



Finance, General Purposes and Estates Committee of the Board of Governors of the City of London Freemen's School

Date: WEDNESDAY, 12 MAY 2021

Time: 9.00 am

Venue: VIRTUAL MEETING - ACCESSIBLE REMOTELY

Members: Nicholas Goddard (Chairman) Michael Hudson
Deputy Philip Woodhouse Andrew McMillan
(Deputy Chairman) Councillor Chris Townsend
Deputy Roger Chadwick

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

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting via YouTube at the following link <https://youtu.be/RDEat3LejmU>.

Meeting Recordings

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - 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 of the meeting held on 21 January 2021.

For Decision
(Pages 5 - 6)

4. **ANNUAL REVIEW OF RISK REGISTERS FOR: CITY OF LONDON FREEMEN'S SCHOOL BURSARY FUND AND CHARITIES ADMINISTERED IN CONNECTION WITH THE CITY OF LONDON FREEMEN'S SCHOOL**

Joint report of the Chamberlain and Bursar.

For Decision
(Pages 7 - 30)

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

Report of the Headmaster.

For Decision
(Pages 31 - 48)

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

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

8. **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

9. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 21 January 2021.

For Decision
(Pages 49 - 52)

10. **OUTSTANDING ACTIONS**

Report of the Town Clerk.

For Information
(Pages 53 - 54)

11. **DEPUTY HEAD'S NON-PUBLIC REPORT ON POLICIES**

Report of the Headmaster.

For Decision
(Pages 55 - 64)

12. **FINANCIAL INFORMATION DASHBOARD**

Joint report of the Chamberlain and Bursar.

For Information
(Pages 65 - 88)

13. **BURSAR'S REPORT**

Report of the Headmaster.

For Information
(Pages 89 - 102)

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

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

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**FINANCE, GENERAL PURPOSES AND ESTATES COMMITTEE OF THE BOARD
OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL
Thursday, 21 January 2021**

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 virtually on
Thursday, 21 January 2021 at 9.00 am

Present

Members:

Nicholas Goddard (Chairman)
Deputy Philip Woodhouse (Deputy Chairman)
Deputy Roger Chadwick
Michael Hudson
Andrew McMillan
Councillor Chris Townsend

Officers:

Steven Reynolds	- Chamberlain's Department
Nicholas Basye	- Chamberlain's Department
Roland Martin	- Headmaster of the City of London Freeman's School
Jo Moore	- Bursar, City of London Freeman's School
Polly Dunn	- 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 minutes of the meeting held on 4 November 2020, be approved as an accurate record.

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

There were no questions.

5. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

6. EXCLUSION OF THE PUBLIC

RESOLVED, that under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on

the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

7. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 4 November 2020, be approved as an accurate record.

8. **OUTSTANDING ACTIONS**

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

9. **BURSAR'S REPORT**

Governors considered a report of the Headmaster regarding an update from the Bursar.

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

Governors considered a report of the Headmaster regarding School policies.

11. **FINANCIAL INFORMATION DASHBOARD**

Governors received a report of the Chamberlain and Bursar regarding the School's financial information dashboard.

12. **AGED DEBT REPORT**

Governors considered a report of the Headmaster regarding aged debt.

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

There were no questions.

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

There was no other business.

The meeting ended at 10.13 am

Chairman

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

Committee:	Date:
Finance, General Purposes and Estates Committee of the Board of Governors of the City of London Freemen's School	12 May 2021
Board of Governors of the City of London Freemen's School	11 June 2021
Subject: Annual review of risk registers for: City of London Freemen's School Bursary Fund and Charities Administered in Connection with the City of London Freemen'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 Freemen's School	For Decision
Report author: James Hewett (Chamberlain's Department)	

Summary

This report provides a key risks register at Appendix 2 for City of London Freemen'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 Freemen'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 Freemen'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 and the risk scores remain unchanged.

There are seven risks on the risk register of Charities Administered in Connection with the City of London Freemen'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 and the risk scores remain unchanged.

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 agree 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 (8);
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.

Risk 2 would be mitigated through trying to agree a phased approach to any funding reduction to ensure that replacement funds could be found from elsewhere.

Risk 3 is mitigated by the School through 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. 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 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 (8);
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.

