



## Board of Governors of the City of London School

**Date:** TUESDAY, 19 JUNE 2012  
**Time:** 11.00am  
**Venue:** CITY OF LONDON SCHOOL, QUEEN VICTORIA STREET, EC4V 3AL  
**Members:** Deputy John Bennett, (ex-officio) Christopher Martin, (co-opted)  
Deputy Billy Dove Sylvia Moys, (ex-officio)  
Marianne Fredericks Deputy Joyce Nash  
Deputy Revd Stephen Haines Dame Mary Richardson, (co-opted)  
William Hunt Ian Seaton  
Alderman Sir Paul Judge Deputy Robin Sherlock  
Peter Leck Deputy Dr Giles Shilson  
Ronel Lehmann, (co-opted) Prof. Whitehouse, (co-opted)  
Deputy Edward Lord

**Enquiries:** Gemma Goulding  
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Lunch will be served at the rising of the Board

**Chris Duffield**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **DECLARATIONS BY GOVERNORS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**
3. **ORDER OF THE COURT OF COMMON COUNCIL**  
Order of the Court of Common Council of 19 April 2012, appointing the Board and setting its terms of reference.  

**For Information**  
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**  
To elect a Chairman pursuant to Standing Order No. 29.  

**For Decision**
5. **ELECTION OF DEPUTY CHAIRMAN**  
To elect a Deputy Chairman pursuant to Standing Order No. 30.  

**For Decision**
6. **MINUTES**  
To agree the public minutes and summary of the meeting held on 27 February 2012 (copy attached).  

**For Decision**  
(Pages 3 - 12)
7. **APPOINTMENT OF BURSARY COMMITTEE**  
To appoint the Bursary Committee for the year ensuing – to comprise the Chairman and Deputy Chairman of the Board and up to five other Governors.  

**THE BURSARY COMMITTEE IN 2011/12 COMPRISED:**  
Deputy the Revd. Stephen Haines (as Chairman)  
Deputy Dr. Giles Shilson (as Deputy Chairman)  
Peter Leck  
Edward Lord  
Deputy Joyce Nash  
Ian Seaton  
Deputy Robin Sherlock

**For Decision**
8. **APPOINTMENT OF REFERENCE SUB COMMITTEE**

To appoint a Reference Sub Committee to consider arrears of School fees, sabbatical leave and Estimates (including fee increases and other such matters as the Board may from time to time decide).

**THE REFERENCE SUB COMMITTEE IN 2011/2012 COMPRISED:**

Deputy the Revd. Stephen Haines (as Chairman)

Deputy Dr. Giles Shilson (as Deputy Chairman)

Peter Leck

Deputy Joyce Nash

Dame Mary Richardson

Deputy Robin Sherlock

Edward Lord

**For Decision**

9. **APPOINTMENT OF AGBIS REPRESENTATIVE**

To appoint a representative to the Association of Governing Bodies of Independent Schools for the ensuing year.

**For Decision**

10. **APPOINTMENT OF CO-OPTED GOVERNOR**

Report of the Town Clerk (copy attached).

**For Decision**

(Pages 13 - 14)

11. **REVIEW OF THE GOVERNANCE ARRANGEMENTS IMPLEMENTED IN 2011**

Town Clerk (on behalf of the Post Implementation Governance Review Working Party).

**For Decision**

(Pages 15 - 26)

12. **RISK REGISTER 2012**

Report of the Headmaster of the City of London School (copy attached).

**For Decision**

(Pages 27 - 46)

13. **HEADMASTER AS CHAIR OF THE LOCAL GOVERNING BODY OF ARK BENTWORTH PRIMARY ACADEMY**

Report of the Headmaster of the City of London School (copy attached).

**For Decision**

(Pages 47 - 52)

14. **HEADMASTER'S REPORT**

Report of the Headmaster of the City of London School (copy attached).

**For Information**

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

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

17. **EXCLUSION OF THE PUBLIC**

To consider the resolution excluding the Public in respect of those items containing exempt information:-

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

<u>Item No</u>	<u>Exemption Paragraph(s)</u>
18	1, 3, & 4
19	2
20	1 & 3
21	3
22	1
23	1
24	1 & 3
25	1 & 3
26	-
27	-

**Part 2 - Non-Public Agenda**

18. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 27 February 2012 (copy attached).

**For Decision**  
(Pages 61 - 62)

19. **CHILD PROTECTION POLICY**

Report of the Town Clerk (copy attached).

**For Decision**  
(Pages 63 - 76)

20. **PAY CLAIM - TEACHING STAFF**

Report of the Director of Human Resources (copy attached).

**For Decision**  
(Pages 77 - 78)

21. **REVIEW OF BURSARY GUIDELINES**

Joint report of the Chamberlain and the Headmaster of the City of London School (copy attached).

**For Decision**  
(Pages 79 - 102)

22. **ANNUAL REPORT ON CHILD PROTECTION ISSUES**

Report of the Headmaster of the City of London School (copy attached).

**For Information**  
(Pages 103 - 108)

23. **NON PUBLIC REPORT OF THE HEADMASTER**

Report of the Headmaster of the City of London School (copy attached).

(Pages 109 - 110)

24. **ACTING UP ALLOWANCE - BENTWORTH ACADEMY**

Report of the Headmaster of the City of London School (copy attached).

(Pages 111 - 114)

25. **VOLUNTARY REDUNDANCY - BUSINESS CASE**

Report of the Headmaster of the City of London School (copy attached).

**For Decision**  
(Pages 115 - 118)

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

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

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# Agenda Item 3

WOOTTON, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2012, doth hereby appoint the following Committee until the first meeting of the Court in April, 2013.
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## BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL

### 1. Constitution

A Non-Ward Committee consisting of,

- one Alderman nominated by the Court of Aldermen
  - up to 10 Members elected by the Court of Common Council at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the following ex-officio Members:-
  - the Chairman of the Board of Governors of City of London School for Girls
  - the Chairman of the Board of Governors of City of London Freeman's School
- up to five co-opted non-City of London Corporation Governors with relevant experience of education

The Chairman of the Board shall be elected from the City Corporation Members.

### 2. Quorum

The quorum consists of any five Common Council Governors.

Any decision taken by the Board of Governors shall require the agreement of a majority of Common Council Governors present at the meeting and voting.

