



Finance and Estates Sub Committee of the Board of Governors of the City of London School for Girls

Date: THURSDAY, 13 MAY 2021

Time: 11.00 am

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members: Peter Bennett (Chairman) Mark Bostock
Randall Anderson Alderman Prem Goyal
Nicholas Bensted-Smith

Enquiries: Kerry Nicholls
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Accessing the virtual public meeting

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

<https://youtu.be/MPqcJqVNrvw>

This meeting will be a virtual meeting and therefore will not take place in a physical location. 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

1. **APOLOGIES**

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

3. **MINUTES**

To consider the public minutes and non-public summary of the meeting held on 13 November 2020 and the note of the inquorate meeting held on 11 February 2021.

For Decision
(Pages 5 - 10)

4. **PUBLIC OUTSTANDING ACTIONS**

Report of the Town Clerk.

For Information
(Pages 11 - 12)

5. **SCHEDULE OF STANDING ITEMS**

Report of the Town Clerk.

For Information
(Pages 13 - 14)

6. **CLSG HEALTH, SAFETY, COMPLIANCE AND RISK UPDATE**

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

Governors are asked to note a non-public appendix at Agenda Item 12.

For Information
(Pages 15 - 20)

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

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

9. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2

10. NON-PUBLIC MINUTES

To consider the non-public minutes of the meeting held on 13 November 2020 and the note of the inquorate meeting held on 11 February 2021.

For Decision
(Pages 21 - 32)

11. NON-PUBLIC OUTSTANDING ACTIONS

Report of the Town Clerk.

For Information
(Pages 33 - 34)

12. CLSG HEALTH, SAFETY, COMPLIANCE AND RISK UPDATE – NON-PUBLIC APPENDIX

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

Non-Public appendix to be read in conjunction with Agenda Item 6.

For Information
(Pages 35 - 44)

13. MANAGEMENT OF ARREARS OF FEES AT CLSG

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

For Decision
(Pages 45 - 56)

14. FINANCIAL INFORMATION DASHBOARD

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

For Information
(Pages 57 - 74)

15. ESTATES UPDATES

- a) Update on the Summer Works 2021 Programme

Report of the City Surveyor.

- b) Development in Estates Strategy

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

For Information
(Pages 75 – 78)

16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

**FINANCE AND ESTATES SUB COMMITTEE OF THE BOARD OF GOVERNORS
OF THE CITY OF LONDON SCHOOL FOR GIRLS
Friday, 13 November 2020**

Minutes of the meeting of the Finance and Estates Sub Committee of the Board of Governors of the City of London School for Girls held via Microsoft Teams on Friday, 13 November 2020.

Present

Members:

Peter Bennett (Chairman)
Randall Anderson
Mark Bostock
Alderman Prem Goyal

Officers:

Jenny Brown	- Headmistress
Jane Elliott-Waine	- Compliance Manager
Katie Kerr	- Bursar
Joseph Anstee	- Town Clerk's Department
Kerry Nicholls	- Town Clerk's Department
Aqib Hussain	- Chamberlain's Department
Nicholas Basye	- Chamberlain's Department
Steven Reynolds	- Chamberlain's Department
Warren Back	- City Surveyor's Department
Alison Bunn	- City Surveyor's Department
Peter Young	- City Surveyor's Department

1. APOLOGIES

Apologies for absence were received from Nicholas Bensted-Smith.

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

There were no declarations.

3. TERMS OF REFERENCE

RESOLVED, that the terms of reference for the Finance and Estates Sub-Committee be received.

4. MINUTES

RESOLVED, that the minutes of the meeting held on 16 September 2020, be approved as an accurate record.

5. PUBLIC OUTSTANDING ACTIONS

Governors considered a report of the Town Clerk outlining Outstanding Actions and the following point was made:

- A Committee Member requested that target completion dates be included for all public and non-public Outstanding Actions in future and this was agreed by the Sub-Committee.

RESOLVED, that the Outstanding Actions report be noted.

6. **SCHEDULE OF STANDING ITEMS**

Governors considered a report of the Town Clerk outlining the Schedule of Standing Items.

RESOLVED, that the Schedule of Standing Items be noted.