Risk 2 is mitigated by the School through 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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Bursar, City of London Freeman's School

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E: Joanne.Moore@cityoflondon.gov.uk

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

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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APPENDIX 2

Charity Risk Register for CLFS Bursary Fund

Report Author: James Hewett

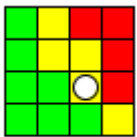
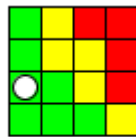
Generated on: 30 April 2021



Rows are sorted by Risk Score

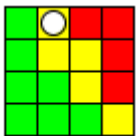
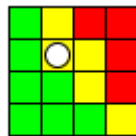
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CLFS SC CLFS BF 01 Risk of decline in the capital value of the investment and the investment income that is received annually 09-Apr-2021 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		12	No change to current risk score For the year ended 31 March 2020 Charities Pool income was £36,713 (31 March 2019: £33,113) As a % of total income for 31 March 2020 = 12.4% (31 March 2019 = 38.5%) 21 Apr 2021		12	31-Mar-2022	

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	09-Apr-2021	31-Mar-2022
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 FIB last year on 13 July and will be presented this year on the 30 June	Kate Limna	09-Apr-2021	31-Mar-2022

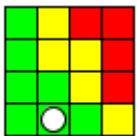
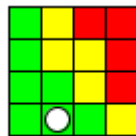
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CHAR SC CLFS BF 02 Funding from the CoL may reduce 09-Apr-2021 Headmaster of CLFS	Cause: CoL look 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 increasing policy pressures on the provision of Bursary funding to the City's Independent Schools. Should a change in policy result in a reduction to Bursary provision, a phased approach would be imperative to prevent turbulence for current Bursary students who are at critical phases of their education. 30 Apr 2021	Likelihood  Impact	2	31-Mar-2022	

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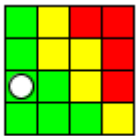
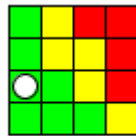
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLFS 02a Representation to CoLC	Appropriate representation to be made to the City Corporation if budget policy provides risk to charity.	Continue with existing controls.			Headmaster of CLFS; Joanne Moore	20-Apr-2021	31-Mar-2022
CHAR SC CLFS 02b Additional sources of funding	The School to continue to pursue additional sources of bursary funding.	Continue with existing controls.			Headmaster of CLFS; Joanne Moore	20-Apr-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CHAR SC CLFS BF 03 Insufficient beneficiaries that meet the objects of the trust 09-Apr-2021 Headmaster of CLFS	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	8	No change to current risk score. 20 Apr 2021	 Likelihood	6	31-Mar-2022	

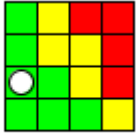
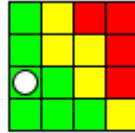
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLFS BF 03a Advertising	To advertise, actively looking for beneficiaries (Where possible investigate appropriateness of widening purpose of Trust to increase pool of potential donors).	Further development of the School's Outreach function and additional planned activities to promote Partnership working and related opportunities.			Headmaster of CLFS; Joanne Moore	21-Apr-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CHAR SC CLFS BF 04 Charity lacks direction, strategy and forward planning 09-Apr-2021 Headmaster of CLFS	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. 09 Apr 2021	 Likelihood Impact	2	31-Mar-2022	

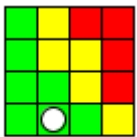
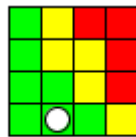
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLFS BF 04a Strategic Plan	Regular review of the strategic plan which sets out the key aims, objectives and policies, financial plans and budgets	Continue with existing controls. Currently a review of the charities is being undertaken, and we will report on this in due course.			Headmaster of CLFS; Joanne Moore	09-Apr-2021	31-Mar-2022
CHAR SC CLFS BF 04b Financial monitoring	Monitoring of financial and operational performance.	A report was presented to committee on 10 June 2020 that considers the cash available in the charity, with the next report to be presented in June 2021.			Headmaster of CLFS; Joanne Moore	09-Apr-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CHAR SC CLFS BF 05 Applicants do not disclose full details 09-Apr-2021 Headmaster of CLFS	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	2 Impact	No change to current risk score. 20 Apr 2021	 Likelihood	2 Impact	31-Mar-2022	