### 3. Membership 2012/13

#### ALDERMAN

1 Sir Paul Judge, Alderman

#### COMMONERS

4 (4) William George Hunt, T.D., B.A.  
4 (2) Charles Edward Lord, O.B.E., J.P., Deputy for two years  
4 (4) Dr Giles Robert Evelyn Shilson, Deputy  
7 (3) The Revd. Stephen Decatur Haines, M.A, Deputy  
14 (3) Peter Leck  
4 (3) Ian Christopher Norman Seaton  
4 (2) Marianne Bernadette Fredericks  
17 (2) Michael Robin Castle Sherlock, M.A., Deputy  
14 (1) William Harry Dove, M.B.E., J.P., Deputy  
10 (1) Joyce Carruthers Nash, O.B.E., Deputy

together with:-

Mr. R. Lehmann  
Mr. C. S. Martin, M.A.  
Dame Mary Richardson  
Professor J.M.A. Whitehouse

together with the ex-officio Members referred to in paragraph 1 above.

### 4. Terms of Reference

To be responsible for:-

- (a) all School matters;
- (b) the management of the School land and buildings belonging to the City of London Corporation;
- (c) the appointment of the Headmaster/Headmistress and, where appropriate, the deputies and the bursar.

*Duffield*

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## BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL

27 FEBRUARY 2012

**MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS OF THE CITY OF LONDON SCHOOL HELD AT THE CITY OF LONDON SCHOOL, QUEEN VICTORIA STREET, EC4V 3AL ON MONDAY 27 FEBRUARY 2012 AT 11.30AM.**

### **Present**

#### **Members:**

Deputy the Reverend Stephen Haines (Chairman)  
Deputy Dr Giles Shilson (Deputy Chairman)  
Billy Dove  
Marianne Fredericks  
William Hunt  
Peter Leck  
Alderman Lord Levene

Edward Lord  
Christopher Martin (co-opted)  
Sylvia Moys (ex-officio)  
Deputy Joyce Nash  
Dame Mary Richardson (co-opted)  
Ian Seaton  
Deputy Robin Sherlock

#### **Officers:**

Gemma Goulding  
Dan Hooper  
Steve Reynolds  
Sarah Port  
Victor Callister  
David Levin  
Gary Griffin  
Phillip Everett

Charles Fillingham

Noeleen Murphy

- Town Clerk's Department
- Town Clerk's Department
- Chamberlain's Department
- Chamberlain's Department
- City Planning Officer
- Headmaster, City of London School
- Second Master, City of London School
- Finance Director, City of London School
- Assistant Headmaster, City of London School
- Director of Studies, City of London School

### **RODNEY FITZGERALD**

The Chairman opened the meeting by paying tribute to a former Governor of the Board - Mr Rodney FitzGerald. He informed Members that Mr FitzGerald, who had served on this Board for many years, had recently passed away and that his funeral had taken place last week. The Board stood for a moments silence in memory of Mr FitzGerald.

### **DEPUTY JOHN BENNETT**

The Chairman reported that Deputy John Bennett had sent apologies for today's meeting as he was currently in hospital awaiting a procedure. The Board wished to record their best wishes to Deputy Bennett for a speedy recovery.

### **CHAIRMAN'S THANKS**

The Chairman reported that this would be Mrs Moys' last Board meeting as she was set to finish her term of Chairman of the City of London School for Girls in the near

future. The Chairman thanked Mrs Moys for her attentiveness and enthusiasm over the past three years commenting that she had not only regularly attended Board meetings but had also been present at many extra-curricular events at the School.

Mrs Moys responded by thanking all staff, students and Governors and stated that representing the City of London School for Girls on this Board for the past three years had been a real privilege.

## **1. APOLOGIES**

Apologies for absence were received from Deputy John Bennett (ex-officio), Paul Hodges (co-opted), Ronel Lehmann (co-opted), and Professor Whitehouse (co-opted).

## **2. DECLARATIONS BY GOVERNORS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THE AGENDA**

Ms Fredericks, Mrs Moys and Mr Seaton All declared that they were members of the City's Planning and Transportation Committee and would withdraw from the meeting if any update on the London River Park Planning Application was given.

Ms Fredericks went on to declare a further personal but non-prejudicial interest in relation to agenda item 6 (Millennium Bridge Area Enhancements Project) stating that she was currently a member of the City's Streets and Walkways Sub Committee.

## **\*\* PRESENTATION FROM NOELEEN MURPHY – DIRECTOR OF STUDIES – CITY OF LONDON SCHOOL \*\***

The Board were given a brief presentation by Ms Noeleen Murphy, Director of Studies at the School who outlined the aim of providing a broad and balanced curriculum for pupils. She tabled information detailing the CLS curriculum across the year groups and underlined that this was regularly reviewed.

The presentation covered the following areas:

- The role of the Academic Planning Committee;
- Languages on offer to pupils at various stages;
- 'setting' in subjects such as English and Mathematics;
- Options and GCSE choices – 'core' subjects and subject options;
- Discussions around the introduction of the 'Pre-U' and the International Baccalaureate and the School's reasons for not adopting these at the present time;
- Keeping up to date with technological developments – something which the Board were informed would form the basis of a future report;
- Oxbridge entries;
- The establishment of a 'Best Practice Committee' to review the timings of lessons, the length of the School day etc.

Finally, Governors were informed that the School's Head of Mathematics had recently written an article for 'The Times' entitled 'How to get the Best out of

your Child'. Copies of the article were tabled. The Headmaster reported that the School was clearly recognised as a 'leader' in terms of Mathematics and that the Head of Maths had now also been invited to meet with the Department of Education and the Schools Minister.

### **3. MINUTES**

The public minutes and summary of the meeting held on 28 November 2011 were approved and agreed as a correct record.

#### **MATTERS ARISING**

**Industrial Action – 30 November 2011** (page 2) – In response to a question, the Headmaster reported that 18 members of staff had chosen to join the strike on 30 November 2011 but was pleased to add that the School had remained open with members of the Senior Management Team providing cover for lessons where necessary.

**London River Park Application – Update** (page 3) – The Finance Director reported that he had been liaising with the City Planning Officers who had reported that they had heard nothing further from the applicant following the objections raised by the Port of London Authority late last year.

**\*\* DAME MARY RICHARDSON AND MR. CHRISTOPHER MARTIN WITHDREW FROM THE MEETING WHILST THIS ITEM WAS CONSIDERED\*\***

### **4. RE-APPOINTMENT OF CO-OPTED GOVERNORS**

The Board considered a report of the Town Clerk relative to the re-appointment of co-opted Governors for a further three year term.

The Town Clerk reported that the terms of office for Dame Mary Richardson, Mr Christopher Martin and Mr Paul Hodges had now come to an end. Governors were informed that Mr Hodges had now written to the Headmaster and the Town Clerk to formally resign from the Board. Dame Mary Richardson and Mr Christopher Martin had chosen to seek re-appointment.

