



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

**Date:** MONDAY, 10 JUNE 2019

**Time:** 11.00 am

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

**Members:**

Deputy Clare James	Deputy Richard Regan
Nicholas Bensted-Smith	Sir Michael Snyder
Rehana Ameer	Alderman Prem Goyal
Randall Anderson	Professor Anna Sapir Abulafia (External Member)
Tijs Broeke	Mary Ireland (External Member)
Alderman Emma Edhem	Soha Gawaly (External Member)
Deputy Tom Hoffman (Chief Commoner)	Dr. Stephanie Ellington (External Member)
Deputy Robert Merrett	Elizabeth Phillips (External Member)
Sylvia Moys	Chairman, Board of Governors of the City of London Freemen's School (Ex-Officio Member)
Dhruv Patel	Deputy James Thomson (Ex-Officio Member)
Peter Bennett	

**Enquiries:** Kerry Nicholls  
[kerry.nicholls@cityoflondon.gov.uk](mailto:kerry.nicholls@cityoflondon.gov.uk)

**Next Meeting Date:** 11.00 am, Monday 7 October 2019

**Lunch will be served in Guildhall Club at 1pm**  
**NB Part of this meeting may be subject to Audio Visual Recording**

**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. **ORDER OF THE COURT OF COMMON COUNCIL**

Order of the Court of Common Council, 25 April 2019, appointing the Board and approving the Terms of Reference.

**For Information**  
(Pages 1 - 2)

4. **ELECTION OF CHAIRMAN**

To elect a Chairman in accordance with Standing Order No. 29.

**For Decision**

5. **ELECTION OF DEPUTY CHAIRMAN**

To elect a Deputy Chairman in accordance with Standing Order No. 30.

**For Decision**

6. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 4 March 2019.

**For Decision**  
(Pages 3 - 6)

7. **SUB-COMMITTEE MINUTES**

**For Information**

- a) Minutes of Reference Sub-Committee held on 22 May 2019 (Pages 7 - 8)

To receive the public minutes and non-public summary of the Reference Sub-Committee meeting held on 22 May 2019.

- b) Minutes of Reference Sub-Committee held on 14 March 2019 (Pages 9 - 10)

To receive the public minutes and non-public summary of the Reference Sub-Committee meeting held on 14 March 2019.

- c) Minutes of Bursary Committee held on 1 March 2019 (Pages 11 - 12)  
To receive the public minutes and non-public summary of the Bursary Committee meeting held on 1 March 2019.
- d) Minutes of Reference Sub-Committee held on 11 February 2019 (Pages 13 - 14)  
To receive the public minutes and non-public summary of the Reference Sub-Committee meeting held on 11 February 2019.

8. **APPOINTMENT OF SUB-COMMITTEES AND WORKING PARTIES, AGBIS REPRESENTATIVE AND DESIGNATED ROLES**

Report of the Town Clerk.

**For Decision**  
(Pages 15 - 22)

9. **PROPOSAL TO CONVENE FINANCE SUB-COMMITTEE**

Report of the Town Clerk.

**For Decision**  
(Pages 23 - 26)

10. **REPORT OF THE HEADMISTRESS**

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

**For Information**  
(Pages 27 - 36)

11. **RISK REGISTER 2018-19 FOR THE CITY OF LONDON SCHOOL FOR GIRLS BURSARY FUND INCORPORATING THE CITY OF LONDON SCHOOL FOR GIRLS SCHOLARSHIPS AND PRIZES FUND**

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

**For Decision**  
(Pages 37 - 44)

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

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

14. **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**

### **15. NON-PUBLIC MINUTES**

**For Decision**

- a) Non-Public Minutes of the Board of Governors meeting held on 4 March 2019 (Pages 45 - 50)  
To agree the non-public minutes of the meeting held on 4 March 2019
- b) Non-Public Minutes of the Board of Governors meeting held on 11 February 2019 (Pages 51 - 58)  
To agree the non-public minutes of the meeting held on 11 February 2019.

### **16. NON-PUBLIC SUB-COMMITTEE MINUTES**

**For Information**

- a) Non-Public Minutes of Academic Working Party held on 24 May 2019 (To Follow)  
To receive the non-public minutes of the Academic Working Party meeting held on 25 May 2019.
- b) Non-Public Minutes of Reference Sub-Committee held on 22 May 2019 (Pages 59 - 62)  
To receive the non-public minutes of the Reference Sub-Committee meeting held on 22 May 2019.
- c) Non-Public Minutes of the Reference Sub-Committee held on 14 March 2019 (Pages 63 - 70)  
To receive the non-public minutes of the Reference Sub-Committee meeting held on 14 March 2019.
- d) Non-Public Minutes of Bursary Committee held on 1 March 2019 (Pages 71 - 74)  
To receive the non-public minutes of the Bursary Committee meeting held on 1 March 2019.
- e) Non-Public Minutes of Reference Sub-Committee held on 11 February 2019 (Pages 75 - 78)  
To receive the non-public minutes of the Reference Sub-Committee meeting held on 11 February 2019.

17. **REPORT OF THE HEADMISTRESS**

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

**For Decision**  
(Pages 79 - 88)

- a) Appendix A - Admissions Policy (Pages 89 - 92)
- b) Appendix B - Anti-Bullying Policy (Pages 93 - 98)
- c) Appendix C - First Aid Policy (Pages 99 - 102)
- d) Appendix D - Privacy Notice - Development Office (Pages 103 - 106)
- e) Appendix E - Private Notice (Pages 107 - 116)
- f) Appendix F - PSHCEE Policy (Pages 117 - 122)
- g) Appendix G - Pupil Supervision Policy (Pages 123 - 130)
- h) Appendix H - Risk Assessment Policy (Pages 131 - 138)
- i) Appendix I - Reporting Policy (Pages 139 - 142)
- j) Appendix J - Safeguarding Policy (Pages 143 - 186)
- k) Appendix K - EAL Policy (Pages 187 - 190)
- l) Appendix L - Teaching and Learning Policy (Pages 191 - 196)
- m) Appendix M - Safeguarding Report (Pages 197 - 204)
- n) Appendix N - Parental Survey 2019 (Pages 205 - 208)
- o) Appendix O - Pupil Questionnaire (Pages 209 - 212)
- p) Appendix P - Tanzania Proposal (Pages 213 - 242)
- q) Appendix Q - Sabbatical Term Proposal MLE (Pages 243 - 244)
- r) Appendix R - Support Staff Survey Results (Pages 245 - 262)
- s) Appendix S - CLSG Risk Register (Pages 263 - 274)

18. **SAFEGUARDING PRESENTATION**

The Deputy Head (Pastoral) of the City of London School for Girls to be heard.

**For Information**

19. **FINANCIAL INFORMATION DASHBOARD**

Joint report of the Chamberlain and Bursar.

**For Information**  
(Pages 275 - 288)

20. **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.

