending lessons in a specific subject or else shadowing a particular year group.
2. Any Governors who would like to make a visit are asked to contact the Deputy Head at the school to discuss possible dates and the programme that would interest them.

Lettings

3. Due to the school building being closed during the Corona Virus outbreak there were very few lettings during the Spring Term 2020. The swimming pool will remain out of commission and due to continued restrictions on gatherings at this time it is unlikely we will see lettings start to pick up again before Spring 2021.

Hirer	Dates	Venue
Go Mammoth	March 2,3,4,5,9,10,11,12,13	Gymnasium
London Gay Men's Chorus	March 10	New Hall, Practice room & Music Rooms
London Symphony Chorus	March 3,5,10,12,14	Main Hall / New Hall
International House	March 7	Main Hall, A/B floor classrooms
Royal Choral Society	March 2, 9,11	Main Hall/New Hall

CLSG Repairs and Maintenance Works – Summer 2021

4. There are a number of projects due to take place over the summer holiday period including works on the electrical distribution boards for the school, repairs to the roof of the building and repairs to the windows in some of the art room on D floor.

Staff training

Current Provision

5.1 Whole staff

For this academic year we have continued to split training into three strands: academic, pastoral and personal development, recognising that these elements help to embed and reinforce the initiatives of each other. We have also continued with the opportunity to all staff to be trained in coaching which we believe supports all aspects of their work. Whole staff training has been delivered as part of the staff INSET days.

The main academic focus of the training for teachers has been on continuing to embed evidence based enquiry as a significant element of the school's CPD programme. This has been achieved by **Collaborative Enquiry Groups (CEGs)** in which each teacher has undertaken a third year in a reflective enquiry to research and improve an element of their practice. Although this was predominantly teaching and learning focused, there were also pastoral enquiry questions that fed into our overarching aim of ensuring every student reaches their potential. The process would have culminated in a marketplace on May 15th at which every member of staff would have presented the findings from their research. Instead the Researcher in Residence will be collating the findings and will be disseminating them via the research journal and future INSET.

Through this process teachers made reference and built upon previous CPD training on questioning, **assessment for learning (AfL)** and how to ensure learning when working

in groups. This year the CEG process included a more directed route which was designed to develop teachers' ability to 'Make thinking visible' using thinking routines. (Making thinking visible was the whole school focus 2015/16 and remains a priority given the academic ability of the students.)

This is the third year we have run the CEG structure. This year, the leaders of the CEGs (known as facilitators) were all teaching staff, with all SMT members who had previously ran sessions taking a participatory role. By ownership of the process being given to teachers, it gave a more 'homegrown' feel to the sessions and offered valuable development opportunities to teachers. The school has been finishing teaching at 3.35pm on a Monday each week. On week B there have been one hour sessions for teachers which have been used for either departmental CPD, staff meetings or CEGs.

In total, there were 16 sessions which were split as follows:

- 2 staff meetings (Strategic Development Planning and one other)
- 5 departmental/faculty based CPD and planning sessions
- 8 CEG sessions where staff have worked in one of ten Collaborative Enquiry Groups
- 1 Market Place

N.B. – Two CEG sessions and the Market Place did not take place owing to the COVID19 closure.

Structure of CPD at CLSG

This academic year we endeavoured to align the CPD system with robust quality assurance measures including informal and formal lesson observations and deliberate practice cycles and appraisal meetings.

The titles of the nine Collaborative Enquiry Groups (2019/20) have been as follows:

1. *How can we support the development of students' Tier 2 language and improve their academic register?*
2. *How can questioning be used more effectively to elicit evidence of learning that can refine planning and to engage pupils in higher order thinking?*
3. *Why do we assess, and what does that mean for how we can do it effectively?*
4. *How can carefully planned modelling be used to improve student understanding of skills and techniques and ultimately improve the quality of student outputs?*
5. *How can research-informed oracy strategies, employed by both teachers and students, improve student understanding and build confidence in articulating ideas verbally?*
6. *How can we construct a classroom environment and plan and scaffold activities that offer suitable challenge so that students can enjoy 'productive struggle'?*
7. *How can visible thinking routines be effectively employed to encourage engagement in thinking from all students, to stretch their understanding and promote independence?*
8. *How can teachers use language more consciously and more effectively to create school environments conducive to emotional wellbeing?*

9. *How can coaching make us more effective communicators, colleagues and teachers?*
10. *How can neuroscience impact upon staff capacity to support students to develop understanding of their own learning processes and emotional regulation?*

As this is the third iteration of the CEG process, lessons learned and positive changes made were:

- Higher number of CEG groups offering more choice to teachers.
- Defining the research question before joining the CEG. This was done by the Researcher in Residence.
- In-house training for all staff on how to conduct accurate action research in an education setting. This will continue next year, and will be repeated twice throughout the year to help remind staff .
- The differentiated approach in which one route was more pedagogically driven, requiring less rigorous academic research.
- The individual teacher's CEG has been included as part of the new appraisal discussion.
- All CEG sessions were planned by the Researcher in Residence and the Assistant Head Teaching and Learning to ensure greater standardisation across the CEG groups

Department Training

Departmental training has been led by the Head of Department (HoD) and was used to develop pedagogies specific to their subject. This training ranged from peer coaching, specific external training, to collaborative planning.

