

**BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL**

**WEDNESDAY, 9 JUNE 2021**

# **NOT FOR PUBLICATION**

By virtue of paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972.

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**
4. **ELECTION OF CHAIRMAN**
5. **ELECTION OF DEPUTY CHAIRMAN**
6. **MINUTES**
7. **COMMITTEE MINUTES**
  - a) **Governance Committee**
  - b) **Bursary Committee**
8. **CO-OPTED GOVERNOR APPOINTMENTS**
9. **APPOINTMENT OF COMMITTEES**
10. **HEAD'S REPORT**
11. **THE CHARGING OF ADMINISTRATION COSTS AND EXTERNAL AUDIT FEES TO THE CLS BURSARY AND AWARDS FUND CHARITY FROM**

**2021/22 AND UPDATES TO THE RESERVES POLICY OF THE CHARITY TO REFLECT THIS CHANGE**

12. **TOM CLS PILOT - PROCUREMENT EMPOWERMENT WITH CHOICE**
13. **TOM REVIEW PILOT PROJECT AT THE 3 CITY OF LONDON SCHOOLS – PEOPLE MANAGEMENT – GREATER LOCAL DELEGATION**
14. **TACKLING RACISM TASKFORCE - EDUCATION WORKSTREAM ACTION PLAN**
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
17. **EXCLUSION OF THE PUBLIC**
18. **NON-PUBLIC MINUTES**
19. **NON-PUBLIC OUTSTANDING ACTIONS**

Governors received a report of the Town Clerk regarding the Board's non-public outstanding actions.

22/NP/2019 - It was noted that work on the access ramp was being investigated by the architects for the masterplan, with ongoing consideration to White Lion Hill.

1/NP/2020 - The JCC was due to consider the anti-Semitism definition at its next meeting on 17 June 2021.

13/NP/2020 - On Lisvane, the Board felt that a longer conversation was needed in the right forum. There were a range of views within the Corporation regarding how the Independent Schools should be governed. Options range from keeping the status quo to having one governing body for all three schools. It was suggested that it might be helpful to find examples of where changes to other peer governing bodies had caused problems, so we can avoid those.

14/NP/2020 - The physical security review was shared with the City of London Police, who only made a few comments and updates which had been actioned.

1/NP/2021 – The Risk Register had been updated to include risk relating to the new device policy.

**RESOLVED**, that the report be noted.

## 20. **NON PUBLIC COMMITTEE MINUTES**

### a) **Academic & Education Committee**

Governors considered the recommendation to approve the sabbatical leave request of James Pile for 2022. Whilst the meeting was inquorate, Governors were supportive.

**RESOLVED**, that

- The sabbatical leave request for James Pile be approved for summer 2022.
- The draft non-public minutes of the informal Academic & Education Committee held on 20 May 2021, be received.

### b) **Governance Committee**

**RESOLVED**, that the draft non-public minutes of the Governance Committee held on 25 May 2021, be received.

### c) **Bursary Committee**

**RESOLVED**, that the draft non-public minutes of the Bursary Committee held on 25 May 2021, be received.

## 21. **NON-PUBLIC HEAD'S REPORT**

Governors received a non-public report of the Head.

### Covid 19

The start of the recovery could be felt in the School, with the stabilising of pupils who had previously been struggling. It was easier to keep a sense of welfare for pupils, whose behaviour had been more volatile. A letter went to all parents in an attempt to acknowledge the stressful year but to reinstate some usual standards (uniform, behaviour, mobile phone usage). Response had been good. It was hoped that in September, school life would be even more 'normal'. At the time of the meeting the School had no positive cases. Attendance data was getting back on track having previously been erratic.

### PSHE

Following the Everyone's Invited movement, the School was reviewing the PSHE scheme of work. There had been frustration by the quality of PSHE provision, so pupils had been engaged in consultation for a scheme to be implement from Old Grammar (OG) to Sixth Form. This had not been a straightforward undertaking and the Head thanked those involved with it.

Prefects were leading on pupil voice for PSHE, Equalities and Inclusion and effectiveness of School Parliament.

### Safeguarding

Training was to be more robust and consistent from September, with online bespoke modules. Further information about training for Governors would be shared when ready.

### Race Equality Review

The update on the review was noted.

Governors discussed the Action Counter Terrorism (ACT) Training that was rolled out by the City of London Corporation following a few powerful reflections of a School staff member. These reflections had been shared with the former Deputy Chairman of the Board, who was now the Chair of the City of London Police Authority Board. Whilst the training had been assessed by the City Diversity lead officer, no issues had been picked up and so it was going for further review.

The School wished to work on its environment to ensure everyone had a sense of belonging. This included an update of portraiture.

There was an action plan for work needed with Heads of Department on curriculum changes as it was recognised as a major area for development.