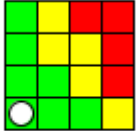
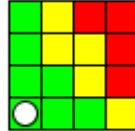
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLFS BF 05a Due diligence	To ensure that effective due diligence is undertaken for every application for financial assistance	Continue with existing controls			Headmaster of CLFS; Joanne Moore	20-Apr-2021	31-Mar-2022
CHAR SC CLFS BF 05b Annual Reviews	Annual reviews will occur for bursaries awarded for longer than one year.	Continue with existing controls.			Headmaster of CLFS; Joanne Moore	20-Apr-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CHAR SC CLFS BF 06 Losing staff involved with processing bursary applications 09-Apr-2021 Headmaster of CLFS	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	2	No change to current risk score. 20 Apr 2021	 Likelihood	2	31-Mar-2022	

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.			Headmaster of CLFS; Joanne Moore	20-Apr-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CHAR SC CLFS BF 07 Bursaries may be given for purposes not complying with charity's objectives 09-Apr-2021 Headmaster of CLFS	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. 20 Apr 2021	 Likelihood Impact	2	31-Mar-2021	

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.			Headmaster of CLFS; Joanne Moore	20-Apr-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CHAR SC CLFS BF 08 Conflict of interest 09-Apr-2021 Headmaster of CLFS	Cause: Employees take advantage of their knowledge of applying for a bursary. Event: Employees with knowledge of the bursary process apply for their child to have a bursary. Effect: Reputational damage to the school if it was reported to the media that staff were able to take advantage of the bursary process.	 Likelihood	1	No change to current risk score. 19 Apr 2021	 Likelihood	1	31-Mar-2022	

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			Headmaster of CLFS; Joanne Moore	20-Apr-2021	31-Mar-2022

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APPENDIX 3

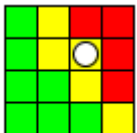
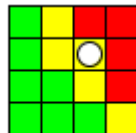
Charity Risk Register for Charities Administered ICW CLFS

Report Author: James Hewett

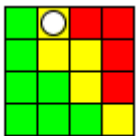
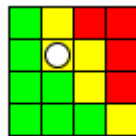
Generated on: 30 April 2021



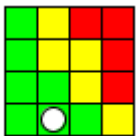
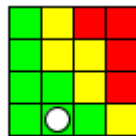
Rows are sorted by Risk Score

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 2020 Charities Pool income was £7,337 (31 March 2019: £6,845) As a % of total income for 31 March 2020 = 50.4% (31 March 2019 = 48.7%) 21 Apr 2021	 Likelihood Impact	12	31-Mar-2022	

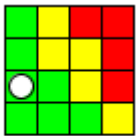
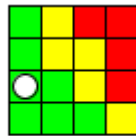
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHAR SC CLFS ICW 01a Professional Fund Management	To maintain the existing arrangements for the fund to be professionally managed.	Continue with existing controls.	Kate Limna	21-Apr-2021	31-Mar-2022
CHAR SC CLFS ICW 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 FIB last year on 13 July and will be presented this year on the 30 June.	Kate Limna	21-Apr-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CHAR SC CLFS ICW 02 Insufficient beneficiaries that meet the objects of the trust 12-Apr-2021 Headmaster of CLFS	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	8	No change to current risk score. 21 Apr 2021	 Likelihood	6	31-Mar-2022	

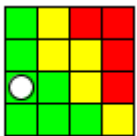
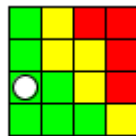
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLFS ICW 02a Advertising 25-09-2021	To advertise, actively looking for beneficiaries (Where possible investigate appropriateness of widening purpose of Trust to increase pool of potential donors).	Further development of the School's Outreach function and additional planned activities to promote Partnership working and related opportunities.			Headmaster of CLFS; Joanne Moore	21-Apr-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CHAR SC CLFS ICW 03 Charity lacks direction, strategy and forward planning 12-Apr-2021 Headmaster of CLFS	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	2 Impact	No change to current risk score. 12 Apr 2021	 Likelihood	2 Impact	31-Mar-2022	