In addition to the CEG and Departmental training sessions, teachers also attended four sessions delivered by the Assistant Head Teaching and Learning to explore specific aspects of how to support students with a retrieval practice and cognitive load.

The titles of the three sessions planned were:

1. How to support students with modeling and demonstrations
2. How to use explanations to support student learning
3. How to support students with cognitive load in lessons

The first two sessions were very well received and there is evidence from lesson observations and discussions with staff that the techniques suggested are being implemented. Session 3 did not take place owing to closure.

5.2 Safeguarding training

To fulfil our statutory and ISI Inspection obligations, all staff received 'Updates in Safeguarding' training with respect to the new KCSIE September 2019 delivered in September by the Designated Safeguarding Lead.

In the Spring term all staff received training on "What to do in the minutes before medical assistance arrives" which covered conditions including asthma, epilepsy, diabetes and

anaphylaxis. Although for most staff this gave them skills to support a pupil in the classroom prior to the School Nurse arriving, this also fulfilled the necessary training required to be a trip leader or helper. Additionally, all trip leaders and helpers completed an online training to ensure they are up-to-date on their broad responsibilities regarding educational trips.

5.3 Other INSET sessions

In June 2019 staff completed their first wellbeing questionnaire. Its findings continue to be discussed and considered by the Wellbeing Committee who in turn propose initiatives to SMT and subsequently the staff body. From the survey it was clear there was a lack of staff training around having difficult conversations, primarily with line managers and peers but also parents and pupils. In January, one of the INSET sessions was expertly delivered by an external consultant, Meg Harrington, in *Having Difficult Conversations*. Feedback from staff was overwhelmingly positive.

5.4 Training for different stages within a teacher's career

We continue in our commitment to support new teachers to the profession and, as such, we currently had one teacher undertaking a PGCE certification with us this year.

We continue to support aspiring new middle and senior leaders. A new Head of Department is enrolled on the Level 1 HMC/GSA **ISQAM (Independent Schools Qualification in Academic Management)** course which supports them in leading their department. A new pastoral middle leader has undertaken the **PLQ Level 1 (Pastoral Leadership Qualification)** which gives insight and support in pastoral matters, hosted at CLSG. Three members of staff have undertaken the PLQ Level 2 which is the more advanced level of the qualification. Two members of staff have completed their MA this year and two members of staff continue to be supported to complete advanced counselling qualifications. Additionally, our Head of Higher Education and Careers is continuing her training in careers leadership and two senior leaders are about to complete the NPQH (**National Professional Qualification for Headship**) in preparation for Headship. In addition to this we have successfully embedded six new members of staff who are contributing positively to the school.

By March 2020, 60 members of staff had been trained in basic coaching with a further 25 members of staff having completed an additional intermediate level. Interest from teachers and support staff to train in this area continues to grow and we will continue training at the various levels. A coaching team has been established to take the advanced level of the coaching training course to allow to be self-sustainable in training in-house in the future, and deliver coaching to staff, pupils, parents and at our partnership schools.

5.5 Individual INSET

In addition to whole staff training, teachers have attended a wide range of individual training courses. These include subject specific courses on changes to examination specifications and specialist training for those with posts of pastoral responsibilities and e-safety. Additionally, relevant SMT and support staff have attended ISI courses to help prepare for inspection.

6. Partnerships and outreach with other schools

Over the course of the academic year, a number of staff have been into the City family of schools to help support their staff in various subjects. A full report will be included at a later board meeting.

7. Future CPD Provision

Following the successes of the CPD process, the plan for the coming academic year (2020–21) is to keep the format broadly the same, whether in school or remote.

The CEG (2020/21) routes are being finalised and will take into account the following:

- What strategies make the biggest difference to student learning
- The perceived developmental needs identified through observation
- Staff feedback
- The perceived student learning needs
- What and how can teacher learning and change in practice be observed and evidenced

To further improve the CEG process the following will be considered:

- Implementing student researchers to support staff in understanding the needs of students and giving an evidence base to staff research
- A review of staff training-needs using: learning walk findings, student research, observation targets and appraisal conversations
- Ensuring all INSET has a demonstrable and observable outcome so that it can be evidenced
- Potential changes to the order of the CEG dates and the inclusion of a department session so that findings can be shared in departments as well as whole school

We will continue to provide SEND, safeguarding and all other mandatory training during staff and INSET days. Some training will be provided by staff and others by external providers where appropriate.

Alan Bubbear

Bursar, CLSG

T: 0207 847 5524

E: bursar@clsg.org.uk

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