**For Information**  
(Pages 289 - 290)

21. **COL GIRLS SCHOOL (COLGS) - ROOF REMEDIATION WORKS (TO FOLLOW)**

Report of the City Surveyor

**For Decision**

22. **REPORT ON ACTION TAKEN**

Report of the Town Clerk.

**For Information**  
(Pages 291 - 292)

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

24. **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 - Circulated Separately**

25. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 11 February 2019.

**For Decision**

# Agenda Item 3

ESTLIN, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25th April 2019, doth hereby appoint the following Committee until the first meeting of the Court in April, 2020.
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## **BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL FOR GIRLS**

### 1. **Constitution**

A Non-Ward Committee consisting of,

- up to two Aldermen nominated by the Court of Aldermen
- up to 12 Commoners elected by the Court of Common Council at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the following ex-officio Members:-
  - the Chairman of the Board of Governors of City of London School
  - the Chairman of the Board of Governors of City of London Freeman's School
- up to six co-opted non-City of London Corporation Governors with experience relevant to the Board

The Chairman of the Board shall be elected from the City Corporation Members.

### 2. **Quorum**

The quorum consists of any five Common Council Governors.

Any decision taken by the Board of Governors shall require the agreement of a majority of Common Council Governors present at the meeting and voting.

### 3. **Membership (until July 2019)**

#### ALDERMEN

- 2 Emma Edhem
- 1 Prem Goyal, O.B.E., J.P.

#### COMMONERS

- 4 (4) Randall Keith Anderson
- 17 (4) Tom Hoffman, M.B.E., Deputy
- 17 (4) Sylvia Doreen Moys
- 18 (3) Richard David Regan, O.B.E., Deputy
- 29 (3) Sir Michael Snyder
- 10 (2) Clare James, Deputy
- 2 (2) Robert Allen Merrett, Deputy
- 1 (1) Dhruv Patel, O.B.E., *for three years*
- 2 (2) Rehana Banu Ameer, *for three years*
- 5 (1) Nicholas Michael Bensted-Smith, J.P.
- 2 (1) Tijs Broeke

*Vacancy*

together with :-

Prof. Anna Abulafia

Dr. Stephanie Ellington

Soha Gawaly

Mary Ireland

Elizabeth Phillips

*Vacancy*

together with the ex-officio Members referred to in paragraph 1 above.

4. **Terms of Reference**

To be responsible for:-

- (a) all School matters;
- (b) the management of the School land and buildings belonging to the City of London Corporation;
- (c) the appointment of the Head and, where appropriate, the deputies and the bursar.



## BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL FOR GIRLS Monday, 4 March 2019

Minutes of the meeting of the Board of Governors of the City of London School for Girls held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 4 March 2019 at 10.00 am

### Present

#### Members:

Deputy Clare James (Chairman)  
Nicholas Bensted-Smith (Deputy  
Chairman)  
Ann Holmes  
Sylvia Moys

Dhruv Patel OBE  
Elizabeth Phillips (External Member)  
Deputy Richard Regan

#### Officers:

Ena Harrop

- Headmistress, City of London School for Girls
- Bursar, City of London School for Girls
- Town Clerk's Department
- Town Clerk's Department
- Town Clerk's Department
- City Surveyor's Department

Alan Bubbear

Polly Dunn

Alistair MacLellan

Kerry Nicholls

Mark Lowman

#### In attendance:

Jayne Byrd

- Nicholas Hare Architects

Katie Burgess

- Nicholas Hare Architects

### 1. APOLOGIES

Apologies for absence were received from Professor Anna Sapir Abulafia, Tijs Broeke, Alderman Emma Edhem, Deputy Tom Hoffman, Mary Ireland, Alderman William Russell, Sir Michael Snyder and James Thomson.

The Chairman welcomed Dhruv Patel who had recently been appointed to the Board of Governors of the City of London School for Girls.

### 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, a Governor noted that the post-nominal initials of Governors (such as those related to an honour) would not normally be included in minutes.

With regard to Minute 7: Revised Capability Policy and Probationary Procedure, it was noted that the first sentence should be amended as follows:

*“Governors considered a report of the Director of Human Resources regarding the revised Capability Procedure and revised Probationary Procedure.”*

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

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

There were no questions.

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

There was one item of urgent business.

Governors considered a report of the City Surveyor outlining the annual Summer maintenance and improvements programme for the City of London School for Girls. In discussion, the maintenance and improvements programme was generally supported by Governors. The Bursar confirmed that £50k allocated to Kitchen Equipment Replacement was a contingency and would only be spent if equipment was no longer fit for purpose. A Governor identified two typographical errors in the report, and notification of this would be provided to the report author.

**RESOLVED**, that:

- Approval be given to proceed to Gateway 3/4;
- Approval be given for staff costs of £5k;
- That City Surveyors Operations Department’s Minor Works team pursue delivery options.

6. **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.

7. **NON-PUBLIC MINUTES**

The non-public minutes of the previous meeting were deferred to a future meeting for approval.

8. **EXPANSION PLAN UPDATE**

Governors considered a report of the Bursar on layout options for the expansion of the City of London School for Girls.

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

There were no questions.

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

There were two items of urgent business.

*During discussions on the following item, it became clear that the meeting would shortly become inquorate. Whilst quorate, the Board agreed that delegated authority be granted to the Town Clerk in consultation with the Chairman and Deputy Chairman to agree any decision following the meeting*

**8A CLSG Expansion - Routes to Market for Professional Team**

Governors considered a report of the Bursar on the routes to market to procure the professional team needed to support the architects on designs for the expansion of City of London School for Girls.

**The meeting ended at 11.37 am**

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Chairman

**Contact Officer: Kerry Nicholls**  
**kerry.nicholls@cityoflondon.gov.uk**

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**REFERENCE SUB COMMITTEE OF THE BOARD OF GOVERNORS OF THE  
CITY OF LONDON SCHOOL FOR GIRLS  
Wednesday, 22 May 2019**

Minutes of the meeting of the Reference Sub Committee of the Board of Governors of the City of London School for Girls held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 22 May 2019 at 10.04 am

**Present**

**Members:**

Deputy Clare James (Chairman)  
Nicholas Bensted-Smith (Deputy Chairman)  
Randall Anderson

**Officers:**

Alan Bubbear	- City of London School for Girls
Steven Reynolds	- Chamberlain's Department
Kerry Nicholls	- Town Clerk's Department

**1. APOLOGIES**

There were no apologies for absence.

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

There were no declarations.

**3. MINUTES**

**RESOLVED**, that the minutes of the meeting held on 14 March 2019, be approved as an accurate record.

**4. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions.

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

There was no other urgent business.

**6. 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 they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

**7. NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 14 March 2019 be approved as an accurate record.

8. **MANAGEMENT OF ARREARS OF FEES AT CLSG SPRING TERM 2019**  
Governors considered a report of the Headmistress regarding the management of arrears of fees at the City of London School for Girls.
9. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**  
There were no questions.
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There was no other urgent business.