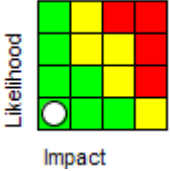
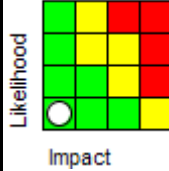
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLFS ICW 03a Strategic Plan	Regular review of the strategic plan which sets out the key aims, objectives and policies, financial plans and budgets.	Continue with existing controls. Currently a review of the charities is being undertaken, and we will report on this in due course.			Headmaster of CLFS; Joanne Moore	21-Apr-2021	31-Mar-2022
CHAR SC CLFS ICW 03b Financial monitoring	Monitoring of financial and operational performance.	A report was presented to committee on 10 June 2020 that considers the cash available in the charity, with the next report to be presented in June 2021.			Headmaster of CLFS; Joanne Moore	21-Apr-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CHAR SC CLFS ICW 04 Applicants do not disclose full details 12-Apr-2021 Headmaster of CLFS	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	2	No change to current risk score. 21 Apr 2021	 Likelihood	2	31-Mar-2022	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CHAR SC CLFS ICW 04a Due diligence	To ensure that effective due diligence is undertaken for every application for financial assistance	Continue with existing controls			Headmaster of CLFS; Joanne Moore	21-Apr-2021	31-Mar-2022
CHAR SC CLFS ICW 04b Annual Reviews	Annual reviews will occur for bursaries awarded for longer than one year.	Continue with existing controls.			Headmaster of CLFS; Joanne Moore	21-Apr-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CHAR SC CLFS ICW 05 Losing staff involved with processing bursary applications 12-Apr-2021 Headmaster of CLFS	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	2	No change to current risk score. 21 Apr 2021	 Likelihood	2	31-Mar-2022	

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.			Headmaster of CLFS; Joanne Moore	21-Apr-2021	31-Mar-2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
CHAR SC CLFS ICW 07 Conflict of interest 12-Apr-2021 Headmaster of CLFS	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.		1	No change to current risk score. 21 Apr 2021		1	31-Mar-2022	

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			Headmaster of CLFS; Joanne Moore	21-Apr-2021	31-Mar-2022

Committee	Dated:
Finance, General Purposes & Estates Committee of the Board of Governors of the City of London Freemen's School	12052021
Subject: Deputy Head's Report on Policies	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1d, 3c
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 and Headmaster 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: Equal Opportunities Policy

Appendix 2: Transport Policy

3. The Equal Opportunities Policy is non-statutory and, as a new policy, is presented without track changes. Once approved in its initial version, it will, going forwards, be reviewed at SLT level. Governors will already be aware of the School's strategic focus on developing its staff.

4. The Transport Policy records the pre-recruitment checks that help to ensure that our employees are safe to work around children. It is critical that this extremely important document is complete and accurate. We have procedures to ensure this, which are documented in this (non-statutory) Policy. The lone amendment is presented in track changes.

b) Recommendation

FOR DECISION

5. It is recommended that Governors approve these policies.

Appendices

- *Appendix 1: Equal Opportunities Policy*
- *Appendix 2: Transport Policy*

Stuart Bachelor

Deputy Head

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Equal Opportunities Policy

for both the Junior School and Senior School

Issue number	1.2
Name and appointment of owner / author	Anna Atkins, HR Manager and Stuart Bachelor, Deputy Head
Review Body	SLT, Finance, General Purposes & Estates Committee, and Full Board of Governors
Last updated	3 rd April, 2021
Reason for update	Biennial review
Last reviewed by SLT	April 2021
Last reviewed by Governors	June 2019 (Full Board)
Next SLT review due	March 2023
Next Governor review due	May 2021 (FGP&EC)
Where available	Freemen's Staff SharePoint site, Governor Portal



Equal Opportunities Policy

The City of London Freeman's School abides by the policy of the Corporation of London. This is particularly relevant with respect to the recruitment and employment conditions of staff.

Racism, sexism, negative attitudes towards disability and other discriminatory practices will not be tolerated.

Aims

The School aims

- to provide an educational environment which is open to all pupils, whatever their background, ethnic origin, nationality, religious belief or non-belief, gender, sexual orientation, gender identity or physical ability,
- to foster a sense of community in which all pupils and staff are valued and can thrive, regardless of background, ethnic origin, nationality, religious belief or non-belief, gender, sexual orientation, gender identity or physical ability,
- to promote an atmosphere of positive recognition of each other's achievements and contributions, through the academic curriculum and in the 'hidden' curriculum,
- to appoint staff who are the most suitable for the post, regardless of background, ethnic origin, nationality, religious belief or non-belief, gender, marital status, sexual orientation, gender identity, age, responsibility for dependants, physical capability or trade union or political activity,
- to encourage the professional development of any member of staff, within the School or in other schools, regardless of background, ethnic origin, nationality, religious belief or non-belief, gender, marital status, sexual orientation, gender identity, age, responsibility for dependants, physical disability or trade union or political activity.