7. **CLSG COMPLIANCE UPDATE**

Governors considered a report of the Headmistress providing an update on compliance matters at the City of London School for Girls and the following points were made:

- Accessing up-to-date building statutory compliance documentation held on the Micad Property Management System remained a challenge. The School continued to liaise with the City Surveyor's Department which had provided verbal assurance that all centrally managed records required for an ISI inspection could be made available on request. The Micad Property Management System would be updated shortly which would enable documentation to be uploaded faster.
- Good progress had been made in completing the Fire Risk and Health and Safety Audits and it was anticipated that all remaining outstanding actions would be completed by February 2021. An action plan was being developed to introduce further health and safety improvements in key areas, including science laboratories. In response to a question from the Chairman, the Compliance Manager confirmed that staff training would be delivered by both the City of London Corporation and the Compliance Manager. The School was working with the City of London School to develop a business case to establish a shared Health and Safety Apprentice position.

RESOLVED, that the current position be noted.

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

There were no questions.

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

There was no other urgent 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 they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

11. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 16 September 2020 be approved as an accurate record.
12. **NON-PUBLIC OUTSTANDING ACTIONS**
Governors considered a report of the Town Clerk outlining non-public Outstanding Actions.
13. **PROPOSED REVENUE BUDGET**
Governors heard an update of the Bursar and the Chamberlain on the proposed Revenue Budget for the City of London School for Girls for the 2021/22 financial year.
14. **REPAIRS, MAINTENANCE AND IMPROVEMENT FUND**
Governors heard an update of the Bursar, the Chamberlain and the City Surveyor on the Repairs, Maintenance and Improvement Fund.
15. **CITY OF LONDON SCHOOL FOR GIRLS - SUMMER WORKS 2020 UPDATE**
Governors considered a report of the City Surveyor on City of London School for Girls' Summer Works 2020.
16. **CLSG RISK REGISTER**
Governors considered a report of the Bursar on the CLSG Risk Register.
17. **PROGRESS ARISING FROM ESTATE STRATEGY DISCUSSIONS**
Governors considered a report of the Headmistress on progress arising from Estate Strategy discussions.
18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no questions.
19. **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 11.55 am

Chairman

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**FINANCE AND ESTATES SUB COMMITTEE OF THE BOARD OF GOVERNORS
OF THE CITY OF LONDON SCHOOL FOR GIRLS
Thursday, 11 February 2021**

Note of the inquorate meeting of the Finance and Estates Sub Committee of the
Board of Governors of the City of London School for Girls held via Microsoft Teams
on Thursday, 11 February 2021 at 11.00 am

Present

Members:

Peter Bennett (Chairman)
Nicholas Bensted-Smith

Officers:

Kerry Nicholls - Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Randall Anderson, Mark Bostock, Alderman Emma Edhem and Alderman Prem Goyal.

The Town Clerk noted that the meeting was inquorate and therefore in line with Standing Order 36 of the Court of Common Council, the formal meeting would be dissolved and consideration of business adjourned until the next regular meeting of the Board of Governors of the City of London School for Girls. Any business requiring approval prior to the next regular meeting would be considered by the Town Clerk under urgency procedure in consultation with the Chairman and Deputy Chairman of the Board of Governors of the City of London School for Girls.

The meeting ended at 11.05 am

Chairman

Contact Officer: Kerry Nicholls
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CITY OF LONDON SCHOOL FOR GIRLS
Finance and Estates Sub-Committee – Outstanding Actions - Public

Action Number	Date	Action	Responsible Officer	Progress Update	Target Completion Date
3/20/FE	14 February 2020	Progress updates on closing the remaining outstanding Audit recommendations to be e-mailed to Committee Members	Bursar/Compliance Manager	Completed.	December 2021
4/20/FE	14 February 2020	A proposal to merge the Schools' Bursary Fund and Scholarships and Prizes Fund to maximise the efficient use of these funds to be presented to a future meeting of the Finance and Estates Sub-Committee.	Chamberlain/Bursar	When available.	September 2021.

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CITY OF LONDON SCHOOL FOR GIRLS
Finance and Estates Sub-Committee
SCHEDULE OF STANDING ITEMS – ACADEMIC YEAR

