



Board of Governors of the City of London School

Date: WEDNESDAY, 10 MARCH 2021

Time: 10.00 am

Venue: VIRTUAL MEETING – ACCESSIBLE REMOTELY

Members:	Tim Levene (Chairman)	Caroline Haines
	Deputy James Thomson (Deputy Chairman)	Andrew Jones
	Alexander Barr	Alderman Vincent Keaveny
	Nicholas Bensted-Smith (Ex-Officio Member)	Ronel Lehmann
	Deputy Keith Bottomley	Lord Levene of Portsoken
	Lesley Cartmell	Deputy Edward Lord
	Dominic Christian	Paul Madden
	John Cloughton	Sylvia Moys
	Marianne Fredericks	Ian Seaton
	Rosie Gill	Deputy Philip Woodhouse (Ex-Officio Member)

Enquiries: Polly Dunn
polly.dunn@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting via YouTube at the following link <https://youtu.be/4dvk4rrsRD8>

Meeting Recordings

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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**

For Decision

 - a) **9 December 2020 (Pages 1 - 6)**
To approve the public minutes and non-public summary of the meeting held on 9 December 2020.
 - b) **28 January 2021 (Pages 7 - 8)**
To approve the public minutes and non-public summary of the meeting held on 28 January 2021.
4. **COMMITTEE MINUTES**

For Information

 - a) **Finance & Estates Committee (Pages 9 - 12)**
To receive the draft public minutes and non-public summary of the Finance & Estates Committee meeting held on 25 February 2021.
 - b) **Academic & Education Committee (Pages 13 - 14)**
To receive the draft public minutes and non-public summary of the Academic & Education Committee meeting held on 25 February 2021.
 - c) **Governance Committee (Pages 15 - 18)**
To receive the draft public minutes and non-public summary of the Governance Committee meeting held on 25 February 2021.
5. **ANNUAL REVIEW OF TERMS OF REFERENCE**
Report of the Town Clerk.

For Decision
(Pages 19 - 24)
6. **HEAD'S REPORT**
Report of the Head.

For Information
(Pages 25 - 32)

7. **RISK REGISTER 2020-21 FOR: CLS BURSARY AND AWARDS FUND**

Joint report of the Chamberlain and the Bursar.

For Decision
(Pages 33 - 48)

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

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

10. **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

11. **NON-PUBLIC MINUTES**

For Decision

a) **9 December 2020 (Pages 49 - 56)**

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

b) **28 January 2021 (Pages 57 - 62)**

To agree the non-public minutes of the meeting held on 28 January 2021.

12. **NON-PUBLIC OUTSTANDING ACTIONS**

Report of the Town Clerk.

For Information
(Pages 63 - 64)

13. **COMMITTEE MINUTES**

For Information

a) **Finance & Estates Committee (Pages 65 - 68)**

To receive the draft non-public minutes of the Finance & Estates Committee meeting held on 25 February 2021.

b) **Academic & Education Committee (Pages 69 - 72)**

To receive the draft non-public minutes of the Academic & Education meeting held on 25 February 2021.

c) **Governance Committee (Pages 73 - 74)**

To receive the draft non-public minutes of the Governance Committee meeting held on 25 February 2021.

14. **HEAD'S NON-PUBLIC REPORT**
Report of the Head.
- For Decision**
(Pages 75 - 182)
15. **ADMISSIONS PROJECTIONS**
Report of the Head.
- For Decision**
(Pages 183 - 188)
16. **COMPLIANCE REPORT - TO FOLLOW**
Report of the Head.
- For Decision**
17. **HEALTH & SAFETY REPORT - TO FOLLOW**
Report of the Head.
- For Information**
18. **FINANCIAL INFORMATION DASHBOARD**
Joint report of the Chamberlain and Bursar.
- For Information**
(Pages 189 - 206)
19. **BURSAR'S REPORT**
Report of the Bursar.
- For Information**
(Pages 207 - 214)
20. **GW2: PREPARATORY SCHOOL**
Report of the City Surveyor.
- For Decision**
(Pages 215 - 224)
21. **GW5: PHASE 1 - CITY OF LONDON SCHOOL MASTERPLAN - TO FOLLOW**
Report of the City Surveyor.
- For Information**
22. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**
Report of the Town Clerk.
- For Information**
(Pages 225 - 226)

- 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 9 December 2020.

For Decision

- 26. **TARGET OPERATING MODEL**
Report of the Head.

For Decision

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BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL **Wednesday, 9 December 2020**

Minutes of the meeting of the Board of Governors of the City of London School held at virtually on Wednesday, 9 December 2020 at 10.00 am

At 10.13am the meeting was restarted due to a technical error in the live streaming.

Present

Members:

Tim Levene (Chairman)
Deputy James Thomson (Deputy
Chairman)
Alexander Barr
Nicholas Bensted-Smith (Ex-Officio
Member)
Lesley Cartmell
John Cloughton
Marianne Fredericks
Rosie Gill

Caroline Haines
Andrew Jones
Alderman Vincent Keaveny
Ronel Lehmann
Lord Levene of Portsoken
Deputy Edward Lord
Paul Madden
Ian Seaton

Officers:

Alan Bird	- Head Teacher City of London School
Charles Griffiths	- Bursar, City of London School
Dr Richard Brookes	- Senior Deputy Head, City of London School
Steven Reynolds	- Chamberlain's Department
Nicholas Basye	- Senior Accountant

1. APOLOGIES

Apologies were received from Deputy Keith Bottomley, Deputy Philip Woodhouse, Dominic Christian and Sylvia Moys. Apologies for lateness were received by Lord Peter Levene.

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

Caroline Haines updated Governors on her appointment as Chair of the City's Education Board.

3. MINUTES

It was noted that an SEND lead governor had not been appointed.

RESOLVED, that the public minutes and non-public summary of the meeting held on 8 October 2020, be approved as accurate record.

4. FINANCE & ESTATES COMMITTEE MINUTES

Governors received the draft public minutes and non-public summary of the Finance and Estates Committee meeting held on 20 November 2020.

