



Board of Governors of the City of London Freemen's School

Date: FRIDAY, 4 MARCH 2022

Time: 11.00 am

Venue: CITY OF LONDON FREEMEN'S SCHOOL (ACCESSIBLE REMOTELY)

Members:

Deputy Philip Woodhouse (Chairman)	Graham Packham
Michael Hudson (Deputy Chairman)	Deputy Elizabeth Rogula
Alderman Robert Howard	Nicholas Bensted-Smith (Ex-Officio Member)
Alderman David Graves	Tim Levene (Ex-Officio Member)
John Bennett	Nicholas Goddard
Deputy Roger Chadwick	Andrew McMillan
Tracey Graham	Councillor Chris Townsend
Deputy Kevin Everett	Lady Gillian Yarrow

Enquiries: Jayne Moore
jayne.Moore@cityoflondon.gov.uk

Accessing the virtual public meeting

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

<https://youtu.be/zhZGM3dCvRc>

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**

To agree the public minutes and summary of the meeting held on 24 November 2021.

For Decision
(Pages 5 - 8)

Sub Committee minutes:

4. **ACADEMIC & PERSONNEL**

To receive the draft public minutes of the Academic & Personnel Committee of 04 February 2022.

For Information
(Pages 9 - 12)

5. **FINANCE, GENERAL PURPOSES, AND ESTATES**

To receive the draft minutes of the Finance, General Purposes, and Estates Sub Committee meeting of 04 February 2022.

For Information
(Pages 13 - 14)

6. **ANNUAL REVIEW OF TERMS OF REFERENCE**

To consider the annual review of the Committee's Terms of Reference.

For Decision
(Pages 15 - 36)

7. **DEPUTY HEAD'S REPORT ON POLICIES**

To consider the report of the Deputy Head.

For Decision
(Pages 37 - 50)

8. **HEADMASTER'S REPORT**

To receive the report of the Headmaster.

For Information
(Pages 51 - 62)

9. **REPORT OF THE HEAD OF THE JUNIOR SCHOOL**

To receive the report of the Head of the Junior School.

For Information
(Pages 63 - 68)

10. **ANNUAL REVIEW OF RISK REGISTERS FOR CLFS SCHOOL BURSARY FUND AND CHARITIES ADMINISTERED ICW CLFS**

To consider the report of The Chamberlain and of the Bursar.

For Decision
(Pages 69 - 94)

11. **OUTSTANDING ACTIONS**

To receive the list of outstanding actions.

For Information
(Pages 95 - 96)

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

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

14. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

15. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 24 November 2021.

For Decision
(Pages 97 - 100)

Sub Committee minutes:

16. **ACADEMIC & PERSONNEL**

To receive the draft non-public minutes of the Academic & Personnel Sub Committee meeting of 04 February 2022.

For Information
(Pages 101 - 104)

17. **FINANCE, GENERAL PURPOSES, AND ESTATES**

To receive the draft non-public minutes of the Finance, General Purposes, and Estates Sub Committee meeting of 04 February 2022.

For Information
(Pages 105 - 108)

18. **HEADMASTER'S REPORT**

To receive the report of the Headmaster.

For Information
(Pages 109 - 232)

19. **PROPOSED 2022/23 REVENUE BUDGET**

To consider the report of The Chamberlain and of the Bursar.

For Decision
(Pages 233 - 272)

20. **REPORT OF THE BURSAR**

To consider the report of the Bursar.

For Decision
(Pages 273 - 300)

21. **REPORT OF ACTION TAKEN**

To receive the report of the Town Clerk.

For Information
(Pages 301 - 306)

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

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

BOARD OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL **Wednesday, 24 November 2021**

Minutes of the meeting of the Board of Governors of the City of London Freeman's School held at Committee Room 1 - 2nd Floor West Wing, Guildhall on Wednesday, 24 November 2021 at 11.00 am

Present

Members:

Deputy Philip Woodhouse (Chairman)
Michael Hudson (Deputy Chairman)
Alderman Robert Howard
Deputy Roger Chadwick
Graham Packham
Deputy Elizabeth Rogula
Nicholas Bensted-Smith (Ex-Officio Member)
Nicholas Goddard
Andrew McMillan
Councillor Chris Townsend
Lady Gillian Yarrow

Officers:

Roland Martin	- Headmaster of the City of London Freeman's School
Jo Moore	- Bursar, City of London Freeman's School
Stuart Bachelor	- Deputy Head
Paul Bridges	- Deputy Head (Academic)
Matt Robinson	- Head of Junior School
Paul Hykin	- IT Director
Charles Hurtle	- Interim Bursar
Nicholas Basye	- Senior Accountant
Steven Reynolds	- Chamberlain's Department
James Gibson	- It Technology support
Noyon Choudhury	- Senior Principal Project Manager
Ola Obadara	- Property Projects Director, City Surveyor's Department
Jayne Moore	- Clerk
Kerry Nicholls	- Clerk

1. APOLOGIES

Apologies were received from Alderman Graves and Deputy Everett.

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 of the meeting held on 23 September 2021 be approved as an accurate record of that meeting.

4. **FINANCE, GENERAL PURPOSES, AND ESTATES COMMITTEE**

The Committee received the draft minutes of the Finance, General Purposes, and Estates Committee of 04 November 2021.

5. **ACADEMIC & PERSONNEL COMMITTEE**

The Committee received the draft minutes of the Academic & Personnel Committee meeting of 04 November 2021.

Members heard that the Chairman of the Academic & Personnel Committee had attended the Single Central Register course run by an ISI inspector, and that the briefing from the Headmaster together with the course had been useful.

6. **OUTSTANDING ACTIONS**

1P/CLFS/2020: Members agreed that the Governors' Away Day should take place at the Main House during February 2022.

RESOLVED, that the list of Outstanding Actions be received.

7. **DEPUTY HEAD'S REPORT ON POLICIES**

Governors considered the Deputy Head's report, and scrutinised the policies presented.

A Governor queried whether some of the details in the Fire Policy (p.165 of the agenda pack) were up to date and suggested that the phrase 'periodic review' (p.85 of the agenda pack) be amended to give a specific timeframe – for example, every five years.

A Governor asked for further details on the fire drills referenced on p.156 of the agenda pack and asked whether any assessment was made on policy compliance. The Committee heard that drills took place termly and that details on those fire drills, including evacuation time, were kept by the School. Fire drill outcomes and observations were recorded by the School's Operations team and forwarded to the SLT. It was confirmed that there were currently no problems with the fire alarm system, which is tested every Wednesday morning. Records of those tests are kept. Governors heard that a separate protocol was in place for boarders that included night-time drills.

Governors heard that the records of those fire drills would be available for consultation at the next School-based meeting.

Governors heard that only a small number of the SLT were aware of fire drill timings.

A Governor asked whether it was necessary to include a recommendation to collect "footwear and warm clothing" as referenced in section 77 of the policy

(p. 103), and the meeting heard that the executive would consider recommending that pupils be taken to the Sports Hall.

A Governor asked whether the items marked as due for completion by 04 November 2021 (p. 255 onwards) had been completed, and the meeting heard that the School was up to date with all outstanding actions in that respect and that there were minor remedial actions to be taken, but none that were classed as urgent.

A Governor asked how mobile phone misuse was reported, and the Committee heard that phones were confiscated during the day and minor sanctions were issued.

On the SEN and EAL policy, a Governor asked whether adjustments were made during exams for relevant pupils. The meeting heard that reasonable adjustments were made.

RESOLVED, That the following policies/documents be approved:

- Online Safety
- Special Educational Needs and English as an Additional Language
- PSHE Schemes of Work
- Fire
- Fire Management Plan
- Fire Risk Assessment
- Main House Fire Risk Assessment

8. **REPORT OF THE HEADMASTER**

Governors heard that two heads of School had attended the Lord Mayor's banquet in mid-November, and that the feedback on the event was very positive.

RESOLVED, That Governors note the contents of the report and approve the proposals contained in the City of London Freemen's International School document.

9. **REPORT OF THE HEAD OF THE JUNIOR SCHOOL**

Governors noted that a conversation with a Governor (point 4 of the report on p. 285) had not yet taken place due to illness.

RESOLVED, That Governors note the report.

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

There were no questions.

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

No other business was raised.

12. **EXCLUSION OF THE PUBLIC**

13. **REPORT OF THE HEADMASTER (NON-PUBLIC)**
Governors considered the report of the Headmaster.
14. **NON-PUBLIC MINUTES**
Governors considered the non-public minutes of the meeting of 23 September 2021.
15. **FINANCE, GENERAL PURPOSES & ESTATES COMMITTEE**
Governors received the non-public minutes of the meeting of 04 November 2021.
16. **ACADEMIC & PERSONNEL COMMITTEE**
Governors received the non-public minutes of the meeting of 04 November 2021
17. **PROPOSED 2022/23 REVENUE BUDGET**
Governors considered the proposed 2022/23 budget.
18. **REPAIRS, MAINTENANCE & IMPROVEMENT WORKS 2022/23**
19. **REPORT OF THE BURSAR**
Governors received the report of the Bursar.
20. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

The meeting ended at 1pm

Chairman

Contact Officer: Jayne Moore
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**ACADEMIC AND PERSONNEL COMMITTEE OF THE BOARD OF GOVERNORS
OF THE CITY OF LONDON FREEMEN'S SCHOOL
Friday, 4 February 2022**

Minutes of the meeting of the Academic and Personnel Committee of the Board of Governors of the City of London Freemen's School held at City of London Freemen's School, Ashted Park, Surrey, KT21 1ET on Friday, 4 February 2022 at 2.00 pm

Present

Members:

Andrew McMillan (Chairman)
Deputy Philip Woodhouse (Deputy Chairman)
Nicholas Goddard
Michael Hudson
Deputy Elizabeth Rogula
Lady Gillian Yarrow

Officers:

Roland Martin	- Headmaster
Stuart Bachelor	- Deputy Head
Paul Bridges	- Deputy Head Academic
Jayne Moore	- Town Clerk's Department
Sarah Phillips	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Tracey Graham.

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 of the meeting of 04 November 2021 be approved as an accurate record of the proceedings.

