

<b>Committee(s)</b>	<b>Dated:</b>
Board of Governors of the City of London School	15 June 2016
<b>Subject:</b> Head's Report	<b>Public</b>
<b>Report of:</b> The Head, City of London School	<b>For Decision</b>
<b>Report author:</b> Sarah Fletcher, Head of the City of London School	

### Summary

- This report contains entries re:
  - 1 Governing Board Structure and Composition
  - 2 Outreach Report
  - 3 Franchising Report

### Main Report

#### 1. Governing Board Structure and Composition

##### CLS Bursary Trust

The trustees have been written to about proposed changes to the composition of the Bursary Trust. They have all agreed the addition of two members of the CLS Governing Board, the Chairman and Deputy Chairman.

##### Composition of the Board

Provision has been agreed for three additional co-opted members.

##### Sub committees

Below are proposed terms of reference for a Finance and Estates Committee, an Academic and Education Committee and a Governance Committee.

#### Proposed terms of reference for Sub-Committees of the Governing Board

##### 1.1 Finance and Estates Sub-Committee

The Committee primarily has a monitoring and advisory role, identifying any financial problems before they become serious and recommending a course of action to the Board, which would take any relevant decisions. The Committee usually meets once a term in sufficient time to report to the Board on any matters that need agreement.

##### Composition

- The Chairman of the Committee shall be selected from amongst its members with the agreement of the Full Governing Board.

- Chairman and Deputy Chairman of the Board of Governors;
- Up to four other Governors appointed by the Board of Governors (one of whom must be a Common Council Governor).
- Meetings of the Committee will be attended by the Head, the Senior Deputy Head, the Bursar and the Finance Manager. Other members of staff and advisers may be invited by the Committee. Attendees do not have a vote.
- The Clerk to the Governors will be the Committee Secretary.

#### Quorum

- The quorum shall be any three Governors.
- Any decision taken by the Committee shall require the agreement of a majority of Common Council Governors present at the meeting and voting.
- The Committee should report to each Board of Governors' meeting.

#### Terms of Reference

The Committee has the power to act on the following matters:

- To agree action to be taken on arrears of fees; and
- To co-opt any Governor of the Board or any appropriately qualified professional to give advice on specific matters.

To make recommendations for the Board's approval on the following matters:

- Adoption of strategic financial targets eg cash reserves, level of surplus, percentage of staff costs to gross fees etc;
- Advice on the creation of a five to ten year financial plan;
- The annual budget;
- Any proposed fee increases and additional charges;
- Consideration of any proposals for major capital spending, including development of facilities;
- The review of any investments and reserves held by the School;
- To make recommendations to the full Board on any other finance issues which may arise (e.g, a rise in employers' contribution to pensions, salary structure, etc.);
- Policy on and application of scholarships and bursaries;
- Fund raising policy and activity;
- Policy on and implementation of lettings and any other commercial activity.

### **1.2 Academic and Education Sub-Committee**

The Education Committee has an important role in supporting the Head and Senior Management Team, ensuring that important curricular and pastoral issues are given appropriate discussion by the Board. To enable the Committee to fulfil this role it is expected that Governors appointed to the Committee would, with the Head's support, observe classes and meet with pupils from time to time. The

Committee usually meets twice a year in sufficient time to report to the Board any matters that need agreement.

#### Composition

- The Chairman of the Committee shall be selected from amongst its members with the agreement of the Full Governing Board.
- Chairman and Deputy Chairman of the Board of Governors;
- Up to four other Governors appointed by the Board of Governors (one of whom must be a Common Council Governor).
- Meetings of the Committee will be attended by the Head and the Senior Deputy Head. The Assistant Heads Academic; Teaching and Learning and Outreach; Pastoral; and Co-curricular will attend as appropriate. Other members of staff and advisers may be invited by the Committee. Attendees do not have a vote.
- The Clerk to the Governors will be the Committee Secretary.

#### Quorum

- The quorum shall be any three Governors.
- Any decision taken by the Committee shall require the agreement of a majority of Common Council Governors present at the meeting and voting.
- The Committee should report to each Board of Governors' meeting.

#### Terms of reference

The Committee has the power to act on the following matters:

- To agree requests for Sabbatical Leave; and
- To co-opt any Governor of the Board or any appropriately qualified professional to give advice on specific matters.