5. **FINANCE & ESTATES COMMITTEE TERMS OF REFERENCE - PROPOSAL FOR AMENDMENT**

Governors considered a report of the Town Clerk regarding the proposal for an amendment to the Finance and Estates Committees Terms of Reference.

It was requested that “an oversight of” be added ahead of “digital infrastructure.

RESOLVED, that subject to this addition, the revised terms of reference of the Finance & Estates Committee, be approved.

6. **HEAD'S PUBLIC REPORT**

Governors received a report of the Head regarding an overview of activities at the School.

COVID19

The Head gave a comprehensive update on matters at the School in the context of COVID19.

Preparations were underway as if exams were happening in England, but work on a contingency based on the possibility of Centre Assessment Grades was being developed concurrently, in anticipation of any Government announcements. There was concern that there would be an additional assessment burden on pupils and teachers – there was also an increased level of anxiety in schools across the country as a result.

An update on live COVID-19 cases was given. It was noted that the level of infection rate was below the norms for the sector.

Thanks were issued to the SMT for their continued hard work.

RESOLVED, that the report be noted.

7. **PARTNERSHIP REPORT**

Governors received a report of the Head regarding the School's partnership work.

Governors commended the brilliant work taking place at the School and asked for the report to be circulated to the Court of Common Council after it was reported to the Education Board.

RESOLVED, that the report be noted.

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

There were no questions.

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

There was no other business.

10. **EXCLUSION OF THE PUBLIC**
RESOLVED, that under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.
11. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 8 October 2020, be approved as an accurate record.
12. **OUTSTANDING ACTIONS**
Governors received a report of the Town Clerk regarding the non-public outstanding actions of the Board.
13. **FINANCE AND ESTATES COMMITTEE NON-PUBLIC MINUTES**
Governors received the draft non-public minutes of the Finance and Estates Committee meeting held on 20 November 2020.
14. **DEVELOPMENT WORKING PARTY**
Governors received the note regarding Development Working Party meetings.
 - a) **NOTE OF THE MEETING HELD ON 15 OCTOBER 2020**
Governors received the note of the meeting held on 15 October 2020.
 - b) **DRAFT NOTE OF THE MEETING HELD ON 25 NOVEMBER 2020**
Governors received the draft note of the meeting held on 25th November 2020.
15. **HEAD'S NON-PUBLIC REPORT**
Governors considered a report of the Head regarding an overview of School activities.
16. **REALISING THE BURSARY AMBITION**
Governors considered a report of the Head regarding Bursary Ambition.
17. **PROPOSED 2021/22 REVENUE BUDGET**
Governors received a joint report of the Chamberlain and Bursar regarding the Proposed 2021/22 Revenue Budget.
18. **REPAIRS, MAINTENANCE AND IMPROVEMENTS FUND 2021/22 AND 20 YEAR PLAN OF WORKS**
Governors considered a joint report of the Chamberlain, Bursar and City Surveyor regarding Repairs, Maintenance and Improvements Fund for 2021/22 and the 20-year plan of works.
19. **PREP SCHOOL DEVELOPMENT**
Governors received a report of the Head regarding Prep School Developments.
20. **HR RESOURCING LIMITATIONS**

This report was withdrawn.

21. **HEALTH & SAFETY AND WELFARE**

Governors considered a report of the Head regarding Health and Safety and Welfare at the School.

22. **CHARITIES RATIONALISATION - MERGER OF THE CITY OF LONDON SCHOOL BURSARY FUND (276654) AND THE CITY OF LONDON SCHOOL SCHOLARSHIPS AND PRIZES FUND (276654-1)**

Governors received a report of the Head discussing the Merger of the City of London School Bursary Fund and the City of London School Scholarships and Prizes Fund.

23. **COMPLIANCE REPORT**

Governors received a report of the Head regarding compliance within the City of London School.

24. **SAFEGUARDING REPORT**

Governors received a report of the Head regarding safeguarding.

25. **REGULAR UPDATE OF THE SCHOOL'S RISK REGISTER**

Governors considered a report of the Bursar regarding the City of London School's Risk Register.

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 was no other business.

28. **CONFIDENTIAL MINUTES**

RESOLVED, that the confidential minutes of the meeting held on 8 November 2020, be approved as accurate record.

29. **STAFFING UPDATE**

Governors heard a staffing update from the Head.

30. **STAGE THREE COMPLAINTS - OUTCOME LETTERS**

Governors reviewed the Stage Three Complaints outcome letters.

The meeting ended at 12.28 pm

Chairman

Contact Officer: Polly Dunn
polly.dunn@cityoflondon.gov.uk

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BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL Thursday, 28 January 2021

Minutes of the meeting of the Board of Governors of the City of London School held
virtually on Thursday, 28 January 2021 at 9.00 am

Present

Members:

Tim Levene (Chairman)	Caroline Haines
Deputy James Thomson (Deputy Chairman)	Andrew Jones
Alexander Barr	Alderman Vincent Keaveny
Nicholas Bensted-Smith (Ex-Officio Member)	Ronel Lehmann
Deputy Keith Bottomley	Lord Levene of Portsoken
Lesley Cartmell	Deputy Edward Lord
Dominic Christian	Paul Madden
John Cloughton	Ian Seaton
Marianne Fredericks	Deputy Philip Woodhouse (Ex-Officio Member)
Rosie Gill	

Officers:

Alan Bird	- Head, City of London School
Charles Griffiths	- City of London School
Dr Richard Brookes	- City of London School
Jenny Brown	- Headmistress, City of London School for Girls
Katie Kerr	- City of London School for Girls
Steven Reynolds	- Chamberlain's Department
Nicholas Basye	- Chamberlain's Department
Aqib Hussain	- Chamberlain's Department
Peter Young	- City Surveyor's Department
Polly Dunn	- Town Clerk's Department
Julie Mayer	- Town Clerk's Department
Kerry Nicholls	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Sylvia Moys.