The Board were unanimous in their decision to re-appoint both Dame Mary Richardson and Mr Christopher Martin. The Chairman highlighted that he would like the Board to agree in principle that the co-opted vacancy created by the resignation of Mr Hodges would be offered to Alderman Lord Levene once he had formally resigned from the Court of Common Council.

**RESOLVED** – That, Governors:

- i) agree to the re-appointment of Christopher Martin and Dame Mary Richardson for a further term of three years; and
- ii) agree, in principle, that the co-opted vacancy created by the resignation of Mr Hodges be offered to Alderman Lord Levene once he had formally resigned from the Court of Common Council.

**\*\* DAME MARY RICHARDSON AND MR. CHRISTOPHER MARTIN RE-JOINED THE MEETING AT THIS STAGE \*\***

## **5. CITY OF LONDON SCHOOL BURSARY AND SCHOLARSHIP AND PRIZES FUNDS**

The Board received a report of the Headmaster of the City of London School providing Governors with details of the effects of the Scheme to reorganise the various bursary, scholarship and prizes charities associated with the School.

The Finance Director reported that the main practical effect of the Scheme is to make a small amount of income – approximately £7,000 per annum – available for general means tested awards. He went on to report that, with the discontinuation of the Educational Maintenance Allowance Scheme (EMA) and in the absence of any replacement funding for pupils attending Independent Schools, the School had approached a number of sponsors who had generously agreed to fund items such as school meals, travel and uniform for pupils joining the Sixth Form on means tested awards. Governors were informed that current sponsors included the Wolfson Foundation, HSBC and the Ogden Trust.

In response to a question, the Finance Director reported that there were no 'interim arrangements' in place to replace the EMA for those joining the Sixth Form this year but that it was vital to secure funding for next year when the Sixth Form would 'grow' in terms of the number joining on means tested awards.

**RECEIVED.**

## **6. MILLENNIUM BRIDGE AREA ENHANCEMENTS PROJECT**

The City Planning Officer updated Governors on the Millennium Bridge Area Enhancements Project.

The City Planning Officer highlighted that approximately 5 million people per annum crossed the Millennium Bridge making this an important 'gateway' to the City. He went on to state that the area was therefore to be 'enhanced' as part of the City's Visitor Strategy with the current 'HSBC Gates' sculptures being removed with the permission of the sculptor.

Governors were informed that proposals involved significant improvement of the walkway area with the addition of 'greenery' and 'open spaces'. It was also proposed that seating be added to the space under the Millennium Bridge and also at Blackfriar's Bridge.

The City Planning Officer stated that initial discussions had already taken place with the School's Senior Management Team around issues of concern to them such as noise pollution, fire evacuation procedures and drainage.

In response to a question, the City Planning Officer reported that the Streets and Walkways Sub Committee would be considering proposals on this in Spring 2012 in terms of budget with the programming and phasing of the works to be clarified at a later date. He reassured the Board that Officers from the City's Planning Department would work alongside the School on this aspect. He

added that it was hoped that the works would commence in Winter 2012 and would be completed by Summer 2013.

In response to a further question regarding the design of the 'slope' towards St Paul's Cathedral, the City Planning Officer stated that officers were aware that this was now a very out-dated design and that this area had never been intended for such heavy use. He added that when assessing budget and priorities, officers would be looking at whether any improvements, such as anti-skateboarding, could be made in this area.

The Second Master reported that he, the School Facilities Manager and Deputy Facilities Manager had met with the Planners of this project and were supportive of the proposals in principle. He added that, for the School, the detail and phasing of the works would be all important.

The Headmaster questioned whether or not the works would also provide the School with an opportunity to improve and enlarge its external signage. The City Planning Officer stated that signage in and around the Guildhall was currently being reviewed and added that he would be happy to put the Headmaster in touch with the relevant officer.

A Governor made the point that the area leading from the Millennium Bridge to St Paul's Cathedral was current very 'drab' and that they would like to see some imaginative proposals for this relatively large space. The City Planning Officer reported that this had been considered in consultation but added that it would be difficult to 'fill' this space given the footfall here.

Governors went on to comment on the continual failure of the access lift in this area. A Governor, who was also a Member of the Planning and Transportation Committee, reported that the Planning and Transportation Committee were only too aware that this was a 'recurring theme' and it was hoped that this would be repaired in time for the Olympics.

In response to a final question regarding the measures in place to stop the illegal selling of ice creams from ice cream vans entering the area, the City Planning Officer reported that officers were considering the installation of permanent bollards with access to areas around the bridge granted to City of London vehicles and the emergency services only.

## **7. HEADMASTERS REPORT**

The Board considered a report of the Headmaster of the City of London School relative to various School matters including Oxford and Cambridge results, Outside Speakers 2012 and the Sponsored Award (Bursary) campaign.

### **Oxford and Cambridge results**

The Headmaster was pleased to report that this year's Oxbridge results were the best in the School's history with 31 boys receiving offers for a range of subjects including Modern Sciences, Modern Foreign Languages and History.

The Headmaster added that teachers often went beyond the A Level curriculum essentially encouraging boys to see themselves as undergraduates and it was clear that this approach had 'paid off'.

In response to a question, the Headmaster stated that the work undertaken by a member of staff during his recent sabbatical leave had helped to raise the profile of the School in terms of 'Oxbridge' applications.

### **Outside Speakers 2012**

The Headmaster reported that the very popular Outside Speakers programme continued with Dr Salinas, ex-President of Mexico, having accepted in principle.

### **Sponsored Award (Bursary) Campaign**

The Headmaster reported that eleven sponsored awards had been made for Sixth Form entry and that six Saturday Masterclasses had been scheduled to support those joining the School at Sixth Form on this basis. He added that these had been funded by the Wolfson Foundation as a 'pilot' scheme which, if successful, was to be replicated elsewhere across the country.

The Headmaster went on to report that he was due to meet Michael Gove, Secretary of State for Education, later this week alongside several other Independent School Heads to discuss the issue of social mobility and opportunities for able pupils from less privileged backgrounds to attend Independent Schools in the future.

### **Admissions**

The Headmaster reported that the School was this year, for the first time, running Pre-test examinations for those who wished to join the School at 13+ in 2014.

In terms of wider 'Admissions' issues, the Headmaster reported that many Independent Schools outside of London were finding it increasingly difficult to fulfil the requirements in terms of pupil numbers to qualify as an HMC School. He reported that the HMC were therefore being encouraged to introduce qualitative as opposed to quantitative criteria for the future.