Objectives

The School will:

- help pupils to develop self esteem and recognise that they are valued as individuals,
- encourage pupil to be open-minded and to challenge prejudice,
- enable pupils to contribute actively to the education provided by bringing their cultural differences, values and perspectives to it,
- not restrict access to any suitable academic course,
- ensure that all pupils have equal access to all non-academic activities, given any constraints of the School's traditional provision and facilities,
- be sensitive about equal opportunities issues in the content and processes of the curriculum which stereotype people or label them as inferior or limited,
- act strongly to deal with any instances of intolerance, discrimination or victimisation,
- use every opportunity available to foster the ethos of equal opportunities, particularly in School, form and tutor group assemblies and in PSHE,
- take proactive steps to make members of the School community feel empowered and comfortable in appropriately challenging and then reporting incidents of prejudice, discrimination, bullying, disrespect or microaggressions of any kind, particularly those which involve protected characteristics,
- devise, publicise and enforce a *Diversity and Inclusion Policy* which complements this Policy and specifies in more detail how its Aims will be met in the School community

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Transport Policy

for both the Junior School and Senior School

Version number	1.0
Name and appointment of owner / author	Edward Kennedy, Head of Operations
Review Body	Health & Safety Committee and Finance, General Purposes and Estates Committee (for one-off approval)
Last updated	20 th February, 2021
Reason for update	n/a- new policy
Last reviewed by H&S Committee	26 th April, 2021
Last reviewed by Governors	n/a- new policy
Next H&S Committee review due	April 2023
Next Governor review due	May 2021
Where available	Freemen's Staff SharePoint site



FREEMEN'S SCHOOL TRANSPORT POLICY

1. Introduction

- 1.1. City of London Freeman's school aims to produce confident, motivated, happy young achievers. As part of this aim pupils need to feel safe, secure and healthy. The School owns several vehicles to assist with transporting pupils to and from school activities. This document sets out the arrangements for managing transport assets and their use.
- 1.2. The School recognises its duties under the Health and Safety at Work Act etc. 1974 and associated driving regulations to take all reasonable precautions to reduce the risk to employees and pupils; through the implementation of appropriate driving control measures, risk assessments, management plans and protective measures, training/instruction and monitoring.
- 1.3. This policy will be reviewed at least every 2 years or in response to any changes in legislation or operations.
- 1.4. Staff are not permitted to drive any School vehicle unless they have completed the following activities;
 - 1.4.1. Driver Check via City Learning;
 - 1.4.2. Complete the Corporate Transport Policy online course via City Learning;
 - 1.4.3. Register on the DAVIS system consenting to a DVLA licence check;
 - 1.4.4. Complete a Minibus Driver Awareness Scheme (MiDAS) test (valid 4 years) in order to be authorised to drive any of the School's minibuses;
 - 1.4.5. Complete a City Driving assessment (valid 3 years), organised through the Bursary.
- 1.5. The authorisation process will include checks as set out in this Policy. Staff should not drive any vehicle with passengers unless they are competent and are authorized to do so. There are additional restrictions and specific authorisation is required to drive a School vehicle abroad (see 16.1).
- 1.6. The Headmaster reserves the right to refuse staff access to the School vehicles
- 1.7. Our guidelines on minibuses are mindful of ROSPA's *Minibus Safety: Code of Practice*.

2. Permitted Use and Users

- 2.1. Vehicles should only be used for School business e.g. to transport pupils to or from an official school activity.
- 2.2. Under no circumstances should the vehicles be used for any other purpose. Private use is not covered by the terms of the Corporation's Vehicle Insurance Policy.
- 2.3. To become an authorised driver of a minibus staff must have undertaken and passed training provided under MiDAS.
- 2.4. These tests include checks that staff hold the relevant category of driving licence. Staff must inform their manager if they are likely to be disqualified by point accumulation. Staff are responsible for advising their managers if they are disqualified from driving.
- 2.5. They should report any private accident or incident affecting their licence (including all driving convictions and endorsements) in which they are involved during their employment at City of London Freeman's School, to the Bursar and also on the DAVIS system.
- 2.6. Driver details must be maintained and updated on the DAVIS system at all times. All drivers are to ensure they give permission for a licence check by DAVIS every 6 months. Davis works with the DVLA to ensure that all drivers have a valid licence for the type of vehicle they will be driving.