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

Alderman Vincent Keaveny declared that he was an Honorary Bencher of the Honourable Society of Gray's Inn in relation to Item 6: Estates Strategy.

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

There were no questions.

4. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

5. **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.

6. **ESTATES STRATEGY**

a) **Estates Strategy Outline Business Case**

The Board considered a joint report of the Bursar of the City of London School, the Bursar of the City of London School for Girls and the Chamberlain presenting the Estates Strategy Outline Business Case.

b) **Capital Loan - Outline Business Case Approval**

The Board considered a joint report of the Bursar of the City of London School, the Bursar of the City of London School for Girls and the Chamberlain presenting the Capital Loan – Outline Business Case Approval.

7. **GW1-4: CITY OF LONDON SCHOOL - SUMMER WORKS 2021**

The Board considered a report of the City Surveyor on the City of London School Summer Works 2021.

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

There were no questions.

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

There was one item of urgent business.

The meeting ended at 11.19 am

Chairman

Contact Officer: Polly Dunn
polly.dunn@cityoflondon.gov.uk

FINANCE & ESTATES COMMITTEE OF THE BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL

Thursday, 25 February 2021

Minutes of the meeting of the Finance & Estates Committee of the Board of Governors of the City of London School held virtually at 9.00 am

Present

Members:

Tim Levene (Deputy Chairman)	Lesley Cartmell
Deputy James Thomson (Chairman)	Andrew Jones
Alexander Barr	Ian Seaton
Deputy Keith Bottomley	

Officers:

Nicholas Basye	- Chamberlain's Department
Alan Bird	- Head, City of London School
Dr Richard Brookes	- City of London School
Polly Dunn	- Town Clerk's Department
Charles Griffiths	- City of London School
Steven Reynolds	- Chamberlain's Department

1. APOLOGIES

There were no apologies.

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

There were no declarations.

3. MINUTES

RESOLVED, that the public minutes and non public summary of the meeting held on 20 November 2020, be approved as an accurate record.

4. RISK REGISTER 2020-21 FOR: CLS BURSARY AND AWARDS FUND

Governors considered a joint report of the Chamberlain and the Bursar regarding the 2020-21 risk register for the City of London School Bursary and Awards Fund.

The Bursar began by providing a summary of the risk register highlighting that, while little had changed since the previous annual risk report, Governors should note the change of name of the Fund, which came as a result of the merger of The City of London School Scholarships and Prizes Fund and The City of London School Education Trust.

The Chair highlighted that there was no mention of the Tomlinson Review in the register and felt that this should be included as this may impact the amount of financial support provided by the Corporation. It was agreed that this should be recognised and noted as a heightened risk in the register.

RESOLVED, that Governors, subject to noting the heightened risk due to the Tomlinson Review, agree the risk register satisfactorily sets out the risks facing the School's charity, and that appropriate measures are in place to mitigate those risks.

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

There were no questions.

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

There was no other business.

7. **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.

8. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 20 November 2020, be approved as an accurate record.

9. **OUTSTANDING ACTIONS**

Governors received a report of the Town Clerk regarding outstanding actions of the Committee.

10. **NON-PUBLIC BURSAR'S REPORT**

Governors received a report of the Bursar regarding financial and operational matters at the School.

11. **FINANCIAL UPDATE FOR THE CITY OF LONDON SCHOOL**

Governors received a joint report of the Chamberlain and the Bursar presenting the School's updated financial forecasts for the financial year 2020-21 and for the medium term based on the School's financial position as of January 2021.

12. **FINANCIAL INFORMATION DASHBOARD**

Governors received a joint report of the Chamberlain and the Bursar regarding the School's Financial Information Dashboard.

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

There were no questions.

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

There was no other business.

The meeting closed at 10.18 am

Chairman

**Contact Officer: Polly Dunn
020 7332 3726**

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ACADEMIC & EDUCATION COMMITTEE OF THE BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL

Thursday, 25 February 2021

Minutes of the meeting of the Academic & Education Committee of the Board of Governors of the City of London School held virtually at 10.15 am

Present

Members:

Paul Madden (Chairman)

Tim Levene (Deputy Chairman)

Dominic Christian

John Claughton

Caroline Haines

Deputy James Thomson

Officers:

Alan Bird

Dr Richard Brookes

Polly Dunn

- Head, City of London School

- Senior Deputy Head, City of London School

- Town Clerk's Department

1. APOLOGIES

Apologies were received by

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

There were no declarations.

3. MINUTES

RESOLVED, that the public minutes and non-public summary of the meeting held on 18 September 2020, be approved as accurate record.

4. QUESTIONS ON MATTER RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

5. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other 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 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

RESOLVED, that the non-public minutes of the meeting held on 18 September 2020, be approved as accurate record.

8. OUTSTANDING ACTIONS

Governors received a report of the Town Clerk regarding the Committee's Outstanding Actions.

9. **HEAD'S REPORT**

Governors considered a report of the Head regarding general School matters.

10. **SAFEGUARDING REPORT**

Governors received a report of the Head regarding safeguarding.

11. **UNIVERSITY UPDATE**

Governors received a report of the Head regarding university applications from the pupils at City of London School in the current academic year.

12. **NON-PUBLIC QUESTIONS ON MATTER RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There was no other business.

The meeting closed at 11.27

Chairman

Contact Officer: Polly Dunn
Polly.Dunn@cityoflondon.gov.uk

GOVERNANCE COMMITTEE OF THE BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL

Thursday, 25 February 2021

Minutes of the meeting of the Governance Committee of the Board of Governors of the City of London School held virtually at 11.30 am

Present

Members:

Tim Levene (Chairman)

Alderman Vincent Keaveny

Deputy James Thomson (Deputy
Chairman)

Lord Levene of Portsoken

Officers:

Alan Bird

- Head, City of London School

Dr Richard Brookes

- City of London School

Charles Griffiths

- City of London School

Polly Dunn

- Town Clerk's Department

Aqib Hussain

- Chamberlain's Department

Chloe Rew

- Town Clerk's Department

1. APOLOGIES

Apologies were received from Deputy Edward Lord.