4. DEPUTY HEAD'S REPORT ON POLICIES

The Committee considered the report of the Deputy Head and scrutinised the following policies:

- a) Attendance
- b) Learning and Teaching

a) Attendance policy

A Governor sought clarification on whether parents understood the responsibilities set out in the Attendance policy, and the Deputy Head confirmed that parents' responsibilities had been highlighted to them by way of separate guidance, and that the full Attendance policy was available to parents. Governors heard that pre-notification of non-attendance was forwarded to form tutors by 0835 so that any un-notified absence could be flagged immediately. Boarders worked to a dedicated attendance system.

Referencing section 3 of the Attendance Policy ('Notification of unplanned absence') a Member sought clarification on parents' notification methods, and the Committee heard that parents were required to phone or use the parent portal rather than sending an email.

A Governor asked whether Sixth Form free periods were monitored, and the Committee heard that sixth-formers were required to sign in and out of the site, but were trusted while onsite.

b) Learning and Teaching

The Committee heard from the Deputy Head Academic that the next iteration of the Learning and Teaching policy was under consideration to feed into the School's strategic aims, and that the updated iteration was expected at the next meeting of the Academic & Personnel Committee, containing only a few updates.

A Member suggested that the wording 'must offer' be changed to 'will offer' (referencing the 'Purpose' section on p.30 of the agenda pack).

The Deputy Head Academic confirmed that a 'blink' referred to a short visit to a classroom.

A Member asked whether there was any merit in including greater detail on measurable objectives and progress-monitoring. The Committee heard that progress was being tracked via other measures.

RESOLVED, That the Committee recommend the approval of these policies to the full governing body: Attendance; Learning and Teaching, with an updated iteration of the Learning and Teaching policy to be presented to the Committee before the end of the academic year.

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB 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 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**
The Committee considered the minutes of the meeting of 04 November 2021.
9. **HEADMASTER'S REPORT**
The Committee received the report of the Headmaster.
10. **REPORT OF THE DEPUTY HEAD**
The Committee received the report of the Deputy Head.
11. **OUTSTANDING ACTIONS**
The Committee received the list of outstanding actions.
12. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

The meeting ended at 3.15 pm

Chairman

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**FINANCE, GENERAL PURPOSES AND ESTATES COMMITTEE OF THE BOARD
OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL
Friday, 4 February 2022**

Minutes of the meeting of the Finance, General Purposes and Estates Committee of the Board of Governors of the City of London Freeman's School held at City of London Freeman's School, Ashted Park, Surrey, KT21 1ET on Friday, 4 February 2022 at 1.00 pm

Present

Members:

Nicholas Goddard (Chairman)
Deputy Philip Woodhouse (Deputy Chairman)
Michael Hudson
Andrew McMillan

Officers:

Steven Reynolds	- Chamberlain's Department
Roland Martin	- Headmaster of the City of London Freemen's School
Charles Hurtley	- Bursar
Jayne Moore	- Town Clerk'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 of the meeting of 04 November 2021 be approved as an accurate record of the proceedings.

4. RISK REGISTER REVIEW

The Committee received the report of The Chamberlain and of the bursar.

On the issue of the risks that income from investments may decline (Risk 1 in respect of the School's bursary fund, and Charities administered ICW the School), a Member suggested that the score or target score should be lowered given increased interest rates. Members heard that the economic situation was volatile. The Committee agreed to recommend that the score be lowered.

Members reviewed the various risks faced by both charities and confirmed that the registers satisfactorily set out the key risks together with their potential impact, and that appropriate measures are in place to mitigate the risks identified.

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no questions.
6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no other questions.
7. **EXCLUSION OF THE PUBLIC**
RESOLVED, That Members agree to exclude the public.
8. **MINUTES**
The Committee considered the non-public minutes of the meeting of 04 November 2021.
9. **PROPOSED REVENUE BUDGET 2022-23**
The Committee received the report of The Chamberlain and of the Bursar.
10. **REPORT OF THE BURSAR**
The Committee received the report of the Bursar.
11. **CHARITIES REVIEW RECOMMENDATIONS - CLFS BURSARY FUND AND CHARITIES ADMINISTERED IN CONNECTION WITH CLFS**
The Committee received the report of the Bridge House Estate Managing Director.
12. **OUTSTANDING ACTIONS**
The Committee received the report of the Town Clerk.
13. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

The meeting ended at 2.00 pm

Chairman

Contact Officer: Jayne Moore
Jayne.Moore@cityoflondon.gov.uk

Agenda Item 6

Committee(s) Board of Governors of the City of London Freemens School	Dated: 04 March 2022
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): Jayne Moore, 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 changes to the Board's composition arising out of the Target Operating Model and Governance Review.

Recommendation(s)

The Board of Governors) is 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 2022/23.

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 2022/23.

Current Position

3. **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 1** for Governors' consideration.

Proposed Governance Changes

4. At its meeting on 24 November 2021, the Board of Governors discussed and endorsed proposed governance changes arising as a result of the Target Operating Model and Governance Review including the composition of the Board and the tenure of the Chair of the Board. These proposals were subsequently endorsed at the meeting of the Policy and Resources Committee on 16 December 2021; however, Governors should note that any formal changes to the Board's Terms of Reference still require the approval of the Board of Governors, Policy and Resources Committee and then Court of Common Council.

Key proposed changes include:

- The introduction of term limits of up to 12 years for Members and Co-opted Governors, for which the Board may consider clarifying whether this refers to 12 consecutive years of service or 12 years within a prescribed time period, as well as the arrangements for existing Governors who may already have served 12 years.
- The composition of the Board comprising 8 Members of Court of Common Council and 7 Co-opted Members which does not include separate provision for Aldermanic Members. As the appointments process of the Court of Aldermen for the 2022/23 municipal year is already in progress, the existing provision for Aldermanic Governor places has provisionally been retained in the Terms of Reference, and the Board may wish to clarify whether it intends to expand the overall Board membership to include two Aldermanic Members or alternately, to reduce the number of Common Councillor Governors by two to maintain a maximum Board size of 15 Governors.
- The introduction of an appointment process within which prospective Governors (both Court of Common Council Members and external members)

are asked to seek a meeting with the Chair and the Head in the first instance before formal appointments are made, in accordance with guidelines from the Association of Governing Bodies of Independent Schools (AGBIS). This is brought to the Board's attention due to the short timescales for any newly elected Court of Common Council Members to meet with the Chair and the Head prior to Court of Common Council on 21 April 2022.

- A prescribed term limit of the Chair of the Board of Governors of no less than three years and a maximum of six years for which Governors should note will require a change to Standing Order 29: Chairs/Chairmen which sets term limits for Chairmen of the committees of the Court of Common Council.
- A requirement for the three Independent Schools, which are each accountable to their own Boards, to provide an annual report to the Education Board (consistent with its strategic oversight role set by the Court), explaining the key achievements over the year, and summarising their work as part of the City's family of schools; and for the Education Board to include ex officio positions for the Chairs of the Boards of Governors of the City of London School, the City of London School for Girls and the City of London Freemen's School.

5. **Frequency of Meetings.** The Board is scheduled to meet on four occasions during 2022. 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. The draft terms of reference are provided within the appendix for your consideration.

Corporate & Strategic Implications

7. 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

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

Appendices

Appendix 1 – Draft Terms of Reference of the Board of Governors of the City of London Freemens School

Background Papers

TOM and Governance Review: CoL Independent Schools (considered at the Board of Governors meeting of 24 November 2021) (Non-public)

List of Governors with terms of office/start dates (Non-public)

Jayne Moore

Committee and Member Services Officer

DRAFT TERMS OF REFERENCE 2022/23

RUSSELL, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 15 th April 2021, doth hereby appoint the following Committee until the first meeting of the Court in April, 2022.
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BOARD OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL1. **Constitution**

A Non-Ward Committee consisting of,

- up to 8 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 **to serve a term of no more than 12 years, which could include up to two Aldermanic Governors**
- the following ex-officio Members:-
 - the Chairman of the Board of Governors of City of London School
 - the Chairman of the Board of Governors of City of London School for Girls
- up to **seven** co-opted non-City of London Corporation Governors with skills relevant to the needs of the School **to serve a term of no more than 12 years.**

The Chairman of the Board shall be elected from the City Corporation Members **to serve a term of no less than three years and a maximum of six years, and possess management level at level 5, holding the Head of the School to account for the performance of the School against agreed key performance indicators.**

2. **Quorum**

The quorum consists of five Governors, of which not more than one of whom may be co-opted.

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. **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 Headmaster/Headmistress and, where appropriate, the deputies and the bursar.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Committee	Dated: 04032022
Board of Governors of the City of London Freemen's School	
Subject: Deputy Head's Report on Policies	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1b, 1d, 3c, 3d
Does this proposal require extra revenue and/or capital spending?	No
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: Roland Martin, Headmaster	For Decision
Report author: Stuart Bachelor, Deputy Head	

Summary

This report is for Governor engagement and decision.

- a) Background
- b) Recommendation

Recommendation(s)

Members are asked to:

- Scrutinise the policies in this report;
- Ask questions of the Deputy Head, Headmaster and Bursar surrounding these policies;
- Approve these policies.

Main Report

a) Background

1. Members will understand that they are responsible for the School's policies and that oversight of them is an important part of their duties.
2. Policies in need of oversight at this meeting are:

Appendix 1: Mission and Aims of the School

Appendix 2: Careers Policy

Appendix 3: Drugs and Drugs Testing Policy

3. The Mission and Aims of the School remain unamended.
4. Amendments to the Careers Policy are few in number and minor in nature; they are noted in track changes. Our Careers provision is currently under discussion by Staff Strategy Group.
5. Governors will want to note that it is the policy of the School to bring a drugs dog onto the premises without notice from time to time. The last visit was in February 2020.

b) Recommendation
FOR DECISION

6. It is recommended that Governors approve these policies.

Appendices

- *Appendix 1: Mission and Aims of the School*
- *Appendix 2: Careers Policy*
- *Appendix 3: Drugs and Drug Testing Policy*

Stuart Bachelor
Deputy Head

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Mission and Aims

Issue number	2.1
Name and appointment of owner / author	Roland Martin, Headmaster
Review Body	SLT and Full Board of Governors
Last updated	9 th February, 2022
Reason for update	triennial review
Last reviewed by SLT	February 2022
Last reviewed by Governors	7 th February, 2019
Next SLT review due	December 2024
Next Governor review due	February 2025
Where available	Freemen's Staff SharePoint site, School website, Parent Portal, Governor Portal

Mission Statement and Aims

Our Mission:

We want children at Freeman's to learn, to lead and to make a difference.