### **Primary School Academies**

The Headmaster, as Chairman of the HMC Primary School Academies Group, reported that he had been mandated by the National Committee to draw up a template agreement to govern 'partnerships' between HMC Schools and Academy chains such as ULT (United Learning Trust) and ARK (Absolute Return for Kids).

### **Health and Safety Matters**

The Second Master drew Governors' attention to the School's concerns around the standards of cleaning under the new corporate contract. He said that there were implications for health and safety, hygiene and the School's reputation with parents and prospective parents. A building containing over 900 boys needed more extensive cleaning than an office block for example. He also feared that, under PP2P, standards in other areas of school support services

could deteriorate - such as catering and maintenance - both of which could become centralised without an appreciation of what is needed in a School.

The Headmaster reported that he and the Finance Director alongside the Headmistress and Bursar of the City of London School for Girls had met with the Chamberlain's Department to air their concerns on this matter.

The Board aired their concerns on this matter and asked that the matter be taken up with relevant officers as soon as possible. The Director of Finance undertook to progress this as a matter of urgency and report back to Governors in due course.

### **Child Protection Policy**

The Second Master reminded Governors that the School's Child Protection Policy had been approved by this Board last year and was now due for its annual review. He stated that, whilst he had hoped that an amended policy could have been presented to the Board for agreement today, he was still awaiting input from officers in Community and Children's Services, Town Clerk's and the Comptroller and City Solicitor's Department on this matter.

He went on to state that the School had particular concerns around the vetting of contracted staff such as cleaners. He highlighted that it had taken almost 6 months for the School to receive relevant CRB details from the cleaning contractors. In his view, the Second Master said the new amended policy when it was available needed to make it clear that contracted workers had to be CRB- checked before they started work at the School and, like other permanent staff, the check should be updated every three years. These people had access to all parts of the building and therefore, potentially contact with pupils in areas such as lavatories, changing rooms and isolated areas.

The Governor with responsibility for child protection issues emphasised the importance of this and supported the Second Master's view

The Town Clerk reported that he was currently liaising with the Comptroller and City Solicitors Department and also the Independent Schools Inspectorate (ISI) on this matter to ensure that the amended policy was compliant. He assured the Board that all of the issues raised by the School had now been incorporated within the draft amended policy which would be put to the Board for approval at their next meeting in June.

Governors expressed concern at the delay in presenting and approving the new policy highlighting that this could leave the School in a vulnerable position and asked for this to be resolved as a matter of urgency. A Governor undertook to raise this matter at the next meeting of the Community and Children's Services Committee.

The Board agreed that the Town Clerk, in consultation with the Headmaster, the Second Master and the Chairman and Deputy Chairman be granted delegated authority to sign off any amendments to the new Child Protection

Policy as soon as possible with the amended Policy then presented to the next full Board for information.

### **Mentoring of Year 11 Pupils at City Academy Islington**

Governors were informed that a 'mentoring scheme' had been established to provide support for Year 11 students from the Islington Academy. The Headmaster reported that Junior Sixth pupils from both CLS and CLSG would be supporting Islington Academy students in Mathematics and English in the run up to their GCSE examinations. Islington Academy students would be attending mentoring sessions at CLS for six consecutive weeks commencing this Thursday to assist them in their exam preparations. The Chief Commoner, as Chairman of the City of London Academy Islington, recorded his thanks to the School for their support in this area.

### **Masterclasses**

The Headmaster explained that CLS staff would be providing Masterclasses in Maths, English and Science on Saturdays for the rest of this term and the first Saturday of next - paid for by the Wolfson Foundation - for 6th Form Bursary holders who are joining CLS in September from state schools. He added that he had invited other students from a local Academy to attend these classes too.

### **Diamond Jubilee of Her Majesty the Queen**

The Board discussed a commemorative token for pupils and other members of the school community. Discussions took place as to whether a commemorative coin or a commemorative mug would be most suitable. Pictures of both were tabled.

It was agreed that a commemorative coin would be most suitable and durable. It was also highlighted that a commemorative coin had been issued to pupils in 1953.

### **CLS Staff Network Usage & Security Policy**

A Governor made the point that, in approving these policies, officers must ensure that the names and 'personal data' of individual pupils (such as which University they were planning to attend) were no longer published in public papers.

The Board went on to approve both the CLS Staff Network Usage and the Security Policy.

### **RESOLVED – That,**

- i) the Town Clerk, in consultation with the Headmaster, the Second Master and the Chairman and Deputy Chairman be granted delegated authority to sign off any amendments to the new Child Protection Policy as soon as possible with the amended Policy then presented to the next full Board for information; and
- ii) the CLS Staff Network Usage Policy be approved.

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



There were no questions.

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

There were no additional, urgent items of business for consideration.

**10. EXCLUSION OF THE PUBLIC**

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

<u>Item No</u>	<u>Exempt Paragraphs</u>
11	1, 3 & 4
12	-
13	-

**SUMMARY OF MATTERS CONSIDERED WHILST THE PUBLIC WAS EXCLUDED**

**11. NON-PUBLIC MINUTES**

The non-public minutes and summary of the meeting held on 28 November 2011 were approved and agreed as a correct record.

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

There were no questions raised in the non-public session.

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

The Headmaster raised an item relative to 13+screening at the School and the Chairman raised an item relative to the Chairmanship of the Board.

**The meeting closed at 1.15 p.m.**

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**CHAIRMAN**

**Contact Officer: Gemma Goulding**

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<b>Committee(s):</b> Board of Governors of the City of London School	<b>Date(s):</b> Tuesday 19th June 2012	<b>Item no.</b>
<b>Subject:</b> Appointment of Co-opted Governor		
<b>Report of:</b> Town Clerk	<b>Public</b>  <b>For Decision</b>	
<p><b><u>Summary</u></b></p> <p>This report requests that Governors formally consider the appointment of Lord Levene of Portsoken as a co-opted Governor of the Board for a three year-term following his retirement from the Court of Aldermen of the City of London Corporation.</p> <p><b><u>Recommendation</u></b></p> <p>Governors are asked to formally agree the appointment of Lord Levene of Portsoken onto the Board for a term of three years.</p>		

## **Main Report**

### **Background**

1. At its last meeting on 27 February, 2012, the Board agreed, in principle, that the co-opted vacancy created by the resignation of Mr Hodges be offered to Alderman Lord Levene once he had formally resigned from the Court of Aldermen.
2. Lord Levene officially retired from the Court in April 2012 and Governors are now therefore asked to formally approve his appointment as a co-opted Governor.
3. Following discussion, the Chairman, Deputy Chairman and Headmaster have all agreed to fully support this appointment.