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

There were no declarations.

3. MINUTES

RESOLVED, that the public minutes and non-public summary of the meeting held on 18 September 2020 be approved as accurate record.

4. ANNUAL REVIEW OF TERMS OF REFERENCE

Governors considered a report of the Town Clerk regarding the annual review of the Committee's terms of reference.

Whilst Governors were largely supportive of the recommendations made within the recent City of London Corporation reviews, namely the reduction in membership and term limits, it did not believe that the immediate past chairman should be made to step down.

Governors felt that it would be preferable to leave the composition of the Board unamended until such a time that the broader recommendations Governance Review could be considered. The Town Clerk confirmed that work on the

Governance Review was taking place in stages and in time they would get to the matter of the Corporation's institutions, of which the School was one.

RESOLVED, that no changes to Board's terms of reference be recommended at this time.

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

There were no questions.

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

There was no other business.

7. **EXCLUSION OF THE PUBLIC**

RESOLVED, That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

8. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 18 September 2020, be approved as accurate record.

9. **OUTSTANDING ACTIONS**

Governors received a report of the Town Clerk regarding outstanding actions of the Committee.

10. **RACE EQUALITY REVIEW**

Governors received a report of the Head regarding the Race Equality Review.

11. **GOVERNOR SKILLS AUDIT 2020-2021**

Governors noted a report of the Town Clerk regarding the Governor Skills Audit 2020-2021.

12. **GOVERNOR RECRUITMENT**

Governors received a report of the Bursar regarding Governor Recruitment.

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

There were no questions.

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

There was no other business.

The meeting closed at 12.27pm

Chairman

Contact Officer: Polly Dunn
polly.dunn@cityoflondon.gov.uk

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Committee(s) Governance Committee of the Board of Governors of the City of London School	Dated: 25 February 2021
Board of Governors of the City of London School	10 March 2021
Subject: Annual Review of Terms of Reference	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 8 & 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Town Clerk	For Decision
Report author(s): Polly Dunn, Senior Committee and Member Services Officer	

Summary

This is the Board of Governor's Annual Review of its terms of reference and composition, where Governors are invited to recommend any changes to the Policy and Resources Committee and the Court of Common Council for consideration.

Focus for discussion is centred on the Board's composition.

Recommendation(s)

Members of the Governance Committee (for onward approval by the Board of Governors) are invited to:

- agree, subject to any comments, the terms of reference of the Board (as set out in **appendix 1**) for consideration by the Policy and Resources Committee and Court of Common Council;
- consider whether the current frequency of meetings of the Board remains appropriate;
- consider the current composition of the Board; and
- delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to consider any further changes to the Terms of Reference for 2021/22.

Main Report

Background

1. Each Grand Committee of the Court of Common Council is invited to review its terms of reference annually and to provide any suggested amendments to the Policy and Resources Committee and Court of Common Council for approval at their respective March and April meetings.
2. Members are also invited to comment on the frequency of meetings of the Board, and to consider whether the Board could usefully be convened on more or fewer occasions during 2021/22.
3. In light of recommendations from both the Tomlinson and Lisvane (Governance) Review, this report sets out options for Governor consideration focussing on the Board's composition. Governors should note that any changes to the Board's terms of reference will need the approval of the Board, Policy and Resources Committee and then Court of Common Council.

Current Position

4. **Terms of Reference.** The Board's current terms of reference which set out its delegated powers and responsibilities from Court, are set out in **appendix one** for Governor consideration and remain unchanged from previous years.
5. **Frequency of Meetings.** The Board is scheduled to meet on four occasions during 2021, but has already met on an exceptional basis (January 2021) Governors are invited to comment on whether they feel this frequency of meetings allows for proper consideration of business or whether the Board could meet more frequently or infrequently.
6. **Composition.** The following recommendation is quoted from the *Report of Inquiry into the funding of education by the City of London Corporation (Sir Mike Tomlinson)*

*"There needs to be further changes to the governance arrangements for schools, most notably in the case of the independent schools. There needs to be a common period of office across the Family of Schools and a limit placed on the total number of years any Member may serve on the one governing body. Members appointed to governing bodies should have the skills needed by the school, thus reducing the need to appoint so many independent governors. **The size of the governing bodies should be limited ideally to 12 members with a maximum of 15.**"*
7. Sir Mike Tomlinson also comments on the need for a common fixed term of appointment across the City's Family of Schools.
8. Governors may also wish to bear in mind the key recommendations from the [Governance Review](#) conducted by Lord Lisvane KCB DL. The key paragraphs involving the School are 459-472. The recommendations were as follows:

- *an independent Board of Governors, of 12 to 15 persons, with an appropriate mix of skills;*
 - *for Governors to be selected according to current best practice, following advertisement, with the process of selection involving both the current Chair and the Head;*
 - *for the Board to elect the Chair (who need not be a Member of the Court of Common Council);*
 - *for any retiring Chair not to remain on the Governing Body;*
 - *for Governors' terms of office to be of four years, renewable once, with no re-appointment for the four years then ensuing.*
9. For context, the Board of Governors of the City of London Freeman's School (CLFS) has already met to discuss its terms of reference. In summary, Governors of CLFS were supportive of a reduction in the Board's total membership, with a recommendation that the number of Common Councillor Governors be reduced to eight, with six co-optees (bearing in mind the need to maintain a Court of Common Council majority membership). In light of this, they also requested that the Board's quorum be reduced to four Governors, of which not more than one may be co-opted.
10. With this information in mind, Governors are invited to consider the Board's composition and agree any changes it wishes to make in this vein. Alternatively, the Board may choose not to make any changes this year and instead await the broader implementation of the other aspects of the City's Governance Review across the Corporation.
11. The draft terms of reference are provided within the appendix for your consideration. Additions are underlined and redactions are ~~struck-through~~.
12. The membership as listed on the appendix is correct as of July 2020. Any changes to membership in the last year will be picked up in the 2021 Court report.