Our Aims:

We will do this by:

- nurturing a community of learners – adults and children – who are ambitious about what they might achieve in and out of the classroom;
- providing relevant opportunities for pupils to expand their horizons intellectually and socially; athletically and creatively; emotionally and spiritually;
- establishing an environment at Freeman's where everyone involved in the community is respected, trusted and supported;
- encouraging responsibility and capability; honesty and reliability; pride and passion;
- promoting determination and innovation; flexibility and adaptability; kindness and consideration;
- fostering in our pupils the confidence, curiosity, independence and wisdom to succeed in the next stages of their lives.

Careers Education and Guidance Policy

Policy for both the Junior School and Senior School

Issue number	2.3
Name and appointment of owner / author	Stuart Bachelor (temporarily while Head of Careers in Sixth Form responsibility allowance is vacant) (assisted by Upper School Careers Co-ordinator and Assistant Head of Junior School)
Review Body	SLT and Full Board of Governors
Last updated	8 th February, 2022
Reason for update	triennial review
Last reviewed by SLT	February 2022
Last reviewed by Governors	29 th November, 2018
Next SLT review due	December 2024
Next Governor review due	February 2025
Where available	Freemen's Staff SharePoint site, Governor portal, ISI portal

Careers Education and Guidance (CEG) Policy

1. All schools have a statutory duty to provide careers education in Years 7-11 (Education Act 2011) and to give students access to careers information and guidance from both internal and external sources.
2. This Policy should be read in conjunction with the School's PSHE Schemes of Work.

Aims and objectives

3. This policy provides us with a framework for meeting statutory requirements and achieving our school aims of –
 - nurturing a community of learners – adults and children – who are ambitious about achieving their potential in and out of the classroom;
 - providing relevant opportunities for pupils to expand their horizons intellectually and socially; athletically and creatively; emotionally and spiritually;
 - establishing an environment at Freeman's where everyone involved in the community is respected, trusted and supported;
 - encouraging responsibility and capability; honesty and reliability; pride and passion;
 - promoting determination and innovation; flexibility and adaptability; kindness and consideration;
 - fostering in our pupils the confidence, curiosity, independence and wisdom to succeed in the next stages of their lives.
4. In line with ISI regulatory requirements, we provide pupils with impartial, individual advice on GCSE and post-16 courses, to enable pupils to make informed decisions about a broad range of career options, as well as encouraging them to fulfil their potential. This policy is also mindful of the statutory guidance for maintained schools *Careers Guidance and Access for Education and Training Providers* (January 2018).
5. Through our career education programme we will work to prevent all types of stereotyping.

6. We note that in the statutory guidance 2018, the Gatsby Charitable Foundation Benchmarks are promoted as a standard of excellence. We use these Benchmarks to plan a high-quality careers programme which will meet the needs of all our pupils. The Benchmarks are as follows:
 1. A stable careers programme
 2. Learning from career and labour market information
 3. Addressing the needs of each student
 4. Linking curriculum learning to careers
 5. Encounters with employers and employees
 6. Experiences of workplaces
 7. Encounters with further and higher education
 8. Personal guidance

1. The ambition of the School's CEG policy is to help pupils to work through and develop strategies that will assist them both whilst they are at school and in the future. The strategies will be built around the following themes –
 - a. **Self awareness:** helping pupils to become aware of their skills/abilities, knowledge, strengths, weaknesses, interests, personality, values and what they want out of life

 - b. **Opportunity awareness:** helping pupils to become aware of the possibilities that may be open to them, including career, educational and gap opportunities, whatever their gender or background

 - c. **Decision making:** helping pupils to make choices between the opportunities open to them, with impartial and individual guidance available at key points.

 - d. **Transition making:** helping pupils to move from one life-stage or opportunity to another by making informed choices.

2. We seek to involve the whole school community of staff, parents and alumni as well as collaborators or contacts in universities and key professions.

The implementation of the policy

3. The overall responsibility for the management of CEG lies with the Head of Careers in the Sixth Form, the Upper School Careers Coordinator and the Assistant Head of the Junior School who are responsible to the Heads of Section.

4. Many staff contribute to CEG in their roles as Form Tutors, Heads of Department and Subject Teachers. It is the job of the Head of Careers in the Sixth Form and the Upper School Careers Coordinator and the Assistant Head of the Junior School to lead and support the delivery of CEG through these channels. They ensure that the provision is appropriate to the age, stage, ability and educational needs of every individual and is underpinned by equality of opportunity. The School provides a planned programme for all students in Years 3-13.
5. The careers programme is predominantly delivered through PSHE sessions [taught by dedicated PSHE teachers. The relevant resources are provided by Careers staff and are then shaped by the Head of PSHE so that they fit within the PSHE curriculum.](#)
6. The Careers programme also includes off-timetable time (for example the Careers taster day in Years 9 and 10, and Morrisby tests for Years [9 and 11](#) with individual follow up interviews for Year 11). Presentations are made to year groups at key points throughout the year e.g. GCSE and A Level choices, how to access and use Unifrog resources. Work experience is encouraged in Year 12. A presentation showing the options offered by the apprenticeship route is provided by ALPS or The City in year. 11 In Year 12 and 13 students are encouraged to make visits to universities on Open Days and to attend interview training. There is an annual Careers, Education and Gap Convention usually on the second Thursday in the November of the Autumn Term. Finally, there is a Careers lunchtime external speaker programme with talks at least once per half term, which is open to Years 8 to 13. [A pilot of inviting other schools via Teams to these talks was carried out in February 2022 in liaison with Catherine Bennett, Outreach and Partnerships Officer.](#)
7. Students are encouraged to evaluate their experiences and parents are encouraged to comment on careers provision.
8. Careers information is available in the Careers Room in the Stable Block, and in the Senior Library.
9. Funding for Careers provision is allocated to the Careers budget.
10. New services deemed necessary for use in the Careers programme will go through a commissioning process overseen by the relevant Careers Coordinator and Head of Section.

Evaluation of the policy

11. This policy is reviewed annually by the Deputy Head and the Heads of Careers in the Sixth Form, the Upper School Careers Coordinator and the Assistant Head of the Junior School.

Drugs & Drug Testing Policy

Drugs & Drug Testing Policy for both the Junior School and Senior School

Issue number	1.3
Name and appointment of owner / author	Stuart Bachelor, Deputy Head
Review Body	SLT and Full Board of Governors
Last updated	9 th February, 2022
Reason for update	triennial review
Last reviewed by SLT	February 2022
Last reviewed by Governors	7 th February, 2019
Next SLT review due	December 2024
Next Governor review due	February 2025
Where available	Freemen's Staff SharePoint site, Parent Portal, Governor Portal, ISI Portal



Policy for Drugs and Drugs Testing

1. Introduction

With 38% of 15-year-olds nationally admitting to having taken drugs¹, we wish to ensure that Freeman's pupils are given every support to avoid the dangers of drug use both in and out of term time and to create an environment free from drugs in the School.

In all contexts, we aim as a School to find the right balance between a strong disciplinary line and an educational principle that one can learn from mistakes, though essentially any drug use is not tolerated at Freeman's and breaches the School's code of conduct. This said, we wish to establish a culture here where students feel that they can ask for help knowing that taking such a step could lead to support.

This Policy applies to all pupils at Freeman's, including boarders, and should be read in conjunction with our *Behaviour Policy*, *Exclusions Policy* and *Searches & Confiscation Policy*.

2. Definition

The substances covered by this policy and referred to as 'drugs' are:

- All illegal drugs (that is, those compiled in the Misuse of Drugs Act, 1971);
- Volatile substances which give off gas or vapour and which can be inhaled (e.g. alkyl nitrates, ketamine, 'poppers'), excluding legal 'vaping' products;
- Misuse of over-the-counter and prescription medicines;
- So-called 'legal highs', including nitrous oxide.

¹ 2018 figures from a NHS national survey. See <https://digital.nhs.uk/data-and-information/publications/statistical/smoking-drinking-and-drug-use-among-young-people-in-england/2018/part-8-drug-use-prevalence-and-consumption>

3. Scope and authority of policy

Any student involved with the misuse or distribution of drugs either on school premises during term-time, while on a School trip or while representing the School would expect to lose his/her right to remain at Freeman's.

Similarly, any reported misuse of drugs which takes place when the pupil is not under the duty of care of the School, and which could either have an impact upon any Freeman's pupil and/or bring the School into disrepute, is likely to have severe disciplinary consequences up to and including permanent exclusion. Where the circumstances of drug misuse mean that there is neither any such impact nor the School at risk of being brought into disrepute, the pupil and his / her parents are required to sign a contract (see paragraph 4 and Appendix A below for details).

Distribution of drugs by a Freeman's pupil at any time and under any circumstances would also lead to severe disciplinary consequences up to and including permanent exclusion.

4. Education and prevention

In relation to any possible involvement of a pupil with drugs it is vital that parents and School stand shoulder to shoulder. The School is dependent upon - and grateful for - any reinforcement of the School's stance on drugs that parents are able to provide. In addition, it is expected that parents do not condone involvement with drugs in any way. Parents will no doubt be vigilant during School holidays in ensuring that no involvement with drugs occurs. Indeed, it needs to be made clear that any such involvement during the school holidays may impact on the pupil, the School, members of the School or the School community and may result in onerous consequences following the pupil's return to School.

We aim to educate pupils, staff and parents at regular intervals about illegal and 'legal' substances through Personal, Social and Health Education, Sixth Form Enrichment, INSET and through talks from visiting specialists. We aim to give pupils confidence and skills and strategies that they can engage to avoid pressure from peers.

When visiting experts deliver lectures, care is taken to ensure that those selected share the School's values. Visiting specialists impart information about the law on drug use, the physiological and psychological effects of drugs, and the implications of drug use for the individual and for society.