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Committee(s):	Date(s):
Subject: Review of the Governance Arrangements implemented in 2011	Public
Report of: Town Clerk (on behalf of the Post Implementation Governance Review Working Party)	For Decision

### Summary

The Court has agreed that a Working Party should be established to undertake a post-implementation review of the revised governance arrangements agreed in March 2011 after twelve months of their operation, to take stock of the new governance arrangements and how they are working.

The purpose of this report, prepared on behalf of the Working Party, is to seek comments, if any, from each Committee on the governance arrangements introduced last year and the impact that they may have had on the operation of your Committee.

**Recommendation:** It is recommended that this Committee considers whether it wishes to make any representations to the Working Party on the revised governance arrangements in so far as it affects this Committee.

### Main Report

#### **Background**

1. The Court has agreed that a Working Party should be established to undertake a post-implementation review of the revised governance arrangements agreed in March 2011 after twelve months of their operation, to take stock of the new governance arrangements and how they are working.
2. For the purposes of clarification, this review is not, therefore, in relation to any new governance initiatives but is restricted to considering the operation and effectiveness of the revised arrangements implemented last year. A summary of the revised governance arrangements is contained Appendix A.

#### **Views on the Governance Arrangements**

3. The Working Party has agreed that the most effective and inclusive way of identifying whether there are any issues arising out of the operation of the revised arrangements is to seek the views of the various City Corporation Committees and all Members of the Court individually. This will enable

comments to be expressed in the context of the operation of the various Committees (including observations from non-City Corporation Members) and will also allow all Members to have their say individually and raise any points; all of which will help to inform the work of the Working Party.

4. The purpose of this report is to seek a view on whether any representations should be made to the Working Party on the revised governance arrangements in so far as they affect this Committee. All of the views expressed will be collated and submitted to a further meeting of the Working Party in September.

**Background Papers:**

Summary of the revised governance arrangements agreed by the Court of Common Council in March 2011.

**Appendix A: Summary of the revised governance arrangements**

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**Summary of the Governance Changes Implemented in April 2011**

Set out below are the changes agreed by the Court on 3 March 2011 which have been in operation since 1<sup>st</sup> April 2011.

**A. The Court of Common Council**

A1. Not less nine Court meetings are now held each year (reduced from eleven) and a short spring recess now takes place on an annual basis.

A2. At least two informal or private Member meetings (at which no decisions could be taken) are arranged each year. This is on the basis that they do not proceed if there is insufficient business;

A3. Any Member, provided that he or she has the support of twenty other Members, can requisition a report and/or a decision of any of the City Corporation's Committees for consideration and final decision by the Court of Common Council, provided that such action does not preclude a decision being taken and/or implemented that was necessary for legal reasons or for the efficient conduct of the City Corporation's business;

A4. Standing Order No.11 governing the conduct of debate in the Court of Common Council has been amended as follows:

- in addition to the current arrangements governing debate, a further provision be made enabling all Members to speak on a second occasion for no longer than two minutes; and
- should the mover of an amendment to a motion choose to speak for a second time (on the amendment), he or she shall be the penultimate speaker on the amendment (the mover of the original motion being the final speaker on the amendment).

A5. Standing Order governing the number of supplementary questions that may be asked has been amended so as to increase from two to three the number of other Members (ie not the Member asking the question) allowed to ask two supplementary questions provided that the supplementary questions arise naturally out of the original question and the answer to it;

A6. Standing Order has been amended so as to increase the time limit for putting and answering questions, including supplementary questions, from 30 minutes to 40 minutes;

A7. To avoid the period allocated for asking and responding to questions being taken up with issues concerned with awards, prizes and memorials, a regular item is now placed on the summons for meetings of the Court to enable such matters to be reported upon in writing.

## **B. Ward Committees (Paragraphs 28-35)**

B1. The Planning & Transportation, Port Health & Environmental Services, Markets, Finance and Community & Children's Services Committees remain as Ward Committees.

B2. All Wards are now able to choose whether or not to nominate a Member (or Members) to serve on Ward Committees rather than being obliged to nominate a Member (or Members) or 'pair' with another Ward;

B3. Where there are vacant or unfilled places on a Ward Committee by virtue of a Ward not making a nomination(s), the vacant or unfilled place can be advertised to all Members and filled by the Court;

B4. Any Ward having six or more Members can nominate up to two Members to a Ward Committee irrespective of whether a Ward has sides;

B5. In addition to the Chairman of the Policy & Resources Committee, the Deputy Chairman of the Policy & Resources Committee is now an ex-officio Member of the Finance Committee. This complements the current arrangement whereby the Chairman and Deputy Chairman of the Finance Committee are ex-officio Members of the Policy & Resources Committee;

B6. The remit of the Finance Committee has been widened to include performance monitoring and its terms of reference adjusted to reflect this. The performance monitoring was to be undertaken by the Estimates Working Party (EWP) or such body determined by the Finance Committee. (NB: Finance Committee subsequently agreed to dispense with EWP and created an Efficiency and Performance Sub-Committee to deal with this area of activity).

B6a. In addition to the above, the constitution of the Finance Committee was amended by the Court on 8 September 2011 to include the Chairman and Deputy Chairman of the Investment Committee, creating a reciprocal arrangement between the Policy and Resources, Finance and Investment Committees (see F2 and J4 below).

B7. All Wards that have 200 or more residents (based on the ward list) are able to nominate a maximum of two Members to the Community & Children's Services Committee; under this arrangement, the current provision for four Members to be elected by the Court, at least two of whom shall represent the main four residential wards, was discontinued; and

B8. The Community & Children's Services Committee was asked to consider giving oversight of its housing management activities (excluding the Barbican Estate) to a sub-committee (with power to act) to enable greater focus in that area. (NB: The Community & Children's Services Committee subsequently created the Housing Management Sub-Committee to oversee the City Corporation's housing activities).



### **C. Culture, Heritage and Libraries Committee**

C1. A new Culture, Heritage and Libraries Committee was established with responsibility for matters relating to culture, heritage, tourism and visitors including overseeing the development of policies and strategies in those areas. It also took on:

- the responsibilities of the Libraries, Archives & Guildhall Art Gallery Committee which ceased to exist;
- the various tourism, heritage and Benefices activities and responsibilities currently undertaken by the City Lands & Bridge House Estates Committee which also ceased to exist;
- oversight of the City Corporation's Visitor Strategy, the City of London Festival and the management of the City Information Centre from the Policy and Resources Committee; and
- the management of Keats House from the Keats House Management Committee. A Consultative Committee should continue to operate although the detailed arrangements would be a matter for the Culture, Heritage and Libraries Committee to determine.