To make recommendations for the Board's approval on the following matters:

- The School's ethos and aims;
- The development, monitoring and review of policies relating to educational provision to ensure compliance with legal or good practice requirements;
- Curriculum, co-curricular and pastoral issues;
- Standards, including academic results;
- Pastoral policy and practice, including oversight of safeguarding and the single central register;
- INSET and Professional Development policy and practice;
- Staffing issues;
- Parental complaints procedures;
- Monitoring general compliance with child protection requirements (not involving individual cases);
- Making recommendations on any other issues referred by the full Board.

### **1.3 Governance Sub-Committee**

The Committee's role is to source, interview and select the co-opted members of the Governing Board. It is also to advise on the skills needed on the Governing Board to assist in the selection of new Common Council Governors.

#### Composition

- The Chairman of the Committee shall be selected from amongst its members with the agreement of the Full Governing Board.
- Chairman and Deputy Chairman of the Board of Governors;
- Up to three other Governors appointed by the Board of Governors (one of whom must be a Common Council Governor).
- Meetings will be attended by the Head and the Bursar. Attendees do not have a vote.
- The Bursar will co-ordinate the work of the Committee.

#### Quorum

- The quorum shall be any three Governors.
- Any decision taken by the Committee shall require the agreement of the majority of Common Council Governors present at the meeting and voting.

The Committee has the power to act on the following matters:

- The Committee will maintain and annually update a skills audit of the Governing Board, identifying and noting gaps;
- The Committee will seek to identify individuals able to serve as co-opted Governors. Such individuals will be interviewed and elected to the Board as agreed by the majority of those present, including a majority of Common Council Governors present and voting.
- Such gaps as may occur should be used as guidance helping to assist in the selection of Common Council Governors;

### **1.4 Teachers Pay Panel**

#### Purpose of the Teachers' Pay Panel

- The Boards of Governors of the City of London School, the City of London School for Girls and the City of London Freeman's School have delegated to a Teachers' Pay Panel, consisting of the Chairmen of their Boards, the authority to consult and decide upon the annual teachers' pay award within agreed parameters from the Boards.
- The Teachers' Pay Panel will consult with the Schools' Staff Side or Common Room representatives and an official from the Association of Teachers and Lecturers regarding the Teachers' pay submission.
- The Teachers' Pay Panel will usually meet in March of each year. The Panel may decide to hold further meetings or conduct further communications via letter if necessary. However the aim will be to have made any decisions regarding pay by the end of the Spring term.

Membership:

- The Chairmen of the Boards of Governors of the City of London School, the City of London School for Girls and the City of London Freeman's School. In their absence they may nominate a deputy from the membership of their Board of Governors.

One of the Chairmen of the Boards of Governors will act as the Chairman of the Teachers' Pay Panel on an annual rotation.

Quorum:

- The Quorum will be three and will consist of a Governor from each of the three Boards.

Consultation Process:

During the process of deliberation, the Teachers' Pay Panel will meet with:

- One representative from the Staff Side or Common Room of the City of London School, the City of London School for Girls and the City of London Freeman's School; and
- The full time official from the Association of Teachers and Lecturers.

The following will be in attendance during deliberations in an advisory capacity:

- The Director of Human Resources
- The Heads of the City of London School, the City of London School for Girls and the City of London Freeman's School or in their absence their Deputy.

Remit of the Teachers' Pay Panel:

- To approve any pay award that will apply to the teachers' main grade and all teachers' management grades.
- Any decisions around responsibility and other allowances or payments will be specified.

Timing

The timing of the process will be as follows:-

- Financial information will be provided by the schools to the Staff Side and Common Room representatives in the autumn term of each year.
- Any pay submission made by the Staff Side and Common Room will be made to a meeting of the Joint Consultative Committee in January/early February of each year.
- Teachers' Pay Panel will usually meet in March.
- Final decision to be made by the end of the Spring term if at all possible.

Termination

The Boards of Governors will review on an annual basis the continuation of the Teachers' Pay Panel.