Drug education within the PSHE programme explores ways of helping pupils to resist undesirable forms of peer pressure, including pressure to experiment with drugs, and to confront the question of drugs in terms of responsible decision-making.

Staff involved in PSHE and drug education programmes receive training, which will enable them to provide accurate information, deal with queries, and deliver a clear and consistent message. In addition, members of staff are trained to be made aware of the signs which may indicate drug use and where they see these signs are under instructions to inform the Deputy Head of their concerns immediately.

Pupils have access to School Nurses, School Chaplain and School Counsellor for qualified medical advice and counselling. Any such assistance is subject to the normal rules on medical and clergy confidentiality.

Any pupil who volunteers anxiety or concern about their involvement with drugs to a member of Staff will be supported in order that they may steer clear from drugs during their career at Freeman's. This support will be on condition that both the pupil and his or her parents agree to the pupil receiving counselling and undergoing periodic urine testing, both at parents' expense, at the school's discretion, during the remainder of the pupil's time at the school. If such a test is found to be positive, then the pupil shall be required to leave the school immediately, whether or not the abuse took place on school premises or during term-time. The terms of the pupil's future place in the School are outlined in a contract which must be signed by both parents and pupil (Appendix A). If an investigation is already underway, a pupil's coming forward would be negated. Offering to place a pupil onto a contract is at the School's discretion.

[From time to time the School may employ a professionally trained and accredited handler to bring in a drugs search dog to search common areas of the School. Notice of any particular such visit is not given to pupils, parents and staff.](#)

5. Discipline

It is explicitly stated in the School Rules that the use, supply or involvement with drugs or any harmful substance is forbidden.

If a pupil is suspected of taking drugs at School or of being under the influence of drugs at School, the Deputy Head will be responsible for conducting an investigation. This investigation and any necessary searches of rooms/personal property will be conducted in line with the School's *Searches and Confiscation Policy*. Parents will be kept informed as far as it is practical so-to-do.

Suspicious of drug use may arise from physiological behaviours, evidence of drug paraphernalia or information received by staff, parents or pupils.

As part of the investigation, it might be deemed necessary to authorise a urine or other suitable test which will be carried out in the School Medical Centre.

Involvement with drugs is a breach of criminal law. It is the School's policy to notify the police of any breach of the law on drugs on school premises. The School reserves the right, however, to carry out its own disciplinary proceedings whatever may or may not be decided by the police and at a time independent of any proceedings initiated by the police.

6. Testing Procedure

Given sufficient evidence, a pupil may be asked by the Deputy Head to take a urine or other suitable test straight away; consent to such a test is outlined in the parent contract. Refusal to take a test will be perceived as a strong presumption of a pupil's involvement with drugs and constitutes a breach of the School's disciplinary procedures.

The type of testing used varies depending upon the circumstances, but in each case standardised procedures are used which are designed both to ensure the fairness of the test and reduce to a minimum any stress the subject may feel. The purpose of a test in these circumstances is to give a clear indication as to whether or not drugs have been taken recently. Urine sampling is designed to give an indication of very recent activity.

Parents or guardians will be informed, by the Deputy Head, before a test is carried out, except in circumstances where (after reasonable efforts have been made) it proves impossible to contact them.

7. Disciplinary outcomes

If, as a result of the Deputy Head's investigation, he or she believes there is sufficient evidence of drug misuse, the matter will be referred to the Headmaster. The Headmaster will then convene a hearing first, to decide whether the evidence supports a finding of involvement of the pupil in drugs and second, to apply the School Rules in which case permanent exclusion of the pupil must be expected. This hearing will usually involve the pupil, his/her parents or guardian, the Deputy Head and such others as may be appropriate.

8. Media

The Headmaster is responsible for any dealings with the media. It is not the School's policy to volunteer any comment on disciplinary matters of any kind, which it considers the private concern of the School and the pupils themselves and their families. In cases where information has reached the media it may, however, be necessary to confirm that an incident has occurred or that disciplinary action has been taken.

APPENDIX A:

CONFIDENTIAL WHEN COMPLETED

Contract for pupils who may be permitted to stay at the School who have admitted to involvement in drug use

Having revealed to the School the details of his/her involvement with drugs, the Headmaster will allow to continue his/her education at Freeman's provided the following terms are met in full and with his/her unconditional co-operation.

.....'s parents agree to take steps to ensure that medical advice/counselling is sought and will keep the Deputy Head informed concerning any recommendations made for treatment/support.

During the remainder of 's time at Freeman's, he/she will be asked to supply urine or hair samples for testing. The cost incurred in the administration and analysis of these tests will be charged to the parents.

Any subsequent proven involvement with drugs whether inside or outside the School premises and whether during term time or in the holidays, will result in immediate exclusion.

Declaration by the parents:

I/We have read and accept the terms set out in this contract and undertake to support the School in applying the terms outlined herein.

.....
.....

Declaration by the pupil:

I have read, understood and accept the terms presented in this contract and promise to abide by them.

I understand that failure to cooperate with any of the above terms will result in permanent exclusion from the School.

.....

Agenda Item 8

Committee(s)	Dated:
Board of Governors of the City of London Freeman's School	4 th March, 2022.
Subject: Report from Headmaster	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1(d); 2(a),(b),(c), (d); 3(a), (b),(c),(d); 4(a).
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: Roland Martin, Headmaster	FOR INFORMATION AND DECISION

Summary

This report is for Members' information and 'the record' and includes:

- 1) School Roll
- 2) Wider impact of BREXIT
- 3) Community and Partnerships
- 4) Recent and forthcoming events
- 5) Pupil achievements and successes

Members are asked to note the contents of this report.

Main Report

a) School Roll

FOR INFORMATION:

1. As I write, the numbers on role for next year are 938 after a very healthy year of registrations and offers.
2. The deadline for Upper 3 (Year 7) is 7th March; we have 88 offers pending for this year group. We have held two successful taster days for these pupils.
3. Form 1 remains a challenge. We are unlikely to reach the 60 pupils for which we budgeted, but should reach around 54-55. We are continuing to recruit into the Sixth Form.
4. Boarding is strong with 62 students confirmed for September.
5. There will be some Upper Five withdrawals that have not come to me yet but the numbers look positive and are above budget forecast (925).

6. I will need to write to the DfE to note the material change in numbers (we are registered as a setting of 925) which may in turn trigger a material change compliance inspection.

b) Wider impact of BREXIT

FOR INFORMATION:

- 6) The Town Clerk asked for this to be a Standing Item at all Grand Committees.
- 7) Once again, I have nothing to report on this matter.
- 8) Perhaps this Standing Item lacks relevance to this Department at this stage?

c) Community and Partnerships

FOR INFORMATION AND DECISION:

7. The Community and Partnerships Officer's Annual Report is included for Governors as **Appendix 1**. A pamphlet of the headlines will be produced as per last year.
8. Members are asked to sanction this annual report being sent to The Education Board for its consideration.
9. Over the Half Term break, four of our colleagues completed a Duke of Edinburgh's Gold Award expedition to raise money for the School Bursary fund: <https://www.justgiving.com/crowdfunding/freemensdofe>

d) Recent and forthcoming events

FOR INFORMATION:

10. It has been wonderful to enjoy more normal school experiences this year although we have maintained regulations regarding COVID-19 (e.g. regarding face masks) and have been cautious about routine mixing (e.g. assemblies have been on line).
11. With Omicron cases rising, we were sadly unable to hold our public Carol Service again this year though we did have a short, whole-school service outside before the end of last term which was a lovely occasion.
12. In November, we enjoyed an Orchestral Concert in the Music Recital Hall. Just before this half term, the Music Department hosted a very uplifting invitation concert at Freeman's, showcasing the best of our musical talent and on the evening of half term, a joint CLSG/Freemen's Chamber concert was held in St James', Piccadilly.
13. Towards the end of last term, the Sixth Form Play, *The Road* was performed in The Ferndale Theatre. After Half Term, *Twelfth Night* will be performed on the 3rd and 4th March by an ensemble of fifth and sixth year actors; this is the first time that the School has put on a complete play by Shakespeare for a considerable number of years.

e) Pupil Achievements

FOR INFORMATION:

14. There are currently 166 co-curricular clubs running each week, run by 98 members of staff, with 80% of pupils engaged in an average of 3 clubs per week. The club with the most pupils is CCF (98). The roll out of the SOCS registration system has increased the visibility and consequently the participation in our clubs. We now have a number of clubs running before school, as well as at lunchtime and after school.
15. In the last weekend of February, we have one L6 pupil competing at a National Shooting Competition and another competing for GB Underwater Hockey.
16. 2 pupils in L5 were selected for the international finals of the World Wildlife Fund Environmental Challenge run by David Attenborough.
17. A pupil in U5 is ranked 21st in the UK for Women's (adults) Sabre Fencing
18. A pupil in L6 received his Diploma last term (Viola) with Distinction, and pupils in U4 achieved Cello G7 Merit and the Cello 8 Distinction. A former pupil who left last summer had a Diploma on the trumpet and was a superb trumpeter.
19. A pupil in L4 has been made leader of the symphony orchestra at Junior Royal College of Music and a pupil in L6 performed at Godalming Festival next month.
20. A pupil in U5 and a former pupil did their Grade 8 exams last summer and were just short of distinction with v strong merits. One of these students is an exceptional student who had Grade 8 on violin, piano, saxophone and trumpet, some of if not all the others with distinction. She is at Cardiff studying music and engineering.
21. A pupil in L6 won the FolkSong Cup at Woking Festival Autumn 21 and another pupil in L6 is in the National Youth Training Choir.

f) Sporting Achievements:

22. The U15 girls made it through to the last 16 of the 'Independent Schools Hockey Cup' alongside the U13s. We also nominated several of our Junior and Senior girls for the Surrey Hockey Academy Squads, and three Freeman's girls have made it through to the Performance Centres for their age groups.
23. We had great results at the Surrey Netball tournaments this month, with the U15s coming 4th overall. A pupil in U5 has also been selected and played for U17 Surrey Storm Academy side.
24. A number of our Freeman's cross-country runners have been selected and run for the Central Surrey Cross Country Team, following huge successes at the District competition. A number of our senior teams rank in the top 3 teams

and a pupil in U6 who was 4th overall. A pupil in U4 came 6th for the Surrey Cross Country team in the SE Schools Inter Counties.