September	November	February	May
Receive Terms of Reference	Management of Arrears of Fees at City of London School for Girls (if required)	Review Terms of Reference	Management of Arrears of Fees at City of London School for Girls
Management of Arrears of Fees at City of London School for Girls	Proposed Revenue Budget report (covering the forthcoming financial year and including the school's 10-year financial plan and the fee increase from the start of the new academic year)	Management of Arrears of Fees at City of London School for Girls	Financial Information Dashboard to include: <ul style="list-style-type: none"> Termly budget monitoring
Financial Information Dashboard to include: <ul style="list-style-type: none"> Termly budget monitoring 	Repairs, Maintenance and Improvement Fund report (including the school's 20-year RM&I plan)	Financial Information Dashboard to include: <ul style="list-style-type: none"> Termly budget monitoring 	Estates: Update on preparation for Summer works
Revenue outturn report (covering the previous financial year)	Draft Annual Report and Financial Statements of the City of London School for Girls Bursary Fund incorporating the City of London School for Girls Scholarships and Prizes Fund (covering the previous financial year)	Estates: <ul style="list-style-type: none"> Review contracting for summer works Review progress against strategic plan 	Health and Safety report (to provide assurance of the School's situation)
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	Health and Safety report (to provide assurance of the School's situation)	Risk Register for The City of London School for Girls Bursary Fund incorporating The City of London School for Girls Scholarships and Prizes Fund	CLSG Risk Register (FE Risks)
Estates: Review summer works programme	CLSG Risk Register (FE Risks)	CLSG Risk Register (FE Risks)	
CLSG Risk Register (FE Risks)			

Note: Some items may be brought forward to an earlier meeting where information becomes available.

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Committee(s)	Dated:
Finance and Estate Sub-Committee of the City of London School for Girls	13 May 2021
Subject: CLSG Health, Safety, Compliance and Risk Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1d; 1e; 2a
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: Jenny Brown, Headmistress	For Information
Report author: Jane Elliott-Waine, Compliance Manager (CM)	

Summary

This report provides members of the Finance and Estates Sub-Committee with an update on health and safety compliance, along with risk management matters, at City of London School for Girls.

Outlined in the report is the continuing scope of work to ensure that levels of compliance are well co-ordinated across key areas of the schools function including meeting the requirements of health and safety, fire safety, risk management, Independent Schools Standards Regulations and our approach to manage the risks of the Covid 19 pandemic.

Recommendation(s)

We ask the committee to note the current position.

Main Report

COVID

1. Background

The School reopened on the 8th March with onsite covid lateral flow tests for pupils and home testing for staff following guidance from the DfE. Pupils were subsequently provided with home test kits and at present we envisage this will continue for the remainder of the academic year.

2. Current state of play

We are closely following the Roadmap out of lockdown and the lifting of restrictions as they apply to the School. The DfE has eased restrictions on education visits, extra-curricular activity, inter-school sports but the requirement for face coverings will

remain until at least step 3 of the Roadmap, 17 May 21. We continue to review the Covid RA at least fortnightly, sooner if necessary, as the guidance changes. We shared the Whole School Covid Risk Assessment to the CoL Head of Facilities Management in March 21 for review and comment, their observations were noted and actioned where required.

3. Anything we are asking for guidance/approval on?

The updated Covid RA will be shared with Board of Governors for review and approval at the next meeting.

Audits and Inspections

1. Background

The School has continued to address recommendations arising from:

- Fire risk assessment November 2019
- CoL Fire Safety Compliance Audit Sept 2019
- CoL Health and Safety Audit report July 2019

2. Current state of play

I can confirm that all the actions from the 2019 CoL Health and Safety / Fire audits have now either been completed, are within the gateway process or are part of the planned improvements works to CLSG i.e. new laboratories.

As part of our proactive monitoring of Health and Safety I have recently completed a H&S inspection of the Art Department and we are in the early stages of planning an internal audit of the CLSG Facilities statutory compliance documentation. This will be completed using the CoL Safety Management Building Standards as well as requirements outlined in the DfE Advice on Standards for School Premises. This will provide a level of assurance that we can demonstrate compliance with ISSR Part 5 – Standards of Premises and Accommodation when we are inspected by ISI. The inspection and Audit reports will be submitted to the Health and Safety Committee upon completion where the action plans can be discussed by the committee and scrutinised by the Health and Safety Governor.

3. Anything we are asking for guidance/approval on?

To note the remaining outstanding audit actions has been completed.

General Health, Safety and Compliance update

1. Current State of play

We continue to use the Health and Safety Committee to update staff on safety management at CLSG and to ensure two-way communication is maintained. In line with our Health, Safety and Wellbeing Policy the Health and Safety Governor attends these meeting to offer advice and scrutinise our processes. Date of next Committee 20th May 2021.

Policies required to ensure compliance with the Independent School Standards Regulations continue to be reviewed, as required, and to demonstrate effective leadership and management, the Board of Governors will be asked to scrutinise and approve these policies on a rolling basis.