**The meeting ended at 10.41 am**

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Chairman

**Contact Officer: Kerry Nicholls**  
**kerry.nicholls@cityoflondon.gov.uk**

**REFERENCE SUB COMMITTEE OF THE BOARD OF GOVERNORS OF THE  
CITY OF LONDON SCHOOL FOR GIRLS  
Thursday, 14 March 2019**

Minutes of the meeting of the Reference Sub Committee of the Board of Governors of the City of London School for Girls held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 14 March 2019 at 4.00 pm

**Present**

**Members:**

Deputy Clare James (Chairman)  
Nicholas Bensted-Smith (Deputy Chairman)  
Randall Anderson  
Deputy Richard Regan

**Officers:**

Ena Harrop	- Headmistress, City of London School for Girls
Alan Bubbear	- Bursar City of London School for Girls
Polly Dunn	- Town Clerk's Department
Kerry Nicholls	- Town Clerk's Department

**1. APOLOGIES**

Apologies for absence were received from Sir Michael Snyder.

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

There were no declarations.

**3. MINUTES**

**RESOLVED**, that the minutes of the meeting held on 11 February 2019 be approved as an accurate record.

**4. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions.

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

There was no other urgent business.

**6. 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 they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

**7. NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 11 February 2019 be approved as an accurate record.

8. **MANAGEMENT OF ARREARS OF FEES AT CITY OF LONDON SCHOOL FOR GIRLS - SPRING TERM 2018**  
Governors considered a report of the Headmistress regarding the management of arrears of fees at the City of London School for Girls.
9. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**  
There were two non-public questions.
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
11. There was no other business.

**The meeting ended at 5.08 pm**

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Chairman

**Contact Officer: Kerry Nicholls**  
**kerry.nicholls@cityoflondon.gov.uk**



**BURSARY COMMITTEE OF THE BOARD OF GOVERNORS OF THE CITY OF  
LONDON SCHOOL FOR GIRLS  
Friday, 1 March 2019**

Notes of the inquorate meeting of the Bursary Committee of the Board of Governors of the City of London School for Girls held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 1 March 2019 at 9.00 am

**Present**

**Members:**

Deputy Clare James (Chairman)  
Nicholas Bensted-Smith

**Officers:**

Alan Bubbear	- Bursar
Alistair MacLellan	- Town Clerk's Department
Kerry Nicholls	- Town Clerk's Department
Steven Reynolds	- Chamberlain's Department

**1. APOLOGIES**

Apologies for absence were received from Deputy Richard David Regan, OBE.

The Chairman observed that as the Committee was not quorate, the minutes relating to Item 8: Hardship Bursary Application and Cash Flow Forecasts would be provided to the meeting of the Board of Governors of the City of London School for Girls on 4 March 2019 to allow any decisions made in principle to be considered for approval.

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

There were no declarations.

**3. MINUTES**

The minutes of the meeting held on 10 October 2017 were deferred to a future meeting for approval.

**4. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There were no urgent items.

**6. 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 they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

7. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 10 October 2017 were deferred to a future meeting for approval.

8. **HARDSHIP BURSARY APPLICATION AND CASH FLOW FORECASTS**

The Board considered a joint report of the Chamberlain and the Bursar of the City of London School for Girls, in relation to three Hardship Bursary Applications and the Cash Flow Forecasts.

9. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There was one urgent item.

**The meeting ended at 9.40 am**

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Chairman

**Contact Officer: Kerry Nicholls**  
**kerry.nicholls@cityoflondon.gov.uk**

**REFERENCE SUB COMMITTEE OF THE BOARD OF GOVERNORS OF THE  
CITY OF LONDON SCHOOL FOR GIRLS  
Monday, 11 February 2019**

Minutes of the meeting of the Reference Sub Committee of the Board of Governors of the City of London School for Girls held at Committee Rooms, Second Floor, West Wing, Guildhall, London, EC2V 5HH on Monday, 11 February 2019 at 10.00 am

**Present**

**Members:**

Deputy Clare James (Chairman)  
Nicholas Bensted-Smith (Deputy Chairman)  
Randall Anderson

**Officers:**

Ena Harrop	- Headmistress, City of London School for Girls
Alan Bubbear	- City of London School for Girls
Steven Reynolds	- Chamberlain's Department
Alistair MacLellan	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department

**1. APOLOGIES**

Apologies were received from Sir Michael Snyder and Deputy Richard Regan OBE.

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

There were no declarations.

**3. MINUTES**

**RESOLVED**, that the minutes of the meeting held on 10 October 2018, be approved as an accurate record.

**4. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions.

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

There was no other urgent business.

**6. 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 they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

7. **NON-PUBLIC MINUTES**  
**RESOLVED**, that the non-public minutes of the meeting held on 10 October 2018 be approved as an accurate record.
8. **MANAGEMENT OF ARREARS OF FEES AT CITY OF LONDON SCHOOL FOR GIRLS - AUTUMN TERM 2018**  
Governors considered a report of the Bursar regarding the management of arrears of fees at the City of London School for Girls.
9. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**  
There were no questions.
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There was one item of urgent business.

**The meeting ended at 10.55 am**

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Chairman

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

<b>Committee:</b> Board of Governors of the City of London School for Girls	<b>Date:</b> 10 June 2019
<b>Subject:</b> Appointment of Sub-Committees and Working Parties, AGBIS Representative and Designated Roles	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Kerry Nicholls, Town Clerk's Department	

## Summary

This report requests Governors appoint the School's representative to the Association of Governing Bodies of Independent Schools and agree Governors' designated roles for the 2019/20 academic year. This report also gives Governors the opportunity to review the composition, terms of reference and membership of its Committees and Working Parties and refresh them for the 2019/20 academic year.

## Recommendations

That Members,

- Appoint the School's representative to the Association of Governing Bodies of Independent Schools for the 2019/20 academic year.
- Agree Governors' designated roles for the 2019/20 academic year.
- Consider and approve the terms of reference of the Committees and Working Parties of the Board.
- Appoint the membership of those Committees and Working Parties for the 2019/20 academic year.

## Main Report

### Background

1. This report requests Governors appoint the School's representative to the Association of Governing Bodies of Independent Schools and agree Governors' designated roles for the 2019/20 academic year. This report also asks Governors to consider the appointment, terms of reference and composition of the Board's Bursary Committee, Reference Sub-Committee, Working Parties and Teachers Pay Panel.