25. As always, we competed strongly in the Surrey School's Swimming team relays but were unlucky not to place in the top teams and make it through to the regional competitions this year. However, two Lower Sixth pupils have taken part in the National Swimming Championships in Sheffield, and a pupil in U4 won the Surrey School's 100m Intermediate Butterfly.
26. A pupil in U5 has been playing and training with the National & South East region U18 squad, and made it through to the final day's competition of the European Junior Championship Golf finals in Spain.
27. A pupil in U5 and L5 were 1st & 2nd respectively in the Surrey Youth Epee U16 competition and 2nd & 3rd in the South East U16 Epee and now both qualify for the finals of the British youth championships to be held at the English Institute of Sport in Sheffield at the end of April.
28. A pupil in U6 has not only secured regular selection in the U18 London Irish Rugby Squad but he has also played for the U18 Ireland team against Italy in October.
29. And finally a pupil in U5 won the Team Gym National Junior British Championships.

Appendices

APPENDIX 1: Community and Partnerships Report

Roland Martin

Headmaster

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Committee(s)	Dated:
Board of Governors of the City of London Freemen's School	4 th March, 2022.
Subject: Report from Headmaster	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1 d); 2 a), b), c), d); 3 a), b), c), d); 4 a), b).
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: Roland Martin, Headmaster	FOR INFORMATION/DISCUSSION/DECISION
Report author: Catherine Bennett, Community and Partnerships Officer	

Summary

This paper outlines:

- a) Partnership work with schools
- b) Charitable work undertaken by the school community
- c) Other community and partnership successes
- d) Future collaborations and events currently being planned

This report aims to provide a comprehensive account of the extent to which the school engages with schools, charities, and other organisations, along with events planned for 2022.

Recommendation(s)

Members are asked to:

1. Note the contents of this report
2. Give approval to send a copy of this report to The Education Board.

Background

In 2008-9, the Board of Governors requested that the Headmaster provide an annual account of its charitable and community activities that could be considered as advancing 'public benefit'. Although the City of London Freemen's School is not a charity itself and is therefore not bound by the 'public benefit' test that applies to fee-paying schools which are, the Governors have rightly expressed a clear desire to monitor the School's public benefit, partnership and community activities, given the charitable origins and founding ethos of the School. Given the pressure that the independent schools' sector is under politically (nationally and internally at Guildhall), community and partnership work is especially important.

Partnership work, supporting the community and bursary provision are key strands in the School's Mission Statement, *Learn, Lead and Make a Difference*. Whilst Covid-19 continued to impact on many partnership initiatives during 2021, the Freeman's community were able to move a number of events online, which removed any geographical limitations normally encountered when planning joint working with other schools and organisations.

Main Report

Partnership work with schools

1. 'In person' events with other schools were not able to go ahead for most of the year, however with some creative thinking events were moved online where practicable, working with a total of 29 state and independent schools during 2021. There has been a notable increase in partnership work with a local state secondary school, The Beacon, which will continue to grow over the coming year. The Partnership Forum meetings with all City of London schools and other City organisations have continued to provide an extremely useful forum for the sharing of knowledge and resources.

Name of School (S=State, I=Independent)	Details of activity
Epsom Primary (S), Walton-on-the-Hill Primary (S), West Ashted Primary (S)	<p>Freemen's Music Partnership</p> <p>Weekly pre-recorded lessons produced by Old-Free employed in Music Department, continued to be shared with 200 pupils at three local primary schools during the spring and summer terms, resulting in combined digital performances at the end of each term. An original percussion-only piece titled 'Heliosphere' was produced in March and the song 'One World To Share' was performed in June, during Refugee Week. The Music Partnership featured in the annual ISC Celebrating Partnerships Report for 2021.</p>
City of London (I), City of London School for Girls (I), The Beacon (S)	<p>Strength In Numbers - online maths support</p> <p>Sixth form volunteers from Freeman's, CLS, CLSG and The Beacon provided weekly online maths support to younger students at The Beacon. Over 70 calls took place during the summer and autumn terms.</p>
Rosebery (S), The Beacon (S)	<p>Virtual Model United Nations Conference</p> <p>Over 60 students from Freeman's, Rosebery and The Beacon came together (via Teams) to represent their country's views in a wide range of debates. Each committee was co-chaired by Freeman's students who attend the weekly MUN club and Year 12 students who organised the Conference as part of their Free Minds programme.</p>
	Careers, Education and Gap Convention

Glyn (S), Godalming College (S), Heathlands (S), Howard of Effingham (S), Merston Park (S), Reeds (I), Reigate College (S), Reigate Grammar (I), Rosebery (S), St Andrew's (S), St John's (I), St Teresa's (I)	Approximately 80 students from 12 local state and independent schools (in addition to 100 students from Freeman's) attended the annual CEG Convention at Freeman's in November. Students enjoyed talks from Bath University about the admissions process, a talk from ALPS (Association of Learning Providers in Surrey) about apprenticeships, as well as over 40 stands representing universities, along with representatives from industry.
Blenheim High (S), City of London (I), Donhead Prep (I), The Beacon (S), Wallace Fields Infant (S), West Ashted Primary (S), Whitgift (I)	Developing Leadership Through Partnership (DLTP)
	Eight state and independent schools (including Freeman's) are taking part in the launch of a new programme established by Freeman's, providing school to school improvement through collaboration and sharing good practice. A middle leader from each school takes part in a project focussing on a tricky topic at another school. The host school benefits from an external review on an area they would like addressed, whilst the project lead gains valuable leadership skills and experience in another school setting. The programme will re-start in September 2022 with a new list of topics to be addressed.
City of London School for Girls (I), Ardingly (I)	Freeman's Shakespeare Conference took place (virtually) in April, involving three external keynote speakers and presentations given by staff and students from all three schools.
The Beacon (S), Glyn (S)	Weekly online and in-school tutorials provided to a dozen sixth form students to help develop their mathematics skills and prepare them for entrance exams used by several of the UK's top universities. One to one support was also provided to help a student prepare for an Oxford interview.
The Beacon (S)	Parents and staff donated 30 laptops and tablets which were distributed to The Beacon School families struggling to access home learning during lockdown.
The Beacon (S)	Virtual Model United Nations after school club involved students from The Beacon as well as Freeman's own pupils.
St Giles' Infant (S)	St Giles' selected £400 worth of books, resulting from commission generated by a Scholastic book fair at Freeman's.
Putney High (I)	Virtual mock trial involving students from both schools.
City of London Academy Islington (S)	Students took part in Freeman's Dance Show.
Francis Holland Sloane Square (I)	Shared knowledge and experiences re bursary processes and the Royal SpringBoard programme.
Rosebery (S)	A level Drama students attended a dress rehearsal for Freeman's production of 'Road'.
The Greville Primary (S)	Teacher delivered a talk about Islam to Year 5 pupils.
Ballard (I)	Teacher taught lessons to cover staff illness.

Charitable work undertaken by the school community

2. Weekly Enrichment sessions involving students helping in care homes and local schools was severely restricted last year, with only a limited amount of activity re-starting in September.
3. Some of the main community activities undertaken by the school:

Name of organisation	Details of activity
Air Ambulance - Kent, Surrey & Sussex	66kg of crisp packets collected to raise funds. Crisp packets are used in the construction of new park benches.
Care4Calais	Freemen's community donated clothes, food and toiletries.
Comic Relief, Donate4 Refugees, Muscular Dystrophy UK	Fundraising across the school raised a total of £1300.
Concern Worldwide	Ration Challenge involved a group of teachers eating Syrian refugee rations for five days, raised £5851.
Eastside Young Leaders Academy (EYLA)	Freemen's boarding students (in receipt of a bursary), visited EYLA to talk to young people about boarding life at Freemen's.
Farmington Institute (Oxford)	Teacher conducted a research project on teaching philosophy of science and gave a presentation at their annual conference.
Griffin Court Care Home	Group of students visited Griffin Court on a weekly basis as part of Enrichment, from September onwards.
Harrison's Fund (Duchenne Muscular Dystrophy)	Student organised a virtual summer concert involving students and family members, which raised £1444.
King's College London	Teacher ran a training session for PGCE Biology students.
Medecins Sans Frontieres	Over 50 students participated in the Missing Maps project, as part of Enrichment. The project maps the most vulnerable parts of the world for the benefit of MSF, The Red Cross and local people.
Momentum Children's Charity	Money remaining from last year's PPE fundraising campaign (£1820), plus other fundraising by the Junior School, resulted in a donation of £2880, to be used by the charity in their work at Epsom Hospital.
Reigate & Banstead Women's Aid	80 books and 20 chocolate selection boxes donated by sixth form students were given to the local women's refuge as presents for children in the refuge over Christmas.
Surrey and SW London Butterfly Conservation	Junior School homework club participated in butterfly monitoring for the i-record program.
Surrey Police	Junior School homework club decorated gingerbread for the local police station.

Walton Heath Manor Residential Home	Students exchanged letters with care home residents. A group of students provided (socially distanced) entertainment in their garden during the summer term.
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4. Ongoing voluntary commitments by staff included:

Name of organisation	Details of activity undertaken by member of staff
Ashted Parish	Provided meals for new families and families with pastoral need.
Bevendean School	Provided 'Thoughtful Thursday' cakes and gifts for staff wellbeing initiative.
Bevendean School	Made costumes for school show.
Leatherhead Community Fridge	Volunteered whilst furloughed.
Malden Wanderers cricket club	Umpire and coach U15 and U11 teams.
Marymount International School, Paris	Trustee and Chair of Estates & Security Committee. Member of Centenary planning committee.
National Tutoring Programme	Teacher provided tutoring as part of the Government scheme.
Princess Alice Hospice	Compassionate Neighbour - provided support to person in their final months.
Royal National Children's SpringBoard Foundation	Teacher ran London Marathon to raise £1695 for RNCSF.
St Barnabas Church, Epsom	Musical director and a worship leader.
St Giles' Church, Ashted	Leads services and/or gives sermon on a regular basis.
St Giles' Infant School	School Governor.
St Peter's Catholic Primary School	Coach at weekly netball club.
St Phillips Church, Norbury	Trustee and voluntary chaperone for the boys' choir.
The Scout Association	Cub Leader.