Corporate & Strategic Implications

13. Members should consider the current scope of the Board's Terms of Reference, and bear in mind the impact of any proposed changes, particularly resource, legal and equalities implications.

Conclusion

14. Amendments to the Terms of Reference are put forward for the consideration by the Governance Committee and Board of Governors, for onward approval at Policy & Resources Committee and the Court of Common Council

Appendix 1 – Draft Terms of Reference of the Board of Governors of the City of London School 2021/22

Polly Dunn

Senior Committee and Member Services Officer

E: Polly.Dunn@cityoflondon.gov.uk

RUSSELL, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 16 th July 2020, doth hereby appoint the following Committee until the first meeting of the Court in April, 2021.
----------------	--

BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL

1. **Constitution**

A Non-Ward Committee consisting of,

- one Alderman nominated by the Court of Aldermen
- up to 10 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 for Girls
 - the Chairman of the Board of Governors of City of London Freeman's School
- up to eight 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 2021)**

ALDERMEN

- 4 Vincent Thomas Keaveny

COMMONERS

- 4 (4) Alexander Robertson Martin Barr
- 6 (4) Keith David Forbes Bottomley, Deputy
- 4 (4) Timothy Levene
- 12 (4) Edward Lord, O.B.E., J.P., Deputy
- 12 (3) Ian Christopher Norman Seaton
- 8 (3) James Michael Douglas Thomson, Deputy
- 12 (2) Marianne Bernadette Fredericks
- 9 (2) Sylvia Doreen Moys, M.B.E.
- 5 (1) Dominic Gerard Christian
- 4 (1) Caroline Wilma Haines

together with:-

Lesley Cartmell

Rosie Gill

John Claughton

Andrew Jones

Ronel Lehmann

Lord Levene of Portsoken

Paul Madden

Paul Stein

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.

Committee(s)	Dated:
Board of Governors City of London School	10032021
Subject: Head's Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 9, 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Alan Bird, Head, City of London School	For Information
Report author: Alan Bird, Head, City of London School	

Summary

This paper provides the Board with an update on key developments in the School since the last meeting of the Board in December.

- Academic Update
- Co-Curricular Update
- Covid Update
- IntoUniversity: Thank You

Recommendation(s)

- Governors are asked to note the report.

Main Report

Academic Update

1. The School has been teaching remotely since the start of this term on 5 January 2021. A verbal update will be provided to the committee on plans for a return to on-site teaching; this will be affected by an anticipated statement from the Prime Minister during the week of 22 February.
2. The following summary is provided by the Deputy Head (Teaching and Innovation).

At the start of Spring Term 2021, following the announcement of the national lockdown, we switched to the remote teaching model. Because our staff and pupils are more confident with the use of technology that they were in Summer 2020, we decided to simply deliver our timetable, as it was, via Live Teams lessons. The intention is to, wherever possible, replicate the same timetable from 'real' into remote teaching world, but to allow approx. a quarter of lessons to be 'directed', i.e. delivered via clear instructions left for pupils to follow, without direct, live teaching.

AZ has been in touch with all the parents about the move to remote teaching, asking them to let him know if their child is experiencing any difficulties with accessing remote learning. A small number of parents have done so and, in all the cases, issues were with all devices or devices shared with their siblings. IT Support were able to repurpose the laptops used around the school and issue them to these pupils so that they can access remote learning.

We use the following to deliver the curriculum:

- *live teaching (online lessons) – at least 75% of teaching is delivered this way*
- *directed lessons that may involve reading material and worksheets/ not taking sheets distributed via OneNote and/ or class Teams*
- *printed paper packs produced by teachers (e.g. workbooks, worksheets, where teachers had the opportunity to deliver those before the lockdown) – these are used in conjunction with live or directed lessons*
- *textbooks and reading books pupils have at home*
- *commercially available websites supporting the teaching of specific subjects or areas, including video clips or sequences*

Every Friday, AZ emails all teaching staff with a selection of ideas for remote lessons that have been collated from different members of staff over the week. Engagement with these shows that staff are well equipped to teach remote lessons and that the levels of sharing of good practice are high. Conversations with staff also show that levels of engagement are high in lessons.

3. Parents and staff were surveyed at the end of the third week of term. Some modest changes are being made to the provision from the start of the second half of this term. Most substantive, perhaps, is the decision to make the use of cameras by pupils compulsory.
4. It is the reflection of most staff that pupils found this lockdown more challenging than the first lockdown last spring and summer. The implications of this for pastoral care and recovery are being actively considered by the pastoral team.
5. Pupils were welcomed back for on-site teaching from Monday 8 March 2021.
6. The School is currently working through the implications of the recent announcements from Ofqual (and the exam boards) about the awarding of GCSE and A level grades in the summer of 2021.
7. September 2021 will see the roll-out of further elements of the School's curriculum review, with the introduction of a new course in Design, Computing and Robotics for pupils in Year 9. It is excellent to see that approximately 80% of the pupils in Year 8 (or due to join the School for Year 9) have chosen to take this course, suggested an untapped demand. The comments below are provided by the Deputy Head (Teaching and Innovation).

Design, Computing and Robotics (DCR) is a brand-new subject developed exclusively for pupils at CLS, with input from leading design and engineering professionals (including the engineer of the Millennium Bridge and the London VeloPark). Patrick Sanders (Head of Art) has been working on this project with AZ since September 2020 and has been meeting with industry leaders to consult them on the best way to integrate design workplace practices into day-to-day delivery of this subject.

The subject will be introduced in the Third Form in September 2021, as one of the creative option. Students will work in groups of 5 with teacher guidance. Teaching will be delivered via case studies of design projects that illustrate all three aspects – design that uses computing and robotics. For example, students might design and create a 'living wall' as a solution to the lack of

green spaces in the cities. They will use programming skills to programme watering robots to deliver different amounts of water to different plants.