## **Association of Governing Bodies of Independent Schools (AGBIS)**

2. The Association of Governing Bodies of Independent Schools (AGBIS) supports and advises governing bodies of schools in the independent sector on all aspects of governance, under the umbrella of the Independent Schools Council.
3. **The Board is asked to appoint the School's representative to AGBIS for the 2019/20 academic year.**

## **Governors' Designated Roles**

4. Individual Governors are responsible for overseeing particular areas of the School. During the 2018/19 academic year, responsibilities were allocated as follows:

Randall Anderson	Compliance
Sylvia Moys	Creative Arts
Deputy Richard Regan	Extra-curricular
<i>Ann Holmes *</i>	Health and Safety
Professor Anna Sapir Abulafia	Humanities
Nicholas Bensted-Smith	IT
Emma Edhem	Modern Foreign Languages
Deputy Tom Hoffman	PE
Elizabeth Phillips	Prep School
<i>Alderman William Russell *</i>	Safeguarding
<i>Ann Holmes *</i>	SEND
Dr Stephanie Ellington	Sixth Form and Careers
Deputy Clare James	STEM
Mary Ireland	Teacher Recruitment
<i>Alderman William Russell *</i>	Wellbeing

*\* Governors no longer on the Board*

5. **The Board is asked to agree Governors' designated roles for the 2019/20 academic year.**

## **Bursary Committee**

6. There are a number of different awards provided to pupils at the City Schools, either at entry to the Schools or once the pupil is established. The Bursary Committee is concerned with applications for 'Hardship Bursaries' to pupils where the parents or carers fall into financial hardship and are unable to pay the school fees or where a pupil is unable to take up a place at the respective School because of financial hardship. These awards are funded from the charitable trust funds for the school and any awards made are reviewed on an annual basis (after three terms' assistance).
7. **The Board is asked to appoint up to five Governors to the Bursary Committee.**

### **Reference Sub-Committee**

8. The purpose of the Reference Sub-Committee is to consider arrears of school fees, sabbatical leave and estimates, including fee increases (with power to act) and other such matters as the Board may from time to time decide for the year ensuing.
9. **The Board is asked to appoint up to five Governors to the Reference-Sub Committee.**

### **125<sup>th</sup> Anniversary Working Party**

10. This Working Party of the Board is responsible for overseeing arrangements for the celebration of the City of London School for Girls' 125<sup>th</sup> anniversary in 2019.
11. **The Board is asked to appoint up to three Governors to the 125<sup>th</sup> Anniversary Working Party and appoint its Chairman.**

### **Academic Working Party**

12. This Working Party of the Board is responsible for overseeing all matters pertaining to academic performance at the School, including safeguarding, school trips, Special Educational Needs, International links, Admissions, Staffing and Compliance.
13. **The Board is asked to appoint up to seven Governors to the Academic Working Party and appoint its Chairman.**

### **Teachers' Pay Panel**

14. In February 2015 the Boards of Governors of the City of London School, the City of London School for Girls and the City of London Freemen's School 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.
15. Governors are asked to note the composition, purpose and schedule of the Teachers' Pay Panel set out in the appendix.

### **Appendices**

- Appendix 1 – Composition, Terms of Reference and Current Memberships of Committees and Working Parties.

### **Kerry Nicholls**

Town Clerk's Department

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**Bursary Committee**

**Composition**

- Chairman and Deputy Chairman of the Board of Governors of the City of London School for Girls
- Up to five other Governors appointed by the Board of Governors.

The quorum shall be any three Governors.

**Terms of Reference**

The Bursary Committee at their sole discretion after considering recommendations by the Head of the School have power by a simple majority of those present and voting at a meeting of the Bursary Committee to apply the Fund for the advancement of public education by the following purposes: -

- (i) contributing towards the fees payable to the School on behalf of suitably qualified pupils who but for financial assistance having commenced education at the School would not be able to continue their education at the School;
- (ii) contributing towards the fees payable to the School on behalf of pupils of academic merit who but for financial assistance would not be able to obtain suitable education at the School;
- (iii) such other charitable purposes as shall be associated with the School as the Bursary Committee shall direct.

PROVIDED ALWAYS that no such bursary shall be made in respect of a pupil who is the issue of a parent of a member of the Board or of the spouse of such a member.

**2018/19 Membership**

- Deputy Clare James (Chairman)
- Nick Bensted-Smith (Deputy Chairman)
- Randall Anderson
- Deputy Richard Regan



## **Reference Sub-Committee**

### **Composition**

- Chairman and Deputy Chairman of the Board of Governors of the City of London School for Girls
- Up to five other Governors appointed by the Board of Governors

The quorum shall be any three Governors.

### **Terms of Reference**

To consider arrears of school fees, sabbatical leave for posts up to the level of SMT and associated cost estimates (with power to act) and other such matters as the Board may from time to time decide for the year ensuing.

### **2018/19 Membership**

- Deputy Clare James (Chairman)
- Nicholas Bensted-Smith (Deputy Chairman)
- Randall Anderson
- Deputy Richard Regan
- Sir Michael Snyder

## **125<sup>th</sup> Anniversary Working Party**

### **Composition**

- Three Governors
- Headmistress
- Up to two representatives of the Friends of the City of London School for Girls
- Up to two representatives of the City of London Old Girls' Association

### **Terms of Reference**

To oversee arrangements for the celebration of the City of London School for Girls' 125<sup>th</sup> anniversary in 2019.

### **2018/19 Membership**

- Alderman William Russell (Chairman) [no longer on the Board as at April 2019]
- Deputy Clare James
- Ann Holmes [no longer on the Board as at March 2019]

## **Academic Working Party**

### **Composition**

- Seven Governors
- Headmistress
- Deputy Heads (to attend as required)

### **Terms of Reference**

To oversee all matters pertaining to academic performance at the School, including safeguarding, school trips, Special Educational Needs, International links, Admissions, Staffing and Compliance.

### **2018/19 Membership**

- Elizabeth Phillips (Chairman)
- Nick Bensted-Smith
- Dr Stephanie Ellington
- Ann Holmes [no longer on the Board as at March 2019]
- Deputy Clare James
- Alderman William Russell [no longer on the Board as at April 2019]
- Mary Ireland [from October 2018]
- Ena Harrop (Headmistress)
- Neil Codd (Deputy Head, Academic)
- Susie Gilham (Deputy Head, Pastoral)
- Justine Vendetti (Deputy Head, Staff)

### **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; and,
- 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; and,
- 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.

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<b>Committee:</b> Board of Governors of the City of London School for Girls	<b>Date:</b> 10 June 2019
<b>Subject:</b> Proposal to Convene Finance Sub-Committee	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Kerry Nicholls, Town Clerk's Department	

## Summary

Governors are requested to consider whether a Finance Sub-Committee of the City of London School for Girls should be convened for the 2019/20 academic year. Should this be agreed, Governors are requested to consider the proposed composition, terms of reference and membership of the Finance Sub-Committee for the 2019/20 academic year.

## Recommendations

That Members:

- Agree that the Finance (City of London School for Girls) Sub-Committee be convened for the 2019/20 academic year.
- Consider and approve the composition and terms of reference of the Finance (City of London School for Girls) Sub-Committee;
- Appoint the membership of the Finance (City of London School for Girls) Sub-Committee for the 2019/20 academic year.