### **D. City Lands and Bridge House Estates Committee**

D1. The City Lands and Bridge House Estates (CLBHE) Committee ceased to exist and its work merged with the work of other Committees, such as the new Culture, Heritage and Libraries Committee and the new Investment Committee. Other elements of CLBHE Committee's work was transferred to the Policy & Resources Committee and is managed by dedicated Sub-Committees. For example, the management of operational property is now undertaken by the Corporate Asset Sub-Committee and hospitality and Members' privileges activities are undertaken by the Hospitality Working Party and the Members' Privileges Sub-Committee both of which are chaired by the Chief Commoner.

D2. Where previously the CLBHE Committee would have hosted an event of City Corporation hospitality, the Chief Commoner now oversees the detail for that event in line with parameters set by the Hospitality Working Party. The number of Members to comprise the host element is also determined by the Hospitality Working Party on the basis of a rota maintained by the Town Clerk, together with other Members with a special connection with or interest in the guest organisation.

### **E. The office of Chief Commoner**

E1. Candidates for the office of Chief Commoner are nominated by not less than 10 other Members and he or she is elected by the whole Court of Common Council from amongst the Common Councilmen (the expectation is that Aldermen will not vote in the election for Chief Commoner);

E2. For 2011, the election of Chief Commoner was held in April and thereafter, the election is held in September of each year, prior to the successful candidate taking office in April, to enable a period of 'lead-in';

E3. The 'job description' for the office of Chief Commoner was approved as set out in Appendix attached;

E4. The Chief Commoner remains an ex-officio Member of the Policy and Resources Committee and is also Chairman of any sub-committees responsible for City of London Corporation hospitality and Members' privileges;

E5. Provision has been made in Standing Orders to enable the Chief Commoner to report on and speak to activities and responsibilities of the sub-committees referred to in E4 above in the Court of Common Council; and

E6. The Chief Commoner is not able to be Chairman of any City of London Corporation committee with the exception of the sub-committees referred to above. However, as with other chairmanships, the Chief Commoner is able to continue an existing chairmanship until the next meeting of the relevant committee when a new chairman shall be elected.

## **F. Investment Committee**

F1. This new non-ward committee was established. The Investment Committee has responsibility for managing and overseeing the City Corporation's property and non-property investments in accordance with approved strategies and policies;

F2. The Investment Committee comprises 14 Members elected by the Court of Common Council, 8 Members appointed by the Policy and Resources Committee from amongst all Members of the Court, together with the Chairmen and Deputy Chairmen of the Policy and Resources and the Finance Committees in an ex-officio capacity but with voting rights;

F3. The Investment Committee appoints and maintains two Boards, one for each investment area (property and non-property) for the purposes of detailed scrutiny and decision taking, with the Chairman of the Investment Committee is also able to be Chairman of one of the Boards;

F4. The Boards are empowered to co-opt people with relevant expertise or experience, including non-Members of the Court, to assist in their deliberations; and

F5. Provision has been made in Standing Orders to enable the Chairmen of both Boards to report on and speak to their respective activities and responsibilities in the Court of Common Council and to ensure that any decisions, especially those relating to property, are taken without undue delay.

## **G. Audit and Risk Management Committee**

G1. A new non-ward committee, Audit and Risk Management was with responsibility for the City Corporation's activities and responsibilities in these areas (with the Finance Committee relinquishing its current responsibilities for audit and risk); and

G2. The Audit and Risk Management Committee shall comprise 9 Members elected by the Court of Common Council, 3 external Members (ie non-Members of the Court of Common Council), the Chairman and Deputy Chairman of the Finance Committee (ex-officio with no voting rights) and a representative of the Policy and Resources Committee also in an ex-officio capacity with no voting rights.

G3. The Deputy Chairman of Audit and Risk is not able to be Chairman of another committee.

## **I. Open Spaces Committees**

I1. The management of the City Corporation's open spaces is now maintained by three Non-Ward Committees, as follows:-

(i) Open Spaces, City Gardens and West Ham Park Committee comprising 8 Members elected by the Court of Common Council together with the Chairmen and Deputy Chairmen of the Hampstead Heath, Highgate Wood and Queen's Park and the Epping Forest and Commons Committees (see below) in an ex-officio capacity. The Committee is responsible for setting overall strategy for the operation of the City Corporation's open spaces and for the management of City Gardens. It is also responsible for the management of West Ham Park. This area of work is undertaken separately from the Committee's other business and the Committee's composition includes 4 representatives nominated by the Heirs-at-Law of the late John Gurney, 1 representative nominated by the Parish of West Ham and 2 representatives nominated by the London Borough of Newham;

(ii) Hampstead Heath, Highgate Wood and Queen's Park Committee comprising at least 12 Members elected by the Court of Common Council together with the Chairman and Deputy Chairman of the Open Spaces, City Gardens and West Ham Park Committee (see above) in an ex-officio capacity. The Committee is responsible for the management of Highgate Wood and Queen's Park. It is also responsible for the management of Hampstead Heath with this area of work being undertaken separately from the Committee's other business. The composition of the Committee includes at least 6 external representatives which must include 1 representative of the London Borough of Barnet, 1 representative of the London Borough of Camden, 1 representative of the owners of Kenwood lands and 3 persons representing local, ecological, environmental or sporting interests; and

(iii) Epping Forest and Commons Committee comprising 12 Members of the Court of Common Council including 10 Members elected by the Court of Common Council together with the Chairman and Deputy Chairman of the Open Spaces, City Gardens and West Ham Park Committee (see above) in an ex-officio capacity, to be responsible for the management of Burnham Beeches and the City Commons. The Committee also manages Epping Forest and this area of work is undertaken separately from the Committee's other business. The composition of the Committee includes 4 Verderers elected or appointed pursuant to the Epping Forest Act 1878. If the Chairman and/or Deputy Chairman of the Open Spaces, City Gardens and West Ham Park Committee are already Members of the Epping Forest and Commons

Committee in their own right, the vacancy(s) are filled by the Court of Common Council.