3. Health Checks

- 3.1. Newly authorised drivers will be asked to attend a health check from the School Nurse. Health checks will be required for all drivers periodically thereafter. You will be informed by the Nurse when this is required. Sports coaches and some non-employees will need to have a health check provided by their GP, and you will be notified when this is required. Please discuss the cost of an external health check with the bursar before committing expenditure.

4. Drugs / Alcohol.

- 4.1. Under no circumstance should drugs or alcohol be used eight hours before or during driving the minibus; drivers must be within the legal alcohol limit for driving. Staff must inform the Bursary or Medical centre of any changes to their health if they are on the approved Minibus user list. This will include being prescribed long term medication or changes to vision.

5. Mobile Phones.

- 5.1. Under no circumstances should mobile phones be used whilst driving the vehicles including where a hands-free kit is fitted to the vehicle. Mobile devices must be switched off and stored out of reach of the driver for safety reasons. Full attention must be paid to driving, and the prevailing conditions, at all times, including whilst driving on the School site.

5.2. The use of a mobile device for navigation purposes is permitted but phone and message notifications must be switched to silent and no calls or messages should be accessed whilst driving.

6. How to book a School vehicle / Vehicle Log Books

6.1. The necessary procedures can be found at Appendix A.

7. Drivers - What to check before / after use

7.1. The Driver checklist can be found at Appendix B.

8. Passenger Numbers.

The necessary instructions for passenger assistants to passengers can be found at Appendix C.

9. AA or other Assistance.

9.1. In case of breakdown or mechanical difficulty the AA must be called. The membership card is in each vehicle on the front windscreen or glove compartment. The necessary instructions are issued with the card.

10. Driving Abroad.

10.1. Drivers wishing to take a School vehicle abroad must discuss their requirements in advance with the Bursar.

11. Safety

11.1. The minibuses have lap and diagonal safety belts and forward-facing seating with head-rests. They all carry Small 'Bus Permits on their windscreens. This indicates that we have complied with the following:

- 11.1.1. The number of passengers the 'bus may carry is clearly displayed and is never exceeded;
- 11.1.2. There is a First-Aid kit on board;
- 11.1.3. There is at least one fire-extinguisher on board;
- 11.1.4. The vehicle is serviced regularly.

11.2. The School must NOT hire our vehicles out but confine them to School usage at all times. This is also required by our Insurance policy.

11.3. It is the responsibility of the Drivers of our School vehicles to ensure orderly behaviour and the wearing of safety belts. Pupils must sit well back in their seats and not move around. They must not distract the driver in any way. Pupils must be supervised when boarding or alighting from a School vehicle. Gangways must be clear; luggage and other equipment must be stored safely and securely under seats. It should not be located where it can cause an obstruction to an exit, entrance or gangway.

11.4. A First Aid kit will be made available on each minibus. If it used, it is the responsibility of the driver to request that it be replenished by contacting the Medical Centre.

12. **Other guidelines for Drivers.**

12.1. These can be found at Appendix D.

Failure to comply with this policy may result in formal disciplinary action being taken.

1. **How to book a School vehicle.**

- 1.1. All vehicles bookings are handled via [SchoolBase](#), under the control of Sodexo.
- 1.2. Reception is open from 8.00am – 4.00pm Monday – Friday only.