## **2. Outreach report**

- Outreach and partnership remain important parts of school life for both staff and pupils at CLS. This academic year, we have not just maintained but strengthened existing relationships as well as building new ones:

- The partnership between CLS and Ark Bentworth Primary Academy is now in its fifth year. This year, CLS teachers in English, French, PE and Science have worked with pupils and staff at Bentworth to offer enrichment activities. These have included introductory French lessons, storytelling and use of both laboratories and sports facilities here at CLS. Of particular note is the structural support that Jono Santry has provided to assist with improving PE provision at Bentworth. CLS continues to provide a member of the SMT to sit on their Governing Board. Joe Silvester is the governor with responsibility for teaching and assessment. Responsibility for this and liaison with the Deputy at Bentworth about Teacher Development are good examples of the reciprocal nature of the partnership and the way in which both institutions can benefit.
- The CLS / Royal Drawing School association is now in its third year. Ian Dugdale, the new Head of Art and Design, has added his existing contacts to this arrangement to enhance the partnership further. It is his intention to broaden the scope of the arrangement over the coming year to allow more CLS boys access to their facilities and expertise.
- The CCF partnership with St Thomas the Apostle remains strong with boys from both schools enjoying plenty of camps and training opportunities as well as the regular Monday evening programme.
- The CLS Community Service Programme has a new member of staff in charge – Steven Swann. He has rapidly demonstrated an appetite for expanding and improving our offering. At the time of writing, he is in the process of overseeing volunteering for eighty boys to begin in September. This is low key outreach at its very best. Boys give their time to a variety of different organisations – shelters, charity shops, old people's homes, primary schools etc. The boys are ambassadors for the school and do us proud.
- Science of the Mind – this extremely successful conference ran for a second year at Guildhall in March 2016. Pupils from eight different schools attended a day of workshops and keynote lectures from academics and PhD candidates. This time the theme was 'Engineering the Future'. This was a high-profile piece of CLS outreach / partnership and was well received by schools and pupils alike.
- CLS student conferences – two subjects (Biology, and Religion and Philosophy) ran student conferences this year. On both occasions, students from a range of different schools were invited to CLS to hear academics and examiners speak about their A-level. Other subject are looking to follow suit in 2016-17.
- Careers and Higher Education – the provision and collaboration here has been extensive. CLS is fortunate to have hosted countless talks, advisory sessions and information evenings. The CoL schools have been invited to all of them.
- Stepney Green – CLS ran a structured programme of teacher support in the academic year 2014-15. This year, CLS' contribution to their staff development was written up glowingly in their Ofsted inspection report. The inspectors praised the sharing of time and resources between the schools which they suggested contributed to the success of the newly opened Stepney Sixth Form.
- Ark Globe Academy – professional development of Science staff. CLS was approached by the Ark network's Director of Science to see if we could offer any support to their Globe Academy which is nearby. After a period of high turnover, they felt that our A-level staff could share expertise and knowledge in such a way as to benefit both parties. This term, a member of the CLS staff will visit to help support staff development. In return, he will gain valuable insights into the workings of a different school as well as a useful professional experience.

- CoL schools subject groups. CLS Heads of Department have continued to arrange meetings with their opposite numbers at all of the CoL schools to meet to discuss shared challenges and opportunities for collaboration.
- CLS History Department and The Archer Academy – the Head of History Andrew Bracken has established a professional link with this newly opened free school. Our department has a reputation for delivering challenging and engaging courses to all boys and Archer Academy staff have visited to observe lessons.
- Partnership with the Institute of Education. This year, nine CLS staff have taken the opportunity to work with an academic from the IoE to conduct small scale enquiries into particular aspects of their professional practice. They have been able to take the time to look in depth at areas of interest to them and have had their research supported with reading and advice from a major educational institution. The staff will share their reports with their colleagues in the Autumn Term.
- The City Centre is a newly established educational hub at Guildhall. Following a successful first meeting, five different heads of department are exploring collaborative educational programmes.
- Primary Schools PE course - CLS is hosting and arranging a one day course for PE teachers from across London to access expert advice and tuition about PE provision in Primary schools.
- Drama workshops – CLS has hosted drama workshops for pupils from a range of schools that do not have the same quality of provision as us.
- CoL schools' sports days – CLS has agreed to organise and facilitate this during the next academic year.
- CoL schools' joint concert - The inaugural concert was held this year and was a great success. The Music departments from all schools contributed players and pieces and all came together for a large choral piece as the grand finale.
- Land Securities – CLS is looking to forge a partnership with the holders of one of the largest portfolios of property in London. Initial discussions are taking place about the possibilities of links between CLS and Land Securities staff and of their offering facilities and support for educational events

### **3. Franchising Abroad**

Numbers of independent schools are now franchising abroad. There are different franchise models, some carry more reputational risk than others. The experience of most other schools who have done this is positive, with international franchises bringing in significant sums, which are now being converted into new buildings and provision of bursaries.

We would like to bring this subject to our agenda for our Away Day in August and will give more detail at that meeting.

We would like the Board to mandate exploratory discussions with the Corporation with regard to overseas franchising as a general principle.

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