## **J. Policy and Resources and Police Committees and the Boards of the Governors of the City Schools (Paragraphs 69-81)**

### Policy and Resources Committee (Paragraphs 69-74)

J1. Of the five vacancies that becomes available on the Policy Committee each year, one place is now reserved for a Member with less than 10 years' service on the Court, resulting in at least four places on the Committee for Members with less than 10 years' service at the time of their appointment;

J2. In view of the synergies between the work of the Energy Working Party (previously of the City Lands and Bridge House Estates Committee) and the Sustainability Working Party (of the Policy and Resources Committee), the work has been merged and transferred to the Policy Committee and is operated through a dedicated Sub-Committee (the Energy and Sustainability Sub-Committee) whose membership can be drawn from the whole Court;

J3. The Policy and Resources Committee is responsible for providing additional scrutiny, oversight and challenge for the management of major projects and programmes of work, including, amongst other things, considering all proposals for capital and supplementary revenue projects (including those which may be funded from external sources), and determining, at detailed options appraisal stage, whether projects should be included in the capital and supplementary revenue programme as well as the phasing of any expenditure. This work is undertaken by a dedicated sub-committee, the Projects Sub-Committee, which comprises 3 Members appointed by the Policy and Resources Committee, 2 Members appointed by the Finance Committee. The Projects Sub-Committee is also able to co-opt 2 further Members from the Court of Common Council with relevant experience.

J4. The Policy & Resources Committee was asked to review its various ex-officio appointments. A review was subsequently undertaken and the outcome reported to the Court on 8 September 2011. Whilst it was felt that the current ex-officio places were still relevant, the Court acknowledged that culture was an area which over the years had become more prominent and which also had substantial resource implications. It was therefore agreed that the Chairman of the new Culture, Heritage and Libraries Committee should become an ex-officio Member of the Policy Committee. Similarly, the development and management of the City Corporation's investment portfolio (property and non-property) was considered to be of great significance and the Court also agreed that the Chairman and Deputy Chairman of the Investment Committee should also serve as ex-officio members, creating a reciprocal arrangement between the Policy and Resources, Finance and Investment Committees.

### Police Committee

J5. For the purposes of continuity the length of service of the Chairman of the Police Committee was extended to a term not exceeding four years;

J6. The current restriction whereby no Member of the Court of Common Council is eligible to serve on the Police Committee until such time as they have served a minimum of two years on the Court, should be removed (NB: The constitution of the Police Committee has been reviewed since the governance review).

Boards of Governors of the City of London School, the City of London School for Girls and the City of London Freeman's School (Paragraphs 79-81)

J7. The three City School Boards were recommended to consider establishing a Working Party comprising key Members from each Board such as the Chairmen and Deputy Chairmen, to discuss important issues that may be of common interest, for example pay awards.

J8. The restriction whereby no Member can serve on more than one Board of Governors was removed.

**K. Service on City Corporation Committees and Outside Bodies**

Reserving places on Non-Ward Committees for 'newer' Members

K1. With the exception the Policy and Resources Committee which has separate arrangements, 10% of places (where 10% results in a fraction it should be rounded down, subject to at least one place being reserved on every non-Ward Committee for a Member falling in to this category) on all elected committees are reserved for Members with less than 5 years' service at the time of their appointment.

Limiting the number of Grand Committees on which a Common Councilman can serve at any one time

K2. The number of grand committees on which a Common Councilman can serve at any one time (excluding appointments or nominations to committees in an ex-officio capacity) is limited to no more than eight.

Limiting the number of Outside Bodies that a Member can serve on

K3. The number of outside bodies that a Member can serve on at any one time (excluding appointments that are by virtue of Office or in an ex-officio capacity) is limited to no more than six. If a vacancy cannot be filled from the Common Council, then such vacancy can be filled by non-Members, including officers on the basis that there are no issues of major concern to the work of the City Corporation likely to arise;

K4. Appointments to outside bodies are made by the Court of Common Council at meetings other than the meeting at which the appointment of Committees is undertaken.

**L. Other Committee Issues**

Publishing data of attendance by Members at Committee Meetings

L1. Data relating to the attendance of Members at committee, sub-committee and Court meetings was to be more accessible and placed on-line on the City Corporation's website provided that the figures are put in context (ie

attendances should be shown together with the actual number of opportunities to attend).

#### Submission of supporting statements

L2. Members seeking election as Chairmen and Deputy Chairmen of committees are now able voluntarily to submit a statement of no more than 300 words in support of their candidature in advance of the meeting at which the election is to be held.

#### Frequency of Committee meetings

L3. The frequency of Committee meetings be reviewed and determined by individual Committees, as was presently the case.

#### Sub-Committees, Working Parties and 'Workshop' style meetings

L4. The constitutional position of sub-committees and working parties and informal 'workshop' style meetings or Member and officer working groups was noted and the Court requested that all Committees review their current arrangements to ensure that they conform to the principles outlined; and

L5. The concept of informal 'workshop' style meetings in appropriate circumstances was accepted in order to improve communication and increase interaction, particularly between Members and officers, at an early stage in major complex, costly or contentious proposals.

#### Committee Papers and Minutes

L6. Committee reports, minutes and papers are to be concise and to the point and that no late papers should be dispatched without the relevant Committee Chairman's consent having first been obtained;

L7. Agendas, reports and other papers shall continue to be dispatched in hard-copy, but greater use of electronically circulated papers be made; and

L8. A standard of seven working days after the Court of Common Council or Committee meetings should be set within which officers will seek to circulate the draft minutes to all Members (or Members of the relevant Committee).

#### Outgoing Chairmen

L9. In addition to the above it was subsequently agreed that in order to assist with arrangements for the election of a deputy chairman, outgoing Chairmen should be required to give notice of their intention to stand down.

### **M. Terms of Reference, Delegations and Standing Orders**

M1. A scheme for the Appointment of Members on Committees and Terms of Reference for the City of London Corporation Committees was approved as set out in Appendix B;

M2. The Framework for Accountability and Delegation approved by the Court in January 2005 was endorsed and individual Committees asked to review delegations to officers to ensure that they are appropriate and relevant.

M3. Revised Standing Orders were agreed and the Town Clerk authorised, in consultation with the Chairman and Deputy Chairman of the Policy and Resources Committee, to make any necessary consequential changes to Standing Orders to take account of the decisions relating to the new governance arrangements.

#### **N. Post Implementation Review**

N1. Subject to the Court approving these new arrangements, a post-implementation review be undertaken after 12 months of their operation, with the membership of the working party being agreed by the Court, in order to take stock of the new governance arrangements and how they are working. This would include the operation of the Policy and Resources Committee. The Court subsequently approved the membership of the Post-implementation Review of the Governance Working Party on 8 September 2011.