## Main Report

### Background

1. This report presents a proposal to convene a Finance Sub-Committee of the City of London School for Girls and should this be agreed, asks Governors to agree the proposed composition, terms of reference and membership of the Finance Sub-Committee for the 2019/20 academic year.
2. The Board of Governors of the City of London School for Girls is currently supported in considering financial matters via informal arrangements in place between the Chairman, Deputy Chairman, Headmistress, Bursar and representatives of the City Corporation's Chamberlain's Department.
3. It has been identified that formal arrangements are in place at the City of London School via its Finance and Estates Committee and the City of London

Freemen's School via its Finance, General Purposes and Estates Sub-Committee to monitor and take an advisory role regarding finance issues.

4. It is therefore proposed to formalise the existing arrangements in place at the City of London School for Girls by introducing a similar arrangement to monitor financial issues, identifying any financial problems before they became serious and recommending a course of action to the Board to take any relevant decisions.
5. All Governors on the Board are eligible to serve on the Finance Sub-Committee and it is proposed that any Governors serving on this sub-committee shall also serve on the Reference Sub-Committee that will be scheduled to meet on the same day.

### **Appendices**

- Appendix 1 – Proposed Composition and Terms of Reference of the Finance Sub-Committee.

### **Kerry Nicholls**

Town Clerk's Department

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**PROPOSED COMPOSITION AND TERMS OF REFERENCE OF THE FINANCE  
SUB-COMMITTEE**

**Finance (City of London School for Girls) Sub-Committee**

**Composition**

- Chairman and Deputy Chairman of the Board of Governors of the City of London School for Girls
- Up to five other Governors appointed by the Board of Governors

All Governors on the Board are eligible to serve, and any Governors serving on the Finance Sub-Committee shall serve on the Reference Sub-Committee.

The quorum shall be any three Governors.

The Chairman of the Finance Sub-Committee should not be the Chairman of the Board (as per AGBIS guidelines) and will be appointed by the Board.

**Terms of Reference**

To monitor and take an advisory role relating to financial matters impacting the School finances, identifying any financial problems before they become serious and recommending a course of action to the Board to take any relevant decisions.

To meet once per term in sufficient time to report to the Board on any matters that need agreement.

**Membership**

To be agreed.

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<b>Committee:</b> Board of Governors, City of London School for Girls	<b>Date:</b> 10 June 2019
<b>Subject:</b> Headmistress' Report	<b>Public</b>
<b>Report of:</b> Ena Harrop, Headmistress, CLSG	<b>For Information</b>
<b>Report author:</b> Alan Bubbear, CLSG	

## Main Report

### Forthcoming Events

11 <sup>th</sup> June	Year 12 UKCAT Course & Junior Concert
12 <sup>th</sup> June	7+ Welcome Morning & Year 14 Reunion Lunch
13 <sup>th</sup> June	Year 12 Leadership Day
14 <sup>th</sup> June	Year 9 Maths Masterclass
17 <sup>th</sup> June	Prep Open Afternoon
18 <sup>th</sup> June	Prep Open Afternoon
18 <sup>th</sup> June	Year 12 BMAT & Year 12 LNAT Course
18 <sup>th</sup> June	Year 12 Parents' Evening
19 <sup>th</sup> June	Year 5 Taster Afternoon
19 <sup>th</sup> June	Duke of Edinburgh Recruitment Evening
20 <sup>th</sup> June	Senior School Open Evening
21 <sup>st</sup> June	Sponsored Walk
21 <sup>st</sup> June and 6 <sup>th</sup> July	CLSG Scholars Masterclass
24 <sup>th</sup> June	Year 10 Celebration Day
24 <sup>th</sup> June-3 <sup>rd</sup> July	MOATFEST
24 <sup>th</sup> June-5 <sup>th</sup> July	Year 11 Work Experience
25 <sup>th</sup> June	Year 9 City Girls in the Arts Day
25 <sup>th</sup> June	16+ Welcome Morning
25 <sup>th</sup> June	Year 10 Parents Evening
26 <sup>th</sup> June	Senior School Sports Day
27 <sup>th</sup> June	Year 6 & 13 LAMDA Examinations
27 <sup>th</sup> June	Leavers Service & Art Exhibition, Leavers' Ball
28 <sup>th</sup> June	ABRSM Exams, Year 10 Maths Masterclass & 125 <sup>th</sup> Staff Quiz
1 <sup>st</sup> July	11+ Welcome Afternoon
1 <sup>st</sup> -3 <sup>rd</sup> July	Year 7 Drama Production 'The Twits'
3 <sup>rd</sup> July	Year 14 Meet Year 12 & Into the Sixth Evening
4 <sup>th</sup> July	Colours Awards Parents Breakfast & 125 <sup>th</sup> Gala Dinner
5 <sup>th</sup> July	Year 8 City Girls in Science Day & Prep Opera Performances
8 <sup>th</sup> July	Prep Summer Outing
9 <sup>th</sup> July	Prep Robotics Competition & Year 9 ILP Evening

10 <sup>th</sup> July	Summer Fair & Year 11 Dinner & Term Ends 4pm
2 <sup>nd</sup> September	Staff Day
3 <sup>rd</sup> September	Staff Day
4 <sup>th</sup> September	Induction Day for Years 3, 7, 12 & 13
5 <sup>th</sup> September	Teaching Begins
10 <sup>th</sup> September	Year 13 Parents' Breakfast
11 <sup>th</sup> September	Prep Curriculum Evening
12 <sup>th</sup> September	CLOGA 125 <sup>th</sup> Anniversary Reunion
13 <sup>th</sup> & 19 <sup>th</sup> September	Prep Open Afternoon
16 <sup>th</sup> & 24 <sup>th</sup> September,	
3 <sup>rd</sup> October	11+Open Morning
18 <sup>th</sup> September	School Photographs & Private View of History Exhibition
19 <sup>th</sup> September	Year 12 Parents' Breakfast
20 <sup>th</sup> September	Year 10 Parents' Breakfast
25 <sup>th</sup> September	Year 7 Information Evening
27 <sup>th</sup> September	Year 11 Parents' Breakfast
30 <sup>th</sup> September & 1 <sup>st</sup> October	
4 <sup>th</sup> October	Jewish New Year
	Year 9 Parents' Breakfast

### **Educational Visits**

11 <sup>th</sup> - 17 <sup>th</sup> June	German Exchange
19 <sup>th</sup> - 21 <sup>st</sup> June	Year 12 CERN
20 <sup>th</sup> - 24 <sup>th</sup> June	Year 8 Normandy Trip
21 <sup>st</sup> - 23 <sup>rd</sup> June	Year 11 Silver Duke of Edinburgh Practice
24 <sup>th</sup> - 28 <sup>th</sup> June	Year 12 Biology
27 <sup>th</sup> - 30 <sup>th</sup> June	Year 12 EYP National Finals
27 <sup>th</sup> - 30 <sup>th</sup> June	Year 12 Gold Duke of Edinburgh Practice
7 <sup>th</sup> - 12 <sup>th</sup> July	Year 10 Antibes
12 <sup>th</sup> - 14 <sup>th</sup> July	Year 11 Silver Duke of Edinburgh Qualifier
24 <sup>th</sup> - 27 <sup>th</sup> September	Year 5 Residential to Wales
26 <sup>th</sup> - 27 <sup>th</sup> September	Year 9 Black Country
3 <sup>rd</sup> - 6 <sup>th</sup> October	Year 11-13 Venice Art Study