### 1:1 Devices

Following assurances on the age appropriate safeguards on the relaxed, but controlled usage of the planned 1:1 pupil devices, Governors were supportive of option three in the supplementary report appendix. This option did have immediate cost implications but the Bursar confirmed this was manageable. This change in proposal had come following extensive parental consultation. The School needed to communicate the change in approach to parents to demonstrate how it had responded.

### Staff Survey

The School had only received the full findings from the survey the day before the meeting. Overwhelmingly the School surpassed benchmarked averages, with only a few below. Three key themes that needed to be addressed included:

- 1) appraisal and performance management (which was already in the process of review)
- 2) visibility of senior managers and governors (senior managers were visible but clustered on level 2 at the School – physical location was being reconsidered)
- 3) pay and conditions (teachers were concerned with workload, support staff was concerned with pay)

On point three, the School was looking at how recruitment could be more effective and efficient. New, more flexible arrangements had been put in place for the Head to recruit, but there were still some concerns that had not been addressed.

The Chairman explained that the Board needed to be more visible, something that had not been helped with Covid. The Head would consider what Governors could do to improve this, without it being too onerous.

The Staff Liaison Governor explained that he had offered an opportunity to engage with staff, only one took up the opportunity.

#### East India Club

From the next academic year (2021-22) the Board was content for the Head to cease supporting applications to the East India Club on the grounds of both race relations and misogyny.

#### Staff

Governors noted their deep thanks for the staff members leaving CLS for their service to the School. They wished the Senior Deputy Head all the best at Wakefield.

**RESOLVED**, that

- With regard to 1:1 device project, the School move to the new model, in stages: devices introduced to 2nd, 3rd and 4th Forms in September 2021; and
- The report be noted.

#### 22. **ADMISSIONS REPORT**

Governors received a report of the Head regarding Admissions.

**RESOLVED**, that the report be noted.

#### 23. **BURSARY AND SCHOLARSHIPS**

Governors received a report of the Bursar regarding Bursary and Scholarships.

Following the impact of the decisions made by the Policy & Resources Committee regarding funding to the City Corporation's Family of Schools, colleagues in the Chamberlain's department were working through the implementation timetable and what the impact to the School would look like over that period.

**RESOLVED**, that the report be noted.

#### 24. **DATA REPORT**

Governors received a report of the Bursar regarding Data.

Following a question on the follow up process after a data breach, it was explained that in instances where the breach has occurred as a result of actions taken by a City employee, the City's Data Officer contacts the 'culprit' to establish the cause and what mitigating practices have been/will be put in place to prevent it happening again. Training for staff is given and they were also tested on this.

The City of London Police was the national lead on fraud and cyber crime and this was considered a resource the School should tap into. Given the importance of this area, the City of London Police were asked to build a programme for all City Schools to improve cyber awareness for pupils to stay secure. The Head and Chair of the Police Authority Board were looking to develop some form of summer programme that engages upcoming young talent and identifies promising individuals who may wish to go on and work in this sector.

**RESOLVED**, that the report be noted.

25. **DEVELOPMENT REPORT**

Governors received a report of the Head regarding Development.

The Head of Development informed Governors that since the publication of the report the income for the academic year 2020/21 had increased by £10k with more to come. It was hoped that the School would reach £770k by the end of the year.

£500k of funds came from a steady income stream following an increase in donor numbers (454 up from 385), with a balance between parental and alumni supporters.

The first alumni direct marketing appeal raised £25k.

Livery support was considered an at-risk funding stream; one company had already announce a review into its charitable income spending and independent schools may not feature within that.

Engagement had been largely online for 2020/21 due to Covid 19, this had facilitated an increased engagement from international and elderly benefactors. Whilst events will return to 'real life' the School hoped to continue with webinars in future.

Looking ahead, the Development Office hoped to publicly recognise its donors and engage them as part of the School community. Next year it was also hoped that alumni relationships would be cultivated with the prospect of receiving 6-7 figure gifts. The impact of reduced funding from the City Corporation would also need to be considered in terms of the number of bursaries the School can award and how this would come across to donors.

Governors congratulated the Development Office for their progress whilst recognising the ambition and work to come. They were keen to maintain the digital engagement following Covid 19.

**RESOLVED**, that the report be noted.

26. **HEALTH & SAFETY AND WELFARE**

Governors received a report of the Head regarding Health & Safety and Welfare.

The Critical Incident Management Policy had been updated following a review undertaken by an external consultant. In summary, it had been significantly shortened so it could be applied in the heat of the moment. It had been scrutinised by the Head, Chairman and lead Health & Safety Governor with no further comment.

The 'shelter in' procedure would be updated once the recommendation to change gathering in the Great Hall to the Theatre had been made and when the pre-programmed tanoy message had been installed.