1.3. **To Book a Minibus:**

1.3.1. All users:

- Log into [SchoolBase](#)
- Select the Room booking Tab.
- Uncheck (Turn off) the Buildings button.
- Identify which minibus/car you require to use under 'Resources'
- Please note the relevant details required by placing your cursor over the individual vehicle.
- Select the correct date time for your booking.
- Insert within the 'Reason' box, your driver details, destination and Dept.
- Click SUBMIT.
- An automatic notification will be sent to Sodexo for verification to confirm details and driver is authorised through the DAVIS system. The booking will be shown as blue hatching.
- Once confirmed the booking will turn to light blue
[Please note that the named driver on the booking form MUST be the same as the one who collects the keys from the Gatehouse](#)

1.3.2. You will receive email confirmation that your booking has been accepted and entered onto the SchoolBase system.

1.3.3. On the day of your requirement, collect the Key and Fuel Card for the vehicle from the Gatehouse.

- 1.4. **Vehicle Log Books.** Each vehicle has a log book in which details of each journey must be entered including the destination and date and times of departure and return and mileage. If any of the contents of the First Aid Kit are used please write details in the log book.
- 1.5. **Mechanical problems.** Any kind of mechanical problem must be recorded as accurately as is possible in the log book and a return incident report form must be completed, if applicable, when you return to the Gatehouse. School vehicles will be regularly maintained and serviced.
- 1.6. **Weekend Bookings** – Drivers should collect keys and fuel cards from the post room at the back of the Gatehouse, fobs are required for access. Keys and fuel cards must be returned before 8.00am on Monday.

- 1.7. **Ashtead Station.** For bookings for the collection of visitors from Ashtead Station, use the above booking process noting your requirements, especially the number of visitors.

1. **Drivers checks – Before / after use.**

- 1.1. The driver is legally responsible for the condition of the vehicle.
- 1.2. Before departure, check that you are satisfied with the condition of the vehicle you are using and report any concerns to the Gatehouse.
- 1.3. Look for any damage and note details in log book. Report back to the Gatehouse any serious damage before you take it out.
- 1.4. Check the fuel gauge - any user is expected to fill up if the tank shows close to one quarter full. Fuel must be paid for using the fuel card obtained from the Gatehouse. The details of each purchase of fuel must be recorded in the appropriate column in the vehicle log book and receipts returned with the key and fuel card.
- 1.5. Visually check tyres, wipers and lights especially when commencing a long journey.
- 1.6. Check the A.A. breakdown card is in the vehicle.
- 1.7. Check a First Aid kit is in the vehicle.
- 1.8. Check to see the fire extinguisher is in the vehicle.
- 1.9. Check that there are hi-viz jackets available in the vehicle.
- 1.10. Whilst the maintenance of the vehicle is not the responsibility of the member of Staff, if a very long journey is planned, it is advisable to drive the vehicle for a short distance the day before departure.

2. **Drivers - What to complete on return**

- 2.1. Ensure all rubbish is removed, that doors and windows are locked, that the interior lights are switched off and there is plenty of fuel in the tank. Details of the journey must be recorded in the log book immediately at the end of each journey.
- 2.2. Return the key, fuel card and any receipts to the Gatehouse as soon as you return to School.
- 2.3. Any accidents, incidents or concerns with the operation of the vehicle during your booking **must** be reported via the CoL Health and Safety Incident Line on 0207 332 1920. This will enable swift rectification of problems and insurance claims if necessary. Accident reporting posters with a QR code are also to be found at Reception and in the common rooms.

3. **Reporting any Damage**

- 3.1. If any significant defect or damage is noted or occurs before, during or after use, please complete a vehicle incident form which is available in the Gatehouse.
- 3.2. Should you be involved in an accident in a school vehicle you **must** personally report it to the School as required by law especially where injury to persons is involved. You must exchange names and addresses with other drivers but make no admission of liability at all.
- 3.3. Drivers found to be responsible for regular or frequent accidents or damage may be required to undertake additional training and may have their authorisation to drive the School vehicles revoked. In addition, subject to prior written warning, any driver responsible for regular or frequent damage may be required to personally contribute towards the cost of repair.

1. Passenger Assistant / Passenger Numbers.

- 1.1. Do not take more passengers than there are fixed seats in each vehicle. To carry more would invalidate the Corporation's insurance.