Other community and partnership successes

Counterpoint

5. An evaluation report was published by Achievement for All in April 2021, following the end of the two-year pilot programme. The Deputy Head of our Counterpoint partner primary school Walton-on-the-Hill, was quoted in the report saying, *“Overall, I think the project has been fantastic and the links we have made with the lead school (Freemen’s) is hopefully something we can foster and develop in the less tumultuous years to come. Having a strong partnership with a school like that affords an amazing opportunity for staff development and to further enhance our current curriculum offer. Hopefully, we can give back as much as we gain.”* The school relationships initially established via Counterpoint have continued during 2021, with further joint working planned for 2022.

Royal National Children's SpringBoard Foundation

6. Full boarding bursaries for students from disadvantaged backgrounds in inner-city London continue to be provided, via the SpringBoard Foundation. Four SpringBoard students benefitted from a Freeman's education during 2020-21, with one student leaving in July to study Medicine at Cambridge University.

Sue Thomson Foundation (STF)

7. The Sue Thomson Foundation provided a full boarding sixth form bursary for a student coming from inner-city London with a disadvantaged background, during 2020-21. The Foundation increased their funding in September 2021 to provide an additional full boarding bursary for a new Year 12 student, with a similar background. STF has recently agreed to increase their bursary funding further, to cover a day pupil from a disadvantaged background who lives locally, in addition to maintaining funding for two full boarding students in the sixth form.

Bursaries

8. The number of students in receipt of significant bursaries has remained similar to previous years. 2.87% of students in 2021/22, in comparison to 3% in 2020/21, and 2.56% in 2019/20. Following very positive feedback from Livery Companies after Christmas 2020, students in receipt of a Livery Company bursary once again sent Christmas cards to the Livery Companies early in December.

Duke of Edinburgh's Award

9. A total of 159 students achieved awards during 2020/21, either directly through the school or via the Combined Cadet Force. 121 students gained a Bronze award (artificially inflated by the previous year's cohort whose expeditions were delayed by Covid), 33 Silver and 5 Gold.

10. The completed awards represent approximately:

- 3175 hours of voluntary service
- 2880 hours of physical activity
- 2880 hours of learning new skills
- 722 days on expedition
- 25 days of other residential activities (Gold only)

11. A large number of students decided to continue from Bronze to Silver, and Silver to Gold, with a total of 103 students currently working towards Bronze, 73 Silver and 26 towards Gold.

Combined Cadet Force (CCF)

12. Freeman's employs a full-time Contingent Commander, who leads a CCF unit involving students from Freeman's and Glyn schools, predominantly based at Freeman's.
13. The contingent comprises 136 cadets in total: 106 cadets and 10 members of staff from Freeman's and 30 cadets and 4 staff members from Glyn.

Future collaborations and events currently being planned

Teaching and Learning network

14. The Junior and Senior School Teaching and Learning Leads visited City of London School and City of London School for Girls in November, to observe lessons and share best practice. A return visit is planned before Easter. Staff from Tiffin School visited Freeman's in January, with the Freeman's Teaching Leads paying a return visit to Tiffin during March. Further visits are planned with other schools, typically one visit per half term, in order to share knowledge and build valuable teaching and learning networks.

Sports festivals for local primary schools

15. A Year 2 athletics festival involving three local primary schools is planned for the summer term, the intention being to run the event on an annual basis.
16. The Games staff are organising a Year 5 football tournament for local primary schools, taking place in the autumn term, which will also continue on an annual basis.

My Life Story – a joint project with St Giles' Church

17. A new project will be introduced as an option for Year 12 Enrichment in September, whereby a group of students will each meet with an older person on a weekly basis, to capture their Life Story, which will be published in a book. A celebration afternoon tea will conclude the project, bringing together students, the older people and their families, to share extracts from the books.

Post-GCSE volunteering in local primary schools

18. Replicating a project run by City of London School for Girls during summer 2021, Year 11 students will be given the opportunity to volunteer for a week in local primary schools following the completion of their GCSE exams.

Appendices

Nil.

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Committee(s)	Dated:
Board of Governors of the City of London Freeman's School	4 th March, 2022.
Subject: Report from Head of Junior School	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1(d); 2 (b), (d); 3(c); 4 (a); 9(a).
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/AN
Report of: Roland Martin, Headmaster	For information
Report author: Matt Robinson, Head of Junior School	

Summary

This report details what has happened in the Junior School at Freeman's since the last Governors' report of November 2021. It lists staff news, pupil activity and achievement.

Main Report

School Roll

1. The current Junior School roll is 388. Three children left the Junior school in the Michaelmas term: two siblings' family moved location and the family of the third child were finding the fees too much. None have been replaced, although we continue to receive regular enquiries as to whether there are places to join within the academic year.
2. As per last year's successful change, we held the KS2 Entrance assessment day before Christmas; this year on Saturday 11th December (a couple of days before term ended). A small number were unable to join us (for different reasons) and were seen on 20th January and we have a few final children to see on 10th February but the main day was a great success. It meant we could let parents and children know before Christmas. It has been very well received again and will remain as the strategy from now.
3. The PA to the Head of the Junior School, who has worked in the Junior Office for over 22 years, and for the past three heads, retired and was given a lovely send off by staff, pupils and parents, the latter collecting a sizeable sum which they delivered in person in the Christmas term's final afternoon's assembly.

4. We expect a few staff changes over the next months as we expect the resignation of at least one of the Key stage 2 subject co-ordinators.
5. Governors may be interested to know that at least once a week since the start of term I have brought my dog, Hugo, into School which has thrilled the children (and many staff). Already a number of children (including one girl on the ASD spectrum) have reported to their teachers (at my request) that they were nervous or scared of dogs and have approached and stroked him. A couple of unhappy children have sat with him and cuddled him, while I have chatted with them.

Academic

6. The iPads initiative continues to be successful, in that the children and teachers' use of the device has developed further. Our intention is to maintain the roll out into U2 and L3, 'giving' each child an iPad, which will stay at School in the evenings.
7. Since the start of term assemblies have ranged from the centenary of Tutankhamen, the long-awaited dog coming into the Junior school, green matters, Epiphany, and Jesus' "I am" statements, all led by adults. The children's assemblies started on 24 January, and included a Chinese New Year assembly on 31 January, led by some of the Senior boarders. This was complemented by a huge dragon and orange lanterns decorating the foyer, a Chinese New Year lunch and, on 3 February, a special Mandarin taster evening for Junior children led by the Languages Department, which was attended by 40 children.
8. Reading continues to be a focus throughout the Junior School and in particular in Key stage 2, setting the children up with the requisite skills and love of reading. The chart below demonstrates the value (in age terms) that the Freeman's children receive:

Value added in reading for present cohorts:

Fmn's Yr gp	Nat yr gp	Av reading age (last year)	Av reading age (this year)	Increase
F1	3 (7yrs - 8)	N/A (they were elsewhere)	9.02	N/A
L2	4 (8-9)	9.03	11.04	2.01
U2	5 (9-10)	11.05	14.03	2.10
L3	6 (10-11)	13.02	14.09	1.07

9. Nonetheless, some children need extra support, and our intervention systems continue apace for the Junior children. The chart below details the numbers of children receiving support:

Freemen's Year grp	National Year grp	Literacy	Numeracy	SEN	Social skills	Children in >2 groups
F1	3	13 – literacy support run by F1 staff & FIM	6 – F1 staff	0	6 – lead by MEW	0 – we run all Learning support groups – Thursday P4B
L2	4	6 presently for handwriting but this group is adjusted regularly to focus on different needs	0	0	0	0
Freemen's Year grp	National Year grp	Literacy	Numeracy	SEN	Social skills	Children in >2 groups
U2	5	9 currently for handwriting. Focus was comprehension last term	7 – maths support run by FCF	5		2
L3	6	Approx. 5 - 7	Approx. 5 – 7	6	0	It depends. Our groups are very flexible. We select pupils and pupils can choose to come, giving them the opportunity to take responsibility for their learning. They are able to do this as we collect a hot lunch and do not pre-order.
U3	7	0	8	4	0	2
L4	8	0	8	10	2	2
	TOTALS	33-35	34-35	25	8	6 (or so)

Charity

10. The FSA and the Junior School continue to work closely together. An assembly was held in December, in which prizes were raffled to those children that had sold tickets to the FSA raffle. On Monday 10th January I joined a virtual FSA meeting, in which the Committee was discussing the year ahead and staff were able to thank the FSA for previous support and request more; I was hugely impressed by the number of dedicated parents, and their ambitions. So too was I grateful for their keen response to my bid, which I may be able to discuss in greater detail in the Governors' meeting.

Arts

11. The foyer had a makeover for Christmas, with lights, banners, a tree and long paper chains. I hope that Governors will have seen some of the photos on the Junior Twitter feed.

12. The Lower 4s rehearsed the first month of this term for the Shakespeare Schools' project, this year producing an abridged version of *Much Ado About Nothing*.

Performed live in Kingston's Rose Theatre on 31st January, to around 300 people, the compere described it as "Sophisticated, Witty and Stylish. The guest director, that popped in when he could, was very proud!

13. Various Junior children contributed to Christmas concerts, showcasing some of the fantastic musicianship in the youngest section of the school. The first informal concert of the term (a strings one) took place on 3rd February, and comprised of Juniors and Seniors in equal measure.