### **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

Hirer	Dates	Venue
ABRSM	6 <sup>th</sup> Mar	New Hall
Barbican Lawn Tennis	Various Evening	Tennis Courts
Barbican Residents Association	24 <sup>th</sup> Apr	Main Hall
BBC	10 <sup>th</sup> Feb	Main Hall
Barts London Water Polo	9 <sup>th</sup> Feb	Swimming Pool
CoL Police Swimming Club	Every Wednesday	Swimming Pool
Cor et Lumen Christi Community	16 <sup>th</sup> & 17 <sup>th</sup> February	Main Hall
Global Harvesters Fellowship	Every Sunday	Main Hall or New Hall
Go Mammoth	Every Mon, Tues, Wed and Thurs Evenings	Gymnasium
Ela Wlodarczyk Underwater Photography	22 <sup>nd</sup> Feb	Swimming Pool
Finchley Choral Society	9 <sup>th</sup> Mar	Main Hall
International House	12 <sup>th</sup> Jan & 16 <sup>th</sup> Mar	Main Hall and A&B Floor Classrooms
Justin Craig Education	16 <sup>th</sup> -23 <sup>rd</sup> Feb, 1 <sup>st</sup> -4 <sup>th</sup> April & 17 <sup>th</sup> -18 <sup>th</sup> April	A & B Floor Classrooms
Hackney and Lewisham Choral Society	2 <sup>nd</sup> Feb & 9 <sup>th</sup> March	Main Hall
London Gay Men's Chorus	28 <sup>th</sup> Jan, 11 <sup>th</sup> Feb, 18 <sup>th</sup> Mar, 24 <sup>th</sup> & 25 <sup>th</sup> Apr	New or Main Hall
London City Orchestra	5 <sup>th</sup> & 6 <sup>th</sup> Apr 8 <sup>th</sup> , 15 <sup>th</sup> 17 <sup>th</sup> , 22 <sup>nd</sup> , 24 <sup>th</sup> & 31 <sup>st</sup> Jan 5 <sup>th</sup> , 7 <sup>th</sup> , 12 <sup>th</sup> , 14 <sup>th</sup> , 19 <sup>th</sup> , & 28 <sup>th</sup> Feb	Main Hall
London Symphony Chorus	1 <sup>st</sup> , 5 <sup>th</sup> , 7 <sup>th</sup> , 1 <sup>st</sup> 2 <sup>th</sup> , 14 <sup>th</sup> , 19 <sup>th</sup> , 21 <sup>st</sup> , 26 <sup>th</sup> , 28 <sup>th</sup> Mar and 2 <sup>nd</sup> , 4 <sup>th</sup> , 9 <sup>th</sup> , 11 <sup>th</sup> , 30 <sup>th</sup> Apr 14 <sup>th</sup> , 21 <sup>st</sup> , 28 <sup>th</sup> Jan	New Hall/Main Hall
Royal Choral Society	4 <sup>th</sup> , 11 <sup>th</sup> 18 <sup>th</sup> , 25 <sup>th</sup> Mar & 1 <sup>st</sup> , 15 <sup>th</sup> & 17 <sup>th</sup> Apr	Main Hall
Tri for Fitness	Every Tuesday	Swimming Pool
Swimming Class	Every Sunday	Swimming Pool
Sport & Arts London Swimming	Every Saturday	Swimming Pool
Otter Swimming Club	Every Wednesday	Swimming Pool
3S Swim Club	Every Mon, Thurs, Fri and Sun	Swimming Pool

## CLSG Expansion Project - Update

- Since the last Board meeting we have concluded the appointments of the Architects, M&E and Structural engineers as well as the Communication Consultants and Planning and Heritage Consultants. The latest informal

consultations with the Barbican Residents were held on Friday 17 May with two more scheduled for before the summer break and early September.

4. The formal pre-planning consultations started with two public exhibitions on 21 and 23 May. Materials will be available to the public on the School's website from Friday 24 May. A verbal update will be provided at the Board of Governors on 10 June. The programme currently remains on track with key target dates being as follows:

Mid to end July 2019 – conclude pre-planning consultations

Mid-September 2019 – submit planning application

September 2019 – start tender process for main contractor

End of 2019 – conclude planning permission

January 2020 – conclude tender process for main contractor

February 2020 – Approval to award contract

March 2020 – Contractor starts mobilisation and sub-contractor appointment

July 2020 – work starts at CLSG

September 2021 – work completed

## **Summary of Staff Training Academic Year 18/19**

### **Current Provision**

#### **Whole staff**

5. For this academic year we have continued to split the training into two clear strands: academic and pastoral, recognising that both elements help to embed and reinforce the initiatives of each other. We have also introduced 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.
6. The main academic focus of the training for teachers this year has been on embedding 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 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 culminated in a marketplace on May 17th, at which every member of staff presented the findings from their research.
7. 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.)

8. This is the second year where we have run the CEG structure. This year, after consultation with teachers, the order of the sessions was adjusted to improve workload, but the timings remained the same. The school has been finishing 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 (SDP planning and one other)
  - 7 departmental/faculty based CPD and planning sessions
  - 7 CEG sessions where staff have worked in one of nine Collaborative Enquiry Groups
9. The titles of the nine Collaborative Enquiry Groups (2018/19) have been as follows:
- How can we effectively teach and use metacognition strategies to improve students' independence and sense of confidence relating to their progress?
  - How can questioning be used more effectively to elicit evidence of learning that can refine planning and to engage pupils in higher order thinking?
  - How can we encourage students to actively and effectively engage with feedback to improve their learning?
  - How can 'New Pedagogies in Deep Learning' be used to engage students in high quality learning, whilst improving their understanding of its real-world relevance?
  - How can discussion-based approaches improve the quality of student 'talk' and help quiet and shy students to feel more confident talking in class?
  - How can we adapt classroom practice to encourage students to engage in 'productive struggle' (using constructive enquiry to improve engagement in learning and foster resilience)?
  - How can visible thinking routines be effectively employed to encourage engagement in thinking from all students, to stretch their understanding and promote independence?
  - How can we effectively support members of the school community facing emotional challenges?
  - How can coaching be used to strengthen the link between teachers' learning and students' learning?
10. The titles of the sessions are slightly different from the previous year. They are still based on the schools pedagogical principles The C.A.S.E for learning (Thinking, Challenge, Assessment, Structure and Engagement) but the learning needs of the students and teachers meant the sessions required a slightly different focus. It is anticipated the titles of the routes will change slightly again next academic year.