Coding will form a fairly significant part of the course. Three different types of coding will be used across two areas of the course (robotics and 3D modelling). In Robotics, Python will be used to control their robots (which they will have built from scratch using Lego Mindstorms and Spike Prime kits). Block coding will also be used in Lego Spike Prime software (for more basic robotics instructions). In 3D modelling, Grasshopper will be used as a generative modelling tool when developing models in Rhino.

The main aim of the Third Form course is to give pupils a solid grounding in the design cycle principles that they will be able to apply them to their own projects in the Fourth and Fifth Forms (Level 2 HPQ).

Plans are currently under development for the launch of this new course, which is unique.

Co-Curricular Update

8. The following co-curricular highlights are drawn to governors' attention:

- **Co-curricular Hub 2.0:** Governors may remember, in Lockdown 1, the creation of a Co-curricular Hub to allow pupils to easily access information about opportunities, provide suggestions for off-screen activities and be set challenges. This Hub has been further developed with Lockdown Lego proving a mindful hit!
- **Charity:** The Charity Committee adapted swiftly to the new Lockdown, arranging a number of successful events, including series of pupil and staff Cit-Ed lectures which have raised in the region of £5000. The pupil lectures have been particularly impressive with a wide range of topics including: Unusual Etymologies, Robotics and AI, The Science Behind Relationships, The Symbiosis of Genetic Engineering and AI, and Redlining: America's untold Discrimination. The lectures provided pupils with the ability to showcase their intellectual engagement and serves to underline that annual charity appeal is about much more than simply fundraising. The Great Charity Challenge is underway with pupils encouraged to find innovative and community-based ways of raising £20.
- **Sport:** Great efforts have been invested in encouraging pupils to escape their screens and take engaging and meaningful physical exercise. In curriculum PE and Swimming lessons, the pupils have been completing a series of Hand Eye Coordination challenges using tennis balls. Instructional videos were created by staff offering differentiation of tasks, key teaching points and explanations. Pupils produced their own videos for sharing with a partner primary school, Ark Bentworth. For Games, pupils have been provided with a range of activities, with encouragement to log their exercise on, for example, virtual leader boards. The Department conducted a major survey of the pupils to gauge the level of engagement – this provided some impressive and reassuring results.
- **Music:** VMT lessons immediately reverted to online (it should be noted that not a single week of teaching has been missed since last March). The Music Department has arranged a series of lunchtime Music Scholar Recitals, ensembles have continued, and a number of joint events have happened with CLSG, including the start of a series of lectures. The Department has also

released weekly 'Lockdown Sessions' to facilitate performance opportunities for the pupils. There have been some pleasing individual successes - a pupil in OG reached the finals in three international competitions and has been asked to play at Carnegie Hall. A pupil in the Senior Sixth has been made an Associate of the Royal College of Organists (a remarkable achievement for someone still at school).

- **Drama:** The Drama Department ran a House Drama competition and have continued to offer individualised LAMDA to pupils at lunchtimes. LAMDA exams are due to take place in April.
- **House Championship:** The Senior Housemaster has been tireless in maintaining the momentum of the House Championship. This term there have been competitions in Poetry Recitation, Engineering, Drama, Reasoning and Fitness.
- **CCF and DofE:** It is unlikely that the opportunity for camps or expeditions will emerge next term, but both CCF and DofE have ensured that when the time comes, they will be able to swiftly 'press go'. DofE pupils have been working through their Volunteering, Physical, Skills sections of the award and are participating in online training for expeditions.
- **Visiting Speakers:** The School is now rather adept at hosting online talks and has invited a wide range of speakers. Topics have included: Celebrating Purim, The Rohingya Genocide, The Uighur Genocide, Medieval Cities, Biochemistry, and Leadership to name but a few. These have been accompanied by weekly careers talks and other events. Pupils from the City of London Family of Schools are invited to the majority of these.
- **Clubs and Societies:** Staff have demonstrated agility in adapting to the new context, with many clubs and societies continuing to run. We were pleased that the Senior Debating team made it through to the regional finals of the English Speaking Union's School Mace competition. In late February, the LGBT+ Society marked LGBT History Month with a joint event with CLSG. This included alumni from both schools reflecting on their experience and answering questions from pupils.
- **The Citizen:** The pupils have continued to produce a weekly newspaper of professional quality. Recent additions, which focused on the Holocaust and Mental Health, were quite exceptional and received great praise from parents, staff and Governors.

Covid-19

9. The Government has confirmed that pupils may return to on-site lessons from Monday 8 March. Updated operational guidance for schools has been published:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/964351/Schools_coronavirus_operational_guidance.pdf

10. We have updated our whole school Risk Assessment, and this will be scrutinised by Governors prior to the return of staff and pupils. This has also been shared with staff representatives to gather their feedback.
11. The return to on-site lessons is underpinned by the implementation of Asymptomatic Testing (also known as Lateral Flow Device (LFD) Testing). Staff

will be provided with LFD kits in order to self-administer their tests twice weekly at home. Results must be reported to the school and to the government (to aid government tracking of the community spread of the virus).

12. From 8 March, pupils will take three LFD tests in school, before also moving to twice-weekly tests at home (with test kits to be distributed by the school). Pupils may return to lessons after receiving one negative result. After some delay, the Government agreed that in-school testing could commence prior to 8 March, and we shall be testing Year 13 (Senior Sixth) pupils on 5 March. The testing programme will run to Wednesday 17 March. Pupils in Year 6 (Old Grammar) will not need to be tested. The
13. It should be noted that the LFD testing programme is not mandatory, but “strongly encouraged”. A verbal update will be given at the meeting regarding the numbers of pupils / parents who have given consent (pupils aged 16 or over give their own consent; pupils under 16 have consent given by parents).
14. The LFD testing is being staffed by support staff volunteers (redirected from their normal duties), PE staff (the PE / Swimming / Games programme has been suspended during the 8 days of testing), Cover Supervisors, Graduate Assistants, agency staff (at a cost of c.£10k) and a small number of volunteers. A larger engagement of volunteers was resisted in order to better ensure availability and quality assurance. We have only asked staff to contribute whether they are comfortable doing so: the efforts of these staff are very much valued, and we celebrate their contributions.
15. Once back in lessons, the most significant change has been the requirement that pupils and staff wear face coverings in classrooms where social distancing cannot be maintained (alongside indoor communal areas, as was already the case). This requirement lasts until the end of the Spring Term, when it is due to be reviewed by the Government.
16. Other operations are largely as in place during the Autumn term. Educational visits and inter-school sports fixtures remain suspended.
17. A verbal update regarding the first few days’ of the return, including the progress of the LFD testing programme, will be given in the meeting.