**RESOLVED**, that

- The Critical Incident Management Policy, be approved; and
- The report be noted.

**27. COMPLIANCE REPORT**

Governors received a report of the Head regarding Compliance.

**RESOLVED**, that the report be noted.

**28. PROGRESS REPORT ON THE CLS CLSG JUNIOR SCHOOL**

Governors considered a joint report of the Head of the City of London School and the Head of the City of London School for Girls regarding the Progress Report on the CLS CLSG Junior School.

It was noted that Policy & Resource did not approve the proposed governance arrangements and so a delegated authority would be sought in order to ensure decisions could be considered over the City's recess period.

The Chairman confirmed that any decisions concerning appointments to the governing body, would be referred to the whole Board for consideration before he supported its approval.

**RESOLVED**, that Governors

- approve a revised request for delegated authority for any decisions relating to any matters of the junior school required during the summer recess, including (but not limited to) governance, policies and projects; and
- note the remaining contents of the report and the update provided by the Head.

**29. FINANCIAL INFORMATION DASHBOARD**

Governors noted a joint report of the Chamberlain and the Bursar of the City of London School concerning the Financial Information Dashboard.

Governors discussed items 29 and 30 (the Bursar's report) simultaneously.

The Chairman, Head and Bursar were working together on managing parental feelings on fees, including a presentation of the financial case to the parents of those in 5<sup>th</sup> form. There was a heightened level of concern that had appeared have settled down, although officers foresaw a rise in hardship bursary applications. Eight of such applications were considered the previous week by the Bursary Committee, with two further ones to consider in the autumn.

**RESOLVED**, that the report be noted.

30. **REVENUE OUTTURN 2020-21**

Governors received a joint report of the Chamberlain and the Bursar of the City of London School regarding the Revenue Outturn 2020-21.

This item was discussed alongside item 29.

**RESOLVED**, that the report be noted.

31. **RISK REGISTER UPDATE**

Governors considered an update of the Compliance Manager of the City of London School regarding the Risk Register.

**RESOLVED**, that the report be noted.

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

Governors received a report of the Town Clerk regarding the action taken between meetings.

**RESOLVED**, that the report be noted.

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

There were no questions.

34. **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.

*At this point all officers left the meeting with the exception of the Head, Bursar, Town Clerk and Human Resources representative.*

35. **STAFFING REPORT**

Governors considered a report of the Head of the City of London School regarding Staffing.

**RESOLVED**, that Governors agree to the deletion of the requested 2 posts (Squash and Fencing Coaches) and to agree to the redundancy of the postholders.

**36. CLS PILOT - COMBINING SCHOOL OPERATIONS**

Governors received a joint report of the Head of the City of London School and Head of the City of London School for Girls regarding CLS Pilot – Combining School Operations.

**RESOLVED**, that Govenors,

- Approve the Schools' Operations Strategy for the support staff of the two Schools as detailed in this report; and
- Approve the deletion of the facilities manager role (grade F) at CLS and creation of a new role (Director of Estates and Operations) across CLSG, CLS and CJS.

**37. TEACHER PAY AND REWARDS UPDATE**

Governors noted an update of the Head of the City of London School, the Head of the City of London School for Girls and the Head of the City of London Freeman's School regarding Teacher Pay and Rewards.

**RESOLVED**, that Governors

- Agree that the review of teacher pay and rewards be taken forward and that the review's findings to then be brought back to the three Boards of Governors and the Establishment Committee for further consideration and decisions as required at a later date.

**38. CONFIDENTIAL APPENDIX: CO-OPTED GOVERNOR APPOINTMENTS**

Governors received this appendix in conjunction with item 8 on the agenda.

**39. CONFIDENTIAL APPENDIX: APPOINTMENT OF COMMITTEES**

Governors received this appendix in conjunction with item 9 on the agenda.

**40. CONFIDENTIAL APPENDIX: NON PUBLIC HEAD'S REPORT**

Governors received this appendix in conjunction with item 21 on the agenda.

**41. CONFIDENTIAL MINUTES**

**RESOLVED**, that the confidential minutes of the meeting held on 10 March 2021, be approved.

**42. CONFIDENTIAL ANY OTHER BUSINESS**

There was one item of confidential any other business.

The Head provided an update regarding a historic allegation of behaviour of a member of staff still employed by the School on a support staff contract. Very little evident was provided and it was the view of the designated safeguarding lead that there was not enough information to take further. Additional evidence was sought and a meeting had been offered to the accuser, but nothing had been received in response.

A risk assessment had been put in place to manage the workload of the staff member in question.

The designated safeguarding lead governor was due to meet with the Deputy Head (Pastoral) about this in the coming week.

**The meeting ended at 10.45 am**

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Chairman

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