11. Three staff members undertook the Assessment Lead Programme (Evidenced Based Education, EBE). This was led by the Assistant Head T&L and focuses on the reform of assessment in Prep and PE. The course was fit for purpose but will not be continued next academic year as there is no requirement. Another course from EBE called Classroom Based Assessment will be offered to staff as a possible alternative to the CEG process. Numbers and suitability will be decided by the Assistant Head T&L.
12. The year culminated in a marketplace on May 17th where staff displayed their findings to their peers. It was obvious that most members of staff had benefited hugely from working collaboratively with their peers and there were some clear outcomes of research that will contribute to improved practice for all at school. To ensure the findings from the staff are valued and potentially acted upon they will be reviewed by the Assistant Head and Researcher in Residence to assess whether they can feed into the SDP.
13. As this is the second 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. (The new system is starting 2019/20)
  - All CEG sessions were planned by the Researcher in Residence and the Assistant Head to ensure greater standardisation across the CEG groups
14. Departmental training has been led by the HoD and was used to develop pedagogies specific to their subject. This training ranged from peer coaching and, specific external training, to collaborative planning.
15. In addition to the CEG and Departmental training sessions, teachers also attended four sessions delivered by the SEND team (Kathleen O'Connor and Emma Heseltine) to explore specific aspects of how to support students with a SEND profile in our classrooms.

16. The titles of the three sessions were:
- How to support students with Autistic Spectrum Disorders
  - How to support students with cognitive and processing difficulties
  - How to aid student memory, retrieval and revision
  - Neurodiversity training and its implications for pedagogy
17. The sessions were very well received and there is evidence from lesson observations and discussions with staff that the techniques suggested are being implemented.

### **Safeguarding Training**

18. To fulfil our statutory and ISI Inspection obligations, all staff received 'Updates in Safeguarding' training with respect to the new KCSIE September 2018 delivered in September by the Designated Safeguarding Lead.
19. In the Spring term all staff received a Safeguarding Level 1 refresher which put additional focus on issues associated with our pupils and reminded staff about signs to look for, how to appropriately support those pupils and how to report concerns.
20. In the Summer term all staff received training from the City Police in Prevent and Cyber Griffin. The Prevent Training refresher focused on the various forms of extremism, how to recognise them and how to report them. Cyber Griffin training focused on the responsibility of all individuals at CLSG to ensure the school's secure IT systems. It included alerting staff to the dangers and impact of phishing emails and opening their attachments, ransomware, malware and the dangers of location services whilst using social media.

### **Training For Different Stages Within A Teacher's Career**

21. We continue in our commitment to support new teachers to the profession and, as such, we currently have three members of staff undertaking their Newly Qualified Teacher (NQT) Induction and one teacher undertaking PGCE certification with us.
22. We continue to support aspiring new middle and senior leaders. A new Head of Department is enrolled on the Level 1 HMC/GSA ISQAM course which supports them in leading their department. Two new pastoral middle leaders are also completing the PLQ which gives insight and support in pastoral matters. Two members of staff are completing their MA this year and two members of staff are being supported to complete advanced counselling qualifications. Additionally, our Head of Higher Education and Careers is undertaking training in careers leadership and a senior leader is being supported to complete the NPQH in preparation for Headship. Two members of staff (one Prep and one Senior) are attending a series

of Supporting Child Bereavement courses. In addition to this we have successfully embedded six new members of staff who are contributing positively to the school.

23. By the end of the academic year 40 members of staff will have been trained in coaching with one member of staff having completed an additional advanced level. Interest from teachers and support staff to train in this area continues to grow and training at various levels will continue next year in an effort to achieve a self-sustaining culture of coaching.

### **Individual Inset**

24. 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 training for those with posts of pastoral responsibilities and e-safety.

### **Partnerships And Outreach With Other Schools**

25. 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 in the December board papers as usual.

### **Future CPD Provision**

26. Following the successes of the new CPD process (2017-18 and 18-19) the plan for the coming academic year (2019–20) is to keep the format broadly the same.

It will consist of:

- 2 staff meetings (SDP planning and one other)
  - 7 departmental/faculty based CPD and planning sessions
  - 8 CPD sessions on elected programme where staff have worked in one of the Collaborative Enquiry Groups (CEGS) – this includes the marketplace
27. We may consider using one CEG session to allow staff to meet as departments and feedback findings to colleagues. This may be useful as most research is conducted in departments, but not shared until the marketplace.
  28. The dates of the sessions are not yet defined. The teaching staff have been consulted on possible options for the timings of CEGs, INSET and other meetings. The Assistant Head T&L is in the process of finalising this for 2019/20.
  29. The CEG (2019/20) 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
30. 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
31. We will continue to provide SEND, safeguarding and any 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

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<b>Committee</b>	<b>Date:</b>
Board of Governors of the City of London School for Girls	10 June 2019
<b>Subject:</b> Risk Register 2018-19 for The City of London School for Girls Bursary Fund incorporating The City of London School for Girls Scholarships and Prizes Fund	<b>Public</b>
<b>Report of:</b> The Chamberlain and the Bursar of The City of London School for Girls	<b>For Decision</b>
<b>Report author:</b> Steven Reynolds, Chamberlain's Department.	

## Summary

This report provides a key risks register at Appendix 2 for The City of London School for Girls Bursary Fund incorporating The City of London School for Girls Scholarships and Prizes Fund for review by Members on behalf of the trustee (the City of London Corporation), to ensure that existing risks are reconsidered, any new risks are identified and that appropriate measures are in place to mitigate those risks.

This register has been prepared and scored using the City of London Corporation Risk Matrix at Appendix 1.

Currently, the register contains eight risks, of which six have a green score and two are amber – currently there are no red risks. No new risks have been identified, and the risk scores remain unchanged to those presented to this Board last year.

## Recommendations

Members are asked to review the register to confirm that it satisfactorily sets out the risks facing the charity and appropriate measures are in place to mitigate those risks.

## Main Report

### Background

1. This report provides a key risks register for The City of London School for Girls Bursary Fund incorporating The City of London School for Girls Scholarships and Prizes Fund administered by the Board of Governors of the City of London School for Girls on behalf of the trustee (the City of London Corporation).

2. In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks.
3. The Charities SORP requires that the register is reviewed annually to ensure that existing risks are reconsidered and any new risks are identified.

### **Review of Risks**

4. The method of assessing risk reflects the City of London's standard approach to risk assessment as set out in its Risk Management Strategy as approved by the Audit and Risk Management Committee. The City of London Corporation risk matrix, which explains how risks are assessed and scored, is attached at Appendix 1 of this report.
5. The risk register to be reviewed by the Board of Governors of the City of London School for Girls is set out in Appendix 2. This contains eight risks as summarised below:
  1. Income from investments may decline – overall risk score of amber (12);
  2. Awards may not comply with objectives – overall risk score of green (1);
  3. Applicants do not disclose full details – overall risk score of green (3);
  4. Insufficient beneficiaries – overall risk score of green (4);
  5. Funding from the City may reduce – overall risk score of amber 8;
  6. Charity lacks direction, strategy, and forward planning – overall green (4);
  7. Conflicts of interest – overall risk score of green (1); and
  8. Loss of staff – overall risk score of green (3).