IntoUniversity and Partnership

18. A letter from IntoUniversity, thanking the School for its donation to support its work, is attached to this paper as **Appendix One**. The School has also been provided with a copy of the organisation’s Impact Report. In the interests of seeking to keep Board papers manageable, this is not attached. However, it can be provided to any interested governor upon request.
19. The School’s Partnership Report, ‘Working in Partnership 2020’, is now on the School’s website. It was considered by the Board in December 2020, and will go to the Education Board in March 2021.

Appendices

- **Appendix 1:** Thank You from IntoUniversity

Alan Bird

Head, City of London School

T: 020 3680 6400

E: head@cityoflondonschool.org.uk

Alan Bird
City of London School
107 Queen Victoria Street
London
EC4V 3AL

2nd February 2021

Dear Alan,

I am writing to thank you for your and acknowledge a donation of £12,500 from City of London School to **IntoUniversity**. This represents the instalment for the 20/21 academic year towards **IntoUniversity** North Islington. This year is not going to be an easy one for our students, but the crucial support of partners such as City of London School will enable **IntoUniversity** to make sure that we are there for our students, and can stay focused on supporting them to have successful futures.

We look forward to updating you soon with more details on our plans to provide vital support to the young people we serve throughout the current national lockdown. Thank you for your understanding and sustained backing while we continue to pivot or delivery to best reach and support our students through the Coronavirus pandemic.

We are so grateful for the backing of City of London School, which will enable us to keep supporting our students in North Islington in 2021. On behalf of everyone at **IntoUniversity**, and most importantly of the young people we serve, I would like to thank you for your generosity.

With very best wishes,

Senior Fundraising Officer

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Committee:	Date:
Finance & Estates Committee of the Board of Governors of the City of London School	25 February 2021
Board of Governors of the City of London School	10 March 2021
Subject: Risk Register 2020-21 for: CLS Bursary and Awards Fund	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 4, 8
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Chamberlain The Bursar of the City of London School	For Decision
Report author: James Hewett (Chamberlain's Department)	

Summary

This report provides a key risks register at Appendix 2 for CLS Bursary and Awards 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. The register has been prepared and scored using the City of London Corporation Risk Matrix at Appendix 1.

Currently, the risk register for the Bursary Fund contains eight risks, of which six are assessed as green and two which are amber. No new risks have been identified since the last annual register was presented to this Board and the risk scores remain unchanged. There are currently no red risks.

Recommendation

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

Main Report

Background

1. This report provides a key risks register for CLS Bursary and Awards Fund at Appendix 2 administered by the Board of Governors of the City of London School 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 CLS Bursary and Awards Fund is set out in Appendix 2. The risk register is now recorded on the City's risk management system 'Pentana', and so it is now inline with the presentation of other risk registers across the City. The register contains eight risks as summarised below:
 1. Risk of decline in income from investments in the Charities Pool – overall risk score of amber (12);
 2. Funding from the City may reduce – overall score of amber (8);
 3. Charity lacks direction, strategy, and forward planning – overall green (4);
 4. Insufficient beneficiaries – overall risk score of green (4);
 5. Applicants do not disclose full details – overall risk score of green (3);
 6. Losing staff involved with processing bursary applications – overall risk score of green (3);
 7. Bursaries may be given for purposes not complying with charity's objectives – overall risk score of green (1); and
 8. Conflict of interest – overall risk score of green (1).

Mitigation of amber risks

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

Conclusion

6. 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 CLS Bursary and Awards Fund

Contacts:

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Group Accountant, Chamberlain's Department

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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)

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	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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APPENDIX 2

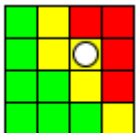
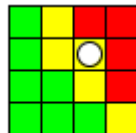
Charity Risk Register for CLS Bursary and Awards Fund

Report Author: James Hewett

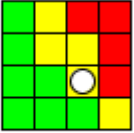
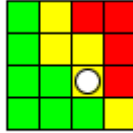
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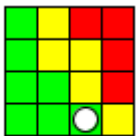
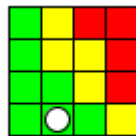
Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Flight path (Previous 10 assessments)
CLAR SC CLS 01 Risk of decline in the capital value of the investment and the investment income that is received annually 09-Feb-2021 Chamberlain	Cause: Economic conditions worsen Event: Reduction in Charities Pool income Effect: Greater reliance on the school to be able to obtain income from other sources	 Likelihood Impact	12	No change to current risk score For the year ended 31 March 2020 Charities Pool income was £148,950 (31 March 2019: £141,509) As a % of total income for 31 March 2020 = 79.9% (31 March 2019 = 100.0%) 09 Feb 2021	 Likelihood Impact	12	31-Mar-2022	

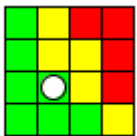
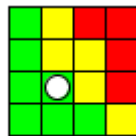
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHAR SC CLS 01a Professional Fund management	To maintain the existing arrangements for the fund to be professionally managed.	Continue with existing controls	Kate Limna	01-Feb-2021	31-Mar-2022
CHAR SC CLS 01b Fund performance review	To ensure that the fund manager's performance is monitored by the Chamberlain.	Continue with existing controls – Report was presented to FIB last year on 13 July and will be presented this year on the 30 June	Kate Limna	09-Feb-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Flight path (Previous 10 assessments)
CHAR SC CLS 02 Funding from the CoL may reduce 09-Feb-2021 Alan Bird	Cause: CoL look to make changes to their budget policy Event: Shortfall in funding for the charity Effect: Drain charity reserves; Greater reliance on other income sources lead to adverse user reaction and bad publicity.	Likelihood  Impact	8	No change to current risk score. 09 Feb 2021	Likelihood  Impact	8	31-Mar-2021	