We continue to engage with training offered by CoL, including the new mandatory modules ACT and Fire awareness. We are reviewing additional online training for Health and Safety to enable us to offer staff continuing development.

Ongoing building improvements continue to be challenging and works initially commissioned for summer 2019/20, that were postponed to Easter 2021 including key suiting and fire door replacements failed to be completed due to orders not being placed by City Surveyors causing insufficient lead times. Poor planning also led to PAT testing not being fully completed. The Facilities Manager continues to work closely with City Surveyors on the completion of these outstanding works and this is noted in the risk register CLSG – 07 Maintenance of Buildings and Site.

2. Current State of play

To note the current position.

Risk Register Summary

1. Background

Risk management is a quarterly agenda item for the School's Senior Management Team (SMT), where the risk register is reviewed and agreed, semi-annually horizon scanning will be undertaken. The risk register is also presented quarterly to the Board of Governors for discussion and sign off. The risk register is subsequently submitted to this Sub-Committee where relevant risks are reviewed and discussed, attached as Appendix 1.

2. Current state of play

Over the last few months, we have reviewed our approach to risk management to better reflect the current situation at CLSG. The risk landscape and strategic vision has altered significantly over the last few years and although there are commonalities in terms of the risk profile the cause, events and effect have and will require updating. We have also reassessed the owners to better reflect the key members of SMT with responsibility for managing the strategic outcomes.

The risk register will be reviewed by the City's audit and risk management committee via a chief officer informal risk challenge session on 12th May 2021. The findings of this informal challenge will be considered and fed into the risk register over the summer.

The School's risk categories have been summarised below in Table 1, with a comparison of the risk profile from the same time a year ago in April 2020.

Table 1: Current risks compared with risk 12 months ago

Risk	Red	Amber	Green	Total
April 2020	1	4	4	9
April 2021	1	5	3	9

The School has one red risk which is 'Inadequate finances or financial plans' (CLSG-01). Action taken to increase fees and raise a loan are expected to reduce this risk over the next 12 months. However, this could be counterbalanced by failing to

establish appropriate cost control, further unanticipated COVID-19 related spend, and financial distress amongst the parent body.

CLSG-07 - Maintenance of Buildings and Site risk rating was increased over the last 12 months due to outstanding maintenance works and ongoing dialogue regarding expansion plans. Actions to improve difficulties with contractors, site access and management of historical underinvestment are being closely monitored and the R & M budget being significantly increased to address maintenance works.

The following risks areas may become increasingly salient over the next 12 months:

- **CLSG-07 - Failure to Maintain Buildings and Site:** Historic underinvestment in the building may cause unexpected failures that thwart the planned maintenance programme to bring the building up to standard in the limited time windows a school has to execute such works.
- **New - Expansion and relocation of Prep School:** The new CJS school is a medium risk project that must be delivered within a short timescale to hit its key objectives and increases the risk exposure of CLSG and CJS (as it is a joint venture). City Surveyors have a register of construction related risks but the wider risk register for the initiative is now being set up.
- **New – Governance:** Ongoing concerns with Governance Structure that prevent agility.
- **New – IT Cyber Security:** Lack of awareness regarding security of data and systems not appropriately protected could lead to an increase in data theft, system hacking and/or the system being compromised.
- **Emerging - Final Salary Pension Scheme Contribution Increases:** Final salary pension schemes are no longer the norm in the UK workforce and the School is starting to model the impact of future increases on the School's finances.

COVID-19 has been a discontinuity that has united efforts behind imaginative mitigation actions that have been a credit to the staff and pupils of the School. However, in the return to education-as-usual, capturing the lessons of a high impact, low probability risk that became a global issue will take effort. In particular looking to be imaginative and purposeful in ensuring risk management is well integrated into the business-as-usual activities of the school is a key commitment ahead.

Implications

Failure to maintain compliance could have implications of not meeting the standards required during an ISI inspection, which could lead to reputation damage to the school and corporation. The risks associated with not meeting health, safety and fire legislation include legal, financial and property damage implications to the Corporation and school communities.

Conclusion

The positive changes made by staff at CLSG have had significant impact on improved compliance over the last 12 months. The Compliance Manager continues to work closely with department managers within the school and colleagues at the Corporation to ensure we can demonstrate continuous improvement in all aspects of compliance and to mitigate levels of risk to the school and the City of London Corporation.

Appendices

Appendix 1 – Risk Register (non-public)

Jane Elliott-Waine

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