#### Mitigation of amber risks

Risk 1 is mitigated through investments being managed by a professional fund manager, whose performance is monitored by the Chamberlain and Financial Investment Board. All current measures are being taken and nothing further can be done (at this time) to mitigate the risk.

Risk 5 would be mitigated through trying to agree a phased approach to any reduction to ensure that replacement funds could be found from elsewhere.

6. Each risk in the register has been considered by the responsible officer within the Corporation who is referred to as the Risk Owner in the register.
7. No new risks have been identified, and the risk scores remain unchanged to those presented to this board last year.

### **Conclusion**

8. The various risks faced by the charity have been reviewed and Members are asked to confirm that the attached register satisfactorily sets out the key risks together

with their potential impact and that appropriate measures are in place to mitigate the risks identified.

## **Appendices**

- Appendix 1 - City of London Corporation Risk Matrix
- Appendix 2 - Charity Risk Register for the The City of London School for Girls Bursary Fund incorporating The City of London School for Girls Scholarships and Prizes Fund

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### City of London Corporation Risk Matrix (Black and white version)

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom right (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

#### (A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

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#### (B) Impact criteria

Impact title	Definitions
Minor (1)	<b>Service delivery/performance:</b> Minor impact on service, typically up to one day. <b>Financial:</b> financial loss up to 5% of budget. <b>Reputation:</b> Isolated service user/stakeholder complaints contained within business unit/division. <b>Legal/statutory:</b> Litigation claim or find less than £5000. <b>Safety/health:</b> Minor incident including injury to one or more individuals. <b>Objectives:</b> Failure to achieve team plan objectives.
Serious (2)	<b>Service delivery/performance:</b> Service disruption 2 to 5 days. <b>Financial:</b> Financial loss up to 10% of budget. <b>Reputation:</b> Adverse local media coverage/multiple service user/stakeholder complaints. <b>Legal/statutory:</b> Litigation claimable fine between £5000 and £50,000. <b>Safety/health:</b> Significant injury or illness causing short-term disability to one or more persons. <b>Objectives:</b> Failure to achieve one or more service plan objectives.
Major (4)	<b>Service delivery/performance:</b> Service disruption > 1 - 4 weeks. <b>Financial:</b> Financial loss up to 20% of budget. <b>Reputation:</b> Adverse national media coverage 1 to 3 days. <b>Legal/statutory:</b> Litigation claimable fine between £50,000 and £500,000. <b>Safety/health:</b> Major injury or illness/disease causing long-term disability to one or more people <b>Objectives:</b> Failure to achieve a strategic plan objective.
Extreme (8)	<b>Service delivery/performance:</b> Service disruption > 4 weeks. <b>Financial:</b> Financial loss up to 35% of budget. <b>Reputation:</b> National publicity more than three days. Possible resignation leading member or chief officer. <b>Legal/statutory:</b> Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. <b>Safety/health:</b> Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. <b>Objectives:</b> Failure to achieve a major corporate objective.

#### (C) Risk scoring grid

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	X				
	Likely (4)	<b>4 Green</b>	<b>8 Amber</b>	<b>16 Red</b>	<b>32 Red</b>
	Possible (3)	<b>3 Green</b>	<b>6 Amber</b>	<b>12 Amber</b>	<b>24 Red</b>
	Unlikely (2)	<b>2 Green</b>	<b>4 Green</b>	<b>8 Amber</b>	<b>16 Red</b>
	Rare (1)	<b>1 Green</b>	<b>2 Green</b>	<b>4 Green</b>	<b>8 Amber</b>

#### (D) Risk score definitions

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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**CoL School for Girls Bursary and Scholarships and Prizes Funds - Risk Register to be considered by the Board of Governors of the City of London School for Girls**

Risk No.	Risk (Short description)	Risk Owner	Committee	Existing Controls	Current Risk				Planned Actions	Target Risk		
					Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
1	The income from investments in the Charities Pool may decline	Chamberlain	Board of Governors of the CLSG	Funds are managed by professional fund manager. Monitoring of fund manager's performance by Chamberlain/ Financial Investment Board.	Possible	Major	Amber 12	↔	Continue existing controls	Possible	Major	Amber 12
2	Grants/awards/loans may be given for purposes not complying with charity's objectives	Headmistress of CLSG	Board of Governors of the CLSG	Trustees have their objectives before them when agreeing grants. Ensure awards are only given for stated purposes.	Rare	Minor	Green 1	↔	Continue existing controls	Rare	Minor	Green 1
3	Applicants for financial assistance do not disclose full details of their circumstances	Headmistress of CLSG	Board of Governors of the CLSG	Applicants are required to complete and sign application form and provide supporting evidence. Officers follow up obvious discrepancies when assessing the application. Ensure scrutiny is rigorous. Bursar conducts a face to face meeting with all applicants for support from the funds to judge need.	Possible	Minor	Green 3	↔	Continue existing controls	Possible	Minor	Green 3
4	Insufficient beneficiaries complying with the objects of the Trust	Headmistress of CLSG	Board of Governors of the CLSG	Advertising, actively looking for beneficiaries. Where possible investigate appropriateness of widening purpose of Trust to increase pool of potential donors.	Unlikely	Serious	Green 4	↔	Continue existing controls	Unlikely	Serious	Green 4
5	Funding from the City may be reduced following change in its budget policy which could result in serious impact on the charity and lead to adverse user reaction and bad publicity.	Headmistress of CLSG	Board of Governors of the CLSG	Appropriate representation to be made to the City Corporation if budget policy provides risk to charity. Identify new funders.	Unlikely	Major	Amber 8	↓	Try to agree phased approach to any City reduction in support to ensure replacement funds can be found from elsewhere.	Unlikely	Minor	Green 2
6	The Charity lacks direction, strategy and forward planning	Headmistress of CLSG	Board of Governors of the CLSG	A strategic plan which sets out the key aims, objectives and policies, financial plans and budgets. Monitoring of financial and operational performance.	Rare	Major	Green 4	↔	Continue existing controls	Rare	Major	Green 4
7	Conflicts of interest	Headmistress of CLSG	Board of Governors of the CLSG	Understanding of trust law. Protocol for disclosure of potential conflict of interest.	Rare	Minor	Green 1	↔	Continue existing controls	Rare	Minor	Green 1
8	Loss of staff	Headmistress of CLSG	Board of Governors of the CLSG	Documentation of systems, plans and projects. Training programmes.	Possible	Minor	Green 3	↔	Continue existing controls	Possible	Minor	Green 3

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