Sport

14. A L3 girl represented Surrey in the National Squash finals on 16th January. She won one and lost one.
15. A Lower 4 girl secured qualification for the 70cm National Winter Championship of the Just for Schools competition run by the British Show jumping Association. It is due to take place in March.
16. The U13 girls made it through to the last 16 of the 'Independent Schools Hockey Cup' alongside the U15s. We also nominated a number of both our Junior and Senior girls for the Surrey Hockey Academy Squads.
17. A L4 girl has been selected for the U13 Surrey Netball Team and we compete at a number of IAPS and Surrey Netball tournaments this term.
18. Six of our Junior Freeman's cross-country runners have been selected to run for the Central Surrey Cross Country Team in January, following huge successes at the District competition, the U12 girls coming 4th overall. We also had a record number of competitors running at the London Mini Marathon in October with some outstanding performances.
19. As always, we competed strongly in the Surrey School's Swimming team relays but were unlucky not to place in the top teams and make it through to the regional competitions this year.
20. Two L4s have been playing and training with the county and England Golf South region U16 squad. In the Surrey School's Golf Competition. They were fourth and eight respectively in the U18 girls' competition.
21. An U3 girl is now ranked fourth nationally for her age group in high jump and has had a successful summer competing in various athletics meets.
22. In January two Lower 4s, a girl and a boy, were selected to run for Surrey in the south-east inter counties fixture on 26th March.
23. One of our colleagues ran his 400th Parkrun on 22nd January.
24. We had 100% participation at KS2 sports and matches and nearly 100% in Upper 3 + Lower 4.

Conclusion

25. This time last year I wrote that “only 50 (or so) Keyworker children (were) on site”.
I am glad to say that presently we are in full flow, and the School is as vibrant and cheerful as ever.

Matt Robinson

Head of the Junior School at Freeman’s

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Committee: Board of Governors of the City of London Freeman's School	Date: 4 March 2022
Subject: Annual review of risk registers for: City of London Freeman's School Bursary Fund and Charities Administered in Connection with the City of London Freeman's School	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 Freeman's School	For Decision
Report author: Abiola Yusuff (Chamberlain's Department)	

Summary

This report provides a key risks register at Appendix 2 for City of London Freeman's School Bursary Fund (charity no: 284769) and, at Appendix 3, a key risks register for Charities Administered in Connection with the City of London Freeman's School (charity no: 312120), both for your review 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. These registers have been prepared and scored using the City of London Corporation Risk Matrix at Appendix 1.

The risk register for City of London Freeman's School Bursary Fund contains eight risks, of which five have a green score and three are amber. No new risks have been identified since the last annual register was presented to this Board. Risk 03 score has changed from 8 to target score of 6 due to the success of the school's outreach function.

There are seven risks on the risk register of Charities Administered in Connection with the City of London Freeman's School, five of which are green and two are amber. No new risks have been identified since the last annual register was presented to this Board. Risk 02 score has changed from 8 to target score of 6 due to the success of the school's outreach function.

There are currently no red risks in either charity.

Recommendation

Members are asked to review the registers to confirm that they satisfactorily set out the risks facing the charities and that there are appropriate measures in place to mitigate those risks.

Main Report

Background

1. This report provides a key risks register for The City of London Freeman's School Bursary Fund at Appendix 2 and a key risks register for Charities Administered in connection with The City of London Freeman's School at Appendix 3, both administered by the Board of Governors of the City of London Freeman's 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. City of London Freeman's School Bursary Fund

The first risk register to be reviewed is for The City of London Freeman's School Bursary Fund and 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 in line with the presentation of other risk registers across the City. The register contains eight risks as summarised below:

1. Income from investments may decline – overall risk score of amber (12);
2. Funding from the City may reduce – overall risk score of amber (8);
3. Insufficient beneficiaries – overall risk score of amber (6);
4. Charity lacks direction, strategy, and forward planning – overall green (2);
5. Applicants do not disclose full details – overall risk score of green (2);
6. Loss of staff – overall risk score of green (2);
7. Awards may not comply with objectives – overall risk score of green (2); and
8. Conflicts of interest – overall risk score of green (1).

Mitigation of amber risks

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

It should be noted that interest rates have recently risen and whilst this is anticipated to result in larger dividend yields, it is also expected to result in the continued volatility of the capital value of the investments kept within the City of London Charities Pool. Notwithstanding this, the UK is currently one of the best performing equity markets and has proved more resilient than other regions recently. On balance, the score of 12 remains appropriate.

Risk 2 is mitigated through trying to agree a phased approach to any funding reduction to ensure that replacement funds could be found from elsewhere. Over the last year, the School has proposed the International School Project which is expected to result in additional funds being available in future years that will be used to provide bursaries to pupils.

Risk 3 is mitigated by the School through continued advertising and by actively looking to find suitable beneficiaries.

6. Charities Administered in Connection with the City of London Freeman's School

The second risk register to be reviewed is for the Charities Administered in connection with The City of London Freeman's School and is set out in Appendix 3. This risk register is also now recorded on the City's risk management system 'Pentana'. The register contains seven risks as summarised below:

1. Income from investments may decline – overall risk score of amber (12);
2. Insufficient beneficiaries – overall risk score of amber (6);
3. Charity lacks direction, strategy, and forward planning – overall green (2);
4. Applicants do not disclose full details – overall risk score of green (2);
5. Loss of staff – overall risk score of green (2);
6. Awards may not comply with objectives – overall risk score of green (2); and
7. Conflicts of interest – overall risk score of green (1).

Mitigation of amber risks

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

It should be noted that interest rates have recently risen and whilst this is anticipated to result in larger dividend yields, it is also expected to result in the continued volatility of the capital value of the investments kept within the City of London Charities Pool. Notwithstanding this, the UK is currently one of the best performing equity markets and has proved more resilient than other regions recently. On balance, the score of 12 remains appropriate.

Risk 2 is mitigated by the School through continued advertising and by actively looking to find suitable beneficiaries.

Conclusion

7. The various risks faced by both charities have been reviewed and Members are asked to confirm that the attached registers satisfactorily set 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 - Risk Register for the CoL Freeman's School Bursary Fund (charity no: 284769)
- Appendix 3 – Risk Register for the Charities Administered in connection with the CoL Freeman's School (charity no: 312120)

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

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

(A) Likelihood criteria

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

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(B) Impact criteria

Impact title	Definitions
Minor (1)	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

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	X				
	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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CLFS Bursary Fund - Detailed risk register - flight path

Report Author: Abiola Yusuff

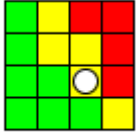
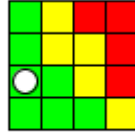
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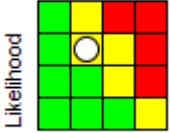
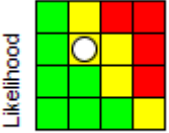
Rows are sorted by Risk Score

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/Risk Approach	Flight path
CHAR SC CLFS BF 01 Risk of decline in the capital value of the investment and the investment income that is received annually 09-Apr-2021	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	12	No change to current risk score For the year ended 31 March 2021 Charities Pool income was £46,171 (31 March 2020: £36,713). This was 17.1% of the charity's total income in the year to 31 March 2021 (2019/20: 12.4%) 26 Jan 2022	 Likelihood	12	31-Mar-2023	

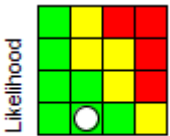
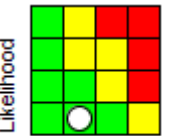
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHAR SC CLFS BF 01a Professional Fund Management	To maintain the existing arrangements for the fund to be professionally managed.	Continue with existing controls	Kate Limna	26-Jan-2022	31-Mar-2023
CHAR SC CLFS BF 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 the Financial Investment Board on the 30th June 2021	Kate Limna	26-Jan-2022	31-Mar-2023

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/Risk Approach	Flight path
CHAR SC CLFS BF 02 Funding from the CoL may reduce 09-Apr-2021 Roland Martin	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	The School is aware of continued policy pressures on the provision of Bursary funding to the City's Independent Schools. 26 Jan 2022	Likelihood  Impact	2	31-Mar-2023	

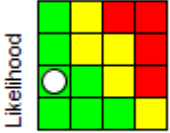
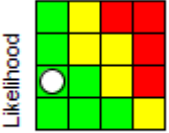
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHAR SC CLFS 02a Representation to CoLC	Appropriate representation to be made to the City Corporation if budget policy provides risk to charity.	Continue with existing controls.	Charles Hurtley	26-Jan-2022	31-Mar-2023
CHAR SC CLFS 02b Additional sources of funding	The School to continue to pursue additional sources of bursary funding, for example the International School Project which has been proposed within the last year	Continue with existing controls.	Charles Hurtley	26-Jan-2022	31-Mar-2023

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/Risk Approach	Flight path
CHAR SC CLFS BF 03 Insufficient beneficiaries that meet the objects of the trust 09-Apr-2021 Roland Martin	Cause: A potential lack of publicity; objects of the trust are not appropriate. Event: Fewer bursary students attending CLFS Impact: Reputational damage for having fewer bursary pupils than intended/expected	 Likelihood	6	No change to current risk score. 26 Jan 2022	 Likelihood	6	31-Mar-2023	

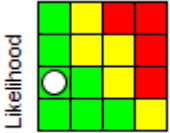
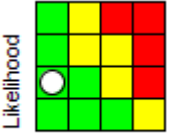
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
2021-09-18 CHAR SC CLFS BF 03a Advertising	To advertise, actively looking for beneficiaries (Where possible investigate appropriateness of widening purpose of Trust to increase pool of potential donors).	Continued development of the School's Outreach function and additional planned activities to promote Partnership working and related opportunities.			Charles Hurlley	26-Jan-2022	31-Mar-2023

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/Risk Approach	Flight path
CHAR SC CLFS BF 04 Charity lacks direction, strategy and forward planning 09-Apr-2021 Roland Martin	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 CLFS.	 Likelihood Impact	2	No change to current risk score. 26 Jan 2022	 Likelihood Impact	2	31-Mar-2023	

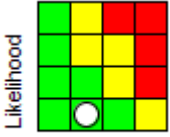
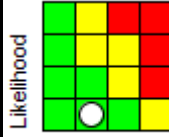
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
2022/9 CHAR SC CLFS BF 04a Strategic Plan	Regular review of the strategic plan which sets out the key aims, objectives and policies, financial plans and budgets	Continue with existing controls. Currently a review of the charities is being undertaken, and we will report on this in due course.	Charles Hurtleley	26-Jan-2022	31-Mar-2023
CHAR SC CLFS BF 04b Financial monitoring	Monitoring of financial and operational performance.	A report was presented to committee on 23 September 2021 that considered the cash available in the charity, with the next report to be presented in June 2022.	Charles Hurtleley; Roland Martin	26-Jan-2022	31-Mar-2023