2. Passenger assistants and limits on driving time- for school trips (other than those exclusively for boarders)

- 2.1. In line with the Highway Code, drivers of minibuses without pupils in them (e.g. driving a minibus with the DofE kit in it) must have a rest of minimum 15 minutes every 2 hours of driving (or sooner if tired).
- 2.2. This figure decreases to 1.5 hours if children are being carried.
- 2.3. Maximum 4.5 hours on the road by one driver in one day carrying children [legal limit is 10 hours in one day] - otherwise second driver is required.
- 2.4. Maximum 6 hours if not carrying children (e.g. driving a minibus with the DofE kit in it)
- 2.5. All of the above are based on the member of staff being fully rested and having had adequate sleep prior to driving.
- 2.6. Minibuses always have a passenger assistant (who is a member of staff) if carrying children unless: all occupants are Sixth-Formers or there are ≤6 children AND, in addition, the journey is for <30 minutes.

3. Passenger assistants and limits on driving time - for Walbrook (Boarding House) day-trips

- 3.1. Drivers must have a rest of minimum 15 minutes every 1.5 hours of driving (or sooner if tired).
- 3.2. Maximum 4.5 hours on the road by one driver in one day carrying children [legal limit is 10 hours in one day]- otherwise second driver is required.
- 3.3. All of the above are based on the member of staff being fully rested and having had adequate sleep prior to driving.
- 3.4. Minibuses always have a passenger assistant (who is a member of staff) unless the journey is <30 mins. AND risk controlled in the following ways:
 - 3.4.1. There are no pupils on board who are known to be prone to disruptive behaviour.
 - 3.4.2. Pupils are briefed beforehand re. what to do if something happens in the back of the minibus (e.g. travel sickness) and are warned not to distract driver unnecessarily.
 - 3.4.3. If an older pupil is present, he/she is given the role of taking the lead in such situations.
 - 3.4.4. There is a nominated member of SLT who can come out in an emergency to support or relieve the lone member of staff

4. Passenger assistants and limits on driving time- for sports fixtures / tournaments

- 4.1. Drivers must have a rest of minimum 15 minutes every 1.5 hours of driving (or sooner if tired).
- 4.2. Maximum 4.5 hours on the road by one driver in one day carrying children [legal limit is 10 hours in one day]- otherwise second driver is required.

- 4.3. All the above are based on the member of staff being fully rested and having had adequate sleep prior to driving.
- 4.4. Passenger assistants deployed as follows:

4.4.1. **F1-L3** - there is always a passenger assistant (who is a member of staff) unless there are ≤6 children AND the journey is <30 minutes.

4.4.2. **U3-U5** - there is always a passenger assistant (who is a member of staff) for journeys of more than 30 minutes. For journeys of under 30 minutes, the residual risk is controlled by a comprehensive briefing to pupils about the following

- Behaviour- no singing, shouting or calling across the bus
- What to do if, say, someone feels unwell
- Driver knows in such situations to pull over safely rather than trying to sort it while driving.

4.4.3. **Sixth Form** - for journeys of over 30 minutes, a suitable Sixth-Former is nominated and briefed to act as a passenger assistant in lieu of a member of staff.

1. **Other guidelines for Drivers**

- 1.1. The door(s) must remain closed until the vehicle is at a complete standstill and the driver indicates that the pupils/passengers may get on/off.
- 1.2. Hazard lights, if fitted, should be used when pupils are boarding or alighting.
- 1.3. Check that no bags or clothing are caught in the door when closed.
- 1.4. Where seat belts are fitted, always insist the pupils and any staff use them.
- 1.5. Do not drive away until all the pupils are seated and seat belts are fastened.
- 1.6. Always park so that pupils alight on the footway and not on the carriageway.
- 1.7. Be aware of pupils running back for items they may have left.
- 1.8. If pupils have to exit by the rear of a minibus, then the driver should supervise this operation.
- 1.9. Reversing should only be attempted when absolutely necessary and preferably with adult guidance.
- 1.10. Remember some pupils may have a disability e.g. difficulties in walking, or poor eyesight.
- 1.11. Cases of indiscipline should be reported to the Deputy Head so that the School's *Code of Conduct* and *Behaviour Policy* can be applied.
- 1.12. Drivers must know the procedures for dealing with:
 - 1.12.1. Accidents
 - 1.12.2. Breakdowns
 - 1.12.3. Poor weather
- 1.13. Drivers should know how to use the fire extinguisher and first aid kit.
- 1.14. No smoking or drinking of alcohol is allowed in any vehicle by the driver or passengers. The driver must not drink any alcohol in the 8 hour period before driving a School vehicle nor be under any influence of alcohol when driving it; they must be within the legal alcohol limit for drivers.

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