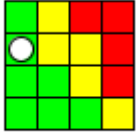
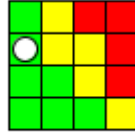
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLS 02a Appropriate representation to CoLC	Appropriate representation to be made to the City Corporation if budget policy provides risk to charity.	Continue with existing controls.			Alan Bird; Charles Griffiths	01-Feb-2021	31-Mar-2022
CHAR SC CLS 02b Additional sources of funding	The School to continue to pursue additional sources of bursary funding	Continue with existing controls			Alan Bird; Charles Griffiths	02-Feb-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Flight path (Previous 10 assessments)
CHAR SC CLS 03 Charity lacks direction, strategy, and forward planning 09-Feb-2021 Alan Bird	Cause: Charity hasn't reviewed and updated their strategic plan, and long term direction. Event: Objects of the charity are not met. Effect: Reputational; fewer bursary students attending CLS.	 Likelihood	4	No change to current risk score. 09 Feb 2021	 Likelihood	2	31-Mar-2022	

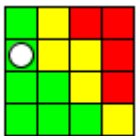
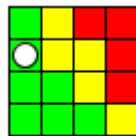
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLS 03a Strategic plan	Regular review of the strategic plan which sets out the key aims, objectives and policies, financial plans and budgets	Continue with existing controls. Currently a review of the charities is being undertaken, and we will report on this in due course.			Alan Bird; Charles Griffiths	16-Feb-2021	31-Mar-2022
CHAR SC CLS 03b Financial monitoring	Monitoring of financial and operational performance.	A report was presented to committee on 10 June 2020 that considers the cash available in the charity, with the next report to be presented in June 2021.			Alan Bird; Charles Griffiths	16-Feb-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Flight path (Previous 10 assessments)
CHAR SC CLS 04 Insufficient beneficiaries that meet the objects of the trust 09-Feb-2021 Alan Bird	Cause: A potential lack of publicity; objects of the trust are not appropriate. Event: Fewer bursary students attending CLSG Impact: Reputational damage for having fewer bursary pupils than intended/expected	 Likelihood	4 Impact	No change to current risk score. 09 Feb 2021	 Likelihood	4 Impact	31-Mar-2022	

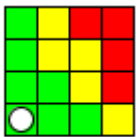
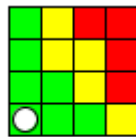
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLS 4a Advertising 09-Feb-2021	To advertise, actively looking for beneficiaries (Where possible investigate appropriateness of widening purpose of Trust to increase pool of potential donors).	The impact of COVID-19 has led to an increase in potential beneficiaries			Alan Bird; Charles Griffiths	01-Feb-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Flight path (Previous 10 assessments)
CHAR SC CLS 05 Applicants do not disclose full details 09-Feb-2021 Alan Bird	Cause: The application process is not as thorough as it should be Event: Not enough information is provided to ensure the correct decision is reached Effect: Bursaries may be awarded to students inappropriately.	 Likelihood	3 Impact	No change to current risk score. 09 Feb 2021	 Likelihood	3 Impact		

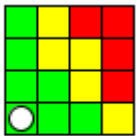
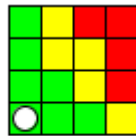
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLS 05a Due Diligence	To ensure that effective due diligence is undertaken for every application for financial assistance	Continue with existing controls			Alan Bird; Charles Griffiths	01-Feb-2021	31-Mar-2022
CHAR SC CLS 05b Annual Reviews	Annual reviews will occur for bursaries awarded for longer than one year.	Continue with existing controls.			Alan Bird; Charles Griffiths	02-Feb-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Flight path (Previous 10 assessments)
CHAR SC CLS 06 Losing staff involved with processing bursary applications 09-Feb-2021 Alan Bird	Cause: Natural employee turnover Event: Staff involved with the bursary process leave the school Effect: Fewer staff will have experience of the process with bursary applications	 Likelihood	3	No change to current risk score. 09 Feb 2021	 Likelihood	3	31-Mar-2022	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLS 06a Documentation 09-Feb-2021	Ensure that suitable guidance and notes are maintained and reviewed regularly.	Continue with existing controls.			Alan Bird; Charles Griffiths	09-Feb-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Flight path (Previous 10 assessments)
CHAR SC CLS 07 Bursaries may be given for purposes not complying with charity's objectives 09-Feb-2021 Charles Griffiths	Cause: Lack of sufficiently robust process in the allocation of bursaries Event: Undeserving students are awarded bursaries Effect: Reputational damage to the School as they are not helping appropriate students	 Likelihood	1	No change to current risk score. The review of the bursary guidelines has been put on hold until the conclusion of the Tomlinson review. 09 Feb 2021	 Likelihood	1	31-Mar-2022	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLS 07 Charity Objects	Ensure that Trustees and school officers have the bursary guidelines before them when agreeing bursaries.	Continue with existing controls.			Alan Bird; Charles Griffiths	02-Feb-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Flight path (Previous 10 assessments)
CHAR SC CLS 08 Conflict of interest 09-Feb-2021 Alan Bird	Cause: Employees take advantage of their knowledge of applying for a bursary. Event: Employees with knowledge of the bursary process apply for their child to have a bursary. Effect: Reputational damage to the school if it was reported to the media that staff were able to take advantage of the bursary process.	 Likelihood	1	No change to current risk score. 09 Feb 2021	 Likelihood	1	31-Mar-2022	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLS 08 Protocol	Maintain and review the protocol for disclosure of potential conflict of interest.	Continue with existing controls			Alan Bird; Charles Griffiths	01-Feb-2021	31-Mar-2022

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