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/Risk Approach	Flight path
CHAR SC CLFS BF 05 Applicants do not disclose full details 09-Apr-2021 Roland Martin	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 Impact	2	No change to current risk score. 26 Jan 2022	 Likelihood Impact	2	31-Mar-2023	



Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLFS BF 05a Due diligence	Effective due diligence is undertaken for every application for financial assistance	Continue with existing controls			Charles Hurlley	26-Jan-2022	31-Mar-2023
CHAR SC CLFS BF 05b Annual Reviews	Annual reviews occur for financial assistance awarded for longer than one year.	Continue with existing controls			Charles Hurlley	26-Jan-2022	31-Mar-2023

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/Risk Approach	Flight path
CHAR SC CLFS BF 06 Losing staff involved with processing bursary applications 09-Apr-2021 Roland Martin	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 Impact	2	No change to current risk score. 26 Jan 2022	 Likelihood Impact	2	31-Mar-2023	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLFS BF 06a Documentation	Ensure that suitable guidance and notes are maintained and reviewed regularly.	Continue with existing controls.			Charles Hurlley	26-Jan-2022	31-Mar-2023

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/Risk Approach	Flight path
CHAR SC CLFS BF 07 Bursaries may be given for purposes not complying with charity's objectives 09-Apr-2021 Roland Martin	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 Impact	2	No change to current risk score. The review of the bursary guidelines has been put on hold until the conclusion of the Tomlinson review 26 Jan 2022	 Likelihood Impact	2	31-Mar-2023	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHAR SC CLFS BF 07a Charity Objects	Ensure that Trustees and school officers have the bursary guidelines before them when agreeing bursaries.	Continue with existing controls.	Charles Hurlley	26-Jan-2022	31-Mar-2023

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/Risk Approach	Flight path
CHAR SC CLFS BF 08 Conflict of interest 09-Apr-2021 Roland Martin	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 Impact	No change to current risk score 26 Jan 2022	 Likelihood	1 Impact	31-Mar-2023	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLFS BF 08a Protocol	Maintain and review the protocol for disclosure of potential conflict of interest.	Continue with existing controls			Charles Hurtley	26-Jan-2022	31-Mar-2023

CLFS ICW Charities Administered - Detailed risk register - flight path

Report Author: Abiola Yusuff

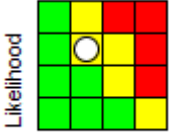
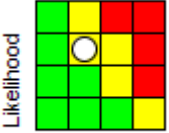

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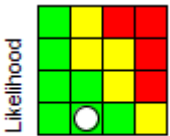
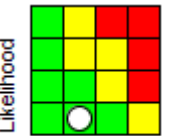
Rows are sorted by Risk Score

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/Risk Approach	Flight path
CLFS ICW 01 Risk of decline in the capital value of the investment and the investment income that is received annually 12-Apr-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 2021 Charities Pool income was £8,337 (31 March 2020: £7,337) As a % of total income for 31 March 2021 = 55.3% (31 March 2020 = 50.4%) 26 Jan 2022	Likelihood Impact	12	31-Mar-2023	

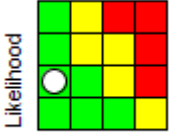
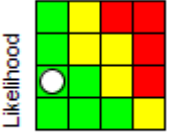
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHAR SC CLFS ICW 01a Professional Fund Management	To maintain the existing arrangements for the fund to be professionally managed.	Continue with existing controls	Kate Limna	26-Jan-2022	31-Mar-2023
CHAR SC CLFS ICW 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 the Financial Investment Board on the 30th June 2021	Kate Limna	26-Jan-2022	31-Mar-2023

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/Risk Approach	Flight path
CHAR SC CLFS ICW 02 Insufficient beneficiaries that meet the objects of the trust 12-Apr-2021 Roland Martin	Cause: A potential lack of publicity; objects of the trust are not appropriate. Event: Fewer award students attending CLFS Impact: Reputational damage for having fewer award pupils than intended/expected	 Likelihood Impact	6	No change to current risk score. 26 Jan 2022	 Likelihood Impact	6	31-Mar-2023	

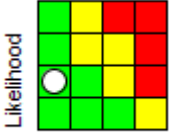
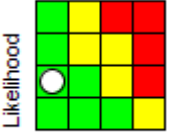
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLFS ICW 02a Advertising	To advertise, actively looking for beneficiaries (Where possible investigate appropriateness of widening purpose of Trust to increase pool of potential donors).	Continued development of the School's Outreach function and additional planned activities to promote Partnership working and related opportunities.			Charles Hurlley	26-Jan-2022	31-Mar-2023

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/Risk Approach	Flight path
CHAR SC CLFS ICW 03 Charity lacks direction, strategy and forward planning 12-Apr-2021 Roland Martin	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 award students attending CLFS.	 Likelihood Impact	2	No change to current risk score. 26 Jan 2022	 Likelihood Impact	2	31-Mar-2023	

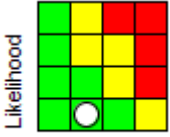
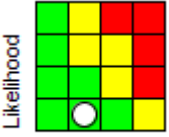
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLFS ICW 03a Strategic Plan	Regular review of the strategic plan which sets out the key aims, objectives and policies, financial plans and budgets.	Continue with existing controls. Currently a review of the charities is being undertaken, and we will report on this in due course.			Charles Hurlley	26-Jan-2022	31-Mar-2023
CHAR SC CLFS ICW 03b Financial monitoring	Monitoring of financial and operational performance.	A report was presented to committee on 23 September 2021 that considered the cash available in the charity, with the next report to be presented in June 2022.			Charles Hurlley	26-Jan-2022	31-Mar-2023

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/Risk Approach	Flight path
CHAR SC CLFS ICW 04 Applicants do not disclose full details 12-Apr-2021 Roland Martin	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: Prices may be awarded to students inappropriately.	 Likelihood	2	No change to current risk score. 26 Jan 2022	 Likelihood	2	31-Mar-2023	



Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLFS ICW 04a Due diligence	Effective due diligence is undertaken for every application for financial assistance	Continue with existing controls			Charles Hurlley	26-Jan-2022	31-Mar-2023
CHAR SC CLFS ICW 04b Annual Reviews	Annual reviews occur for financial assistance awarded for longer than one year.	Continue with existing controls			Charles Hurlley	26-Jan-2022	31-Mar-2023

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/Risk Approach	Flight path
CHAR SC CLFS ICW 05 Losing staff involved with processing award applications 12-Apr-2021 Roland Martin	Cause: Natural employee turnover Event: Staff involved with the award process leave the school Effect: Fewer staff will have experience of the process with award applications	 Likelihood	2	No change to current risk score. 26 Jan 2022	 Likelihood	2	31-Mar-2023	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
CHAR SC CLFS ICW 05a Documentation	Ensure that suitable guidance and notes are maintained and reviewed regularly.	Continue with existing controls.		Charles Hurtlely	26-Jan-2022	31-Mar-2023

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/Risk Approach	Flight path
CHAR SC CLFS ICW 06 Awards may be given for purposes not complying with charity's objectives 12-Apr-2021 Roland Martin	Cause: Lack of sufficiently robust process in the allocation of awards Event: Undeserving students are awarded prizes Effect: Reputational damage to the School as they are not helping appropriate students	 Likelihood Impact	2	No change to current risk score. 26 Jan 2022	 Likelihood Impact	2	31-Mar-2023	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLFS ICW 06a Charity Objects	Ensure that Trustees and school officers have the award guidelines before them when agreeing awards.	Continue with existing controls.			Charles Hurlley	26-Jan-2022	31-Mar-2023

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/Risk Approach	Flight path
CHAR SC CLFS ICW 07 Conflict of interest 12-Apr-2021 Roland Martin	Cause: Employees take advantage of their knowledge of applying for an award. Event: Employees with knowledge of the award process apply for their child to have a price. Effect: Reputational damage to the school if it was reported to the media that staff were able to take advantage of the award process.	 Likelihood	1 Impact	No change to current risk score. 26 Jan 2022	 Likelihood	1 Impact	31-Mar-2023	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLFS ICW 07a Protocol	Maintain and review the protocol for disclosure of potential conflict of interest.	Continue with existing controls			Charles Hurtley	26-Jan-2022	31-Mar-2023

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Board of Governors of the City of London Freemen's School

Outstanding Public Actions

Ref.	Date	Action	Officer responsible	Progress Update
17P/CLFS/2019	13 January 2020 (AP)	Town Clerk to gather availability of Governors to participate in classroom visits on Board (and Sub-Committee) meeting dates	Deputy Head (Academic)	To be arranged each time meetings are held at Ashted (liaise with Paul Bridges)
1P/CLFS/2020	5 February 2020	New date to be identified for the Governor Away Day	Town Clerk	To be arranged for spring term 2022
4P/CLFS/2020	3 June 2020	Guidance on appropriate starting salary for teachers to be developed	Headmaster/Bursar	Ongoing
1P/CLFS/2021	24 November 2021	School to assess viability of recommending that pupils be taken to Sports Hall during evacuation	Headmaster/Bursar	Ongoing
2NP/CLFS/2021	24 November 2021	School to pursue response to incident of allergic reaction with School caterer	Headmaster/Bursar	Ongoing – exploration of possibility of independent audit

Board of Governors of the City of London Freemen's School

Completed Actions

Ref.	Action	Progress Update
16P/CLFS/2019	Report to be submitted on the recommendations to, and actions taken by, the Freemen's School in response to the Corporation's Internal Audit processes	Completed June 2020
3P/CLFS/2020	Future iterations of the Community and Partnerships Report to detail whether the schools being collaborated with were from the state or independent sector.	Completed
5P/CLFS/2020	Confirmation to be provided on any legal obligations over length of time data should be retained by the School	Complete: Confirmed that pupil data is destroyed once pupil reaches 25 th birthday (BoG meeting of 11 June 2021)
7P/CLFS/2020	Board to receive an update from the Treasury Team regarding the level of recovery within the Charities Pool	Report provided at meeting of 23 September 2021.
1P/CLFS/2021	Delegated Authority be granted to the Town Clerk in consultation with the Chairman and Deputy Chairman to agree any further changes to the CLFS Terms of Reference for 2021/22.	Complete

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