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<b>Committee(s): Board of Governors of the City of London School</b>	<b>Date(s): 19 June 2012</b>	<b>Item no.</b>
<b>Subject: Risk Register 2012</b>	<b>Public</b>	
<b>Report of: The Headmaster</b>	<b>For Decision</b>	
<p><b>Summary</b></p> <p>The School’s Risk Register has been reformatted in accordance with the City’s new Risk Management Framework and the current register is attached.</p> <p>The School does not currently have any “red risks” – i.e. risks that are unlikely to be acceptable and which require constant monitoring and further mitigation. There are a total of 7 “amber risks” and 4 “green risks” which will appropriately monitored. Two risks have been “downgraded” since the register was last approved by Governors and a further risk has been deleted.</p> <p><b>Recommendation</b></p> <p>Governors are asked to review and, if thought fit, approve the School’s current risk register.</p>		

## **Background**

1. The School’s senior staff regularly review the various risks which the School faces and their potential consequences. They consider ways in which these risks can be mitigated and allocate responsibility for each of them to particular members of staff.
2. The School’s risk register was last reviewed and approved by the Board of Governors at their meeting on 11 October 2011.
3. Since the School’s Risk Register was last approved by the Board of Governors, the Audit and Risk Management Committee has agreed a revised Risk Management Framework which is contained within the Risk Management Handbook. A primary objective of the new framework was

to create change to encourage a risk management culture which supports the effective and consistent management, reporting and escalation of risk.

4. The new framework introduces a new format for risk registers which is standard across the City Corporation and which assists with the management of risk at both a departmental and corporate level.
5. The risk assessment process combines an evaluation of impact and likelihood to generate a risk status of red (high), amber (medium) or green (low). The following principles are recommended in considering risks and their mitigating actions:
  - a) Red risks are unlikely to be acceptable, requiring constant monitoring and further mitigation.
  - b) Amber risks require monitoring at least quarterly and consideration should be given to further mitigation
  - c) Green risks require less frequent monitoring, opportunities to improve efficiency through less stringent mitigating actions may be considered.

### **Overview of Current Risk Register**

6. The current risk register contains no red risks, 7 amber risks and 4 green risks. All risks are monitored regularly with particular attention paid to the amber risks. The School believes that it has taken all practical steps to mitigate the possible adverse consequences of these risks.
7. Compared with the register approved by the Board of Governors on 11 October 2011 the main changes are:
  - i) **Risk 6 – prolonged and widespread economic downturn**

This has been down graded from a red to an amber risk. This is because although the economic situation remains uncertain the School has, in recent years, not experienced major problems with either recruitment or retention despite adverse economic conditions. In particular, at this point in time the School is confident that the budgeted number of pupils for the 2012/13 academic year – i.e. 911 – will be achieved. This situation will be kept very carefully under review by the Director of Finance who is the “risk owner”.

ii) **Risk 7 – industrial action interfering with smooth running of the School**

This has been down graded from an amber to a green risk. This is because (i) a new pension agreement has been reached for teaching staff and (ii) only relatively small numbers of teaching and support staff participated in the last day of industrial action on 30 November 2011 and the contingency arrangements employed by the School worked very effectively. This situation will be kept very carefully under review by the Headmaster who is the “risk owner”.

iii) **Deleted Risk – the possible construction of River Park pavilions immediately outside the School**

This has been deleted from the risk register because the River Park project will not be proceeding.

### **Conclusion**

8. In consultation with the City Corporation’s Audit and Risk Management team the School’s Risk Register has been reformatted in accordance with the City Corporation’s new Risk Management Framework and Governors are asked to review and, if thought fit, approve the current Risk Register.

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# City of London Corporation

## City of London School Risk Register

May 2012

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<b>CLS Department Risk Register</b>	<b>Owned By</b>	Phillip Everett	<b>Version</b>	3
	<b>Administered By</b>	Phillip Everett	<b>Date</b>	16/5/12

# Summary Risk Register

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
1	↔	Crisis event – e.g. terrorist incident – or pandemic and impact on service delivery	Second Master	Critical Incident Plan, Influenza Pandemic Contingency Plan and Arson Policy School	Possible	Moderate	<b>Amber</b>	Follow existing procedures.  School access and operational plan developed for 2012 Olympics and Paralympics.  Access to building reduced during summer holidays – reduced programme of refurbishment.
2	↔	Failure to maintain and improve academic standards	Director of Studies	Review, monitoring and development. HMC has accepted the School's response to ISI.	Rare	Major	<b>Amber</b>	New monitoring systems in place and plans to investigate assessment underway.
3	↔	Major failure of Health and Safety procedures, including Educational Visits and Food Hygiene, resulting in fatality or serious accident/illness.	Second Master	Adherence to H&S Policy. Trips and Visits Guidance and Food Hygiene Regulations. Safety Assurance Inspections and Catering Audits	Rare	Major	<b>Amber</b>	In forthcoming tender of school catering contract ensure that H&S and other quality issues are properly addressed

## Summary Risk Register

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
4	↔	Major disruption to public transport system making access to school difficult for all stakeholders	Assistant Headmaster	Identification and publication of alternative access routes, School Travel Plan, IT communication strategies and various marketing initiatives	Likely	Moderate	Amber	School access and operational plan developed for 2012 Olympics and Paralympics
5	↔	Major failure of Child Protection Procedures	Second Master	Adherence to Child Protection Policy, Criminal Record Bureau Checks, training and Second Master's membership of Hackney and City Safeguarding Board	Rare	Major	Amber	In forthcoming tender of school catering contract ensure that Child Protection issues are properly addressed
6	↓	Prolonged and widespread economic downturn	Director of Finance	Maintain proactive marketing, maximum use of funds available for widening access and hardship cases, keeping fees at competitive levels	Likely	Moderate	Amber	Although both recruitment and retention have remained at high levels in recent years the situation will be kept under constant review
7	↓	Industrial Action interfering with smooth running of the School	Headmaster	Plan arrangements for covering lessons. Maintain good channels of communication with union representatives.	Rare	Moderate	Green	Respond effectively to any future instances of industrial action
8	↔	Failure to develop external communications including with feeder schools	Headmaster	Marketing, publications and extensive outreach programme	Rare	Moderate	Green	Maintain and develop existing good relationships with a wide number of feeder schools

## Summary Risk Register

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
9	↔	Failure to maintain and operate reliable and efficient IS systems	Director of Staff Development and IT	Strategic planning for the development of IS services – in particular newly formed IS Steering Group Appropriate security policies and procedures to minimise possibility of data leakage and/or corruption.	Possible	Moderate	<b>Amber</b>	Continue to implement findings of recent IT review by Sayer Vincent
10	↔	Failure to recruit and retain high quality teaching and support staff	Headmaster	Maintenance of attractive terms and conditions, training and regular appraisal	Rare	Moderate	<b>Green</b>	Particular issue may arise if it is necessary to recruit for “shortage subjects” where attractive packages will need to be offered
11	↔	Inadequate resources and facilities to allow delivery of service and maintenance of reputation	Director of Finance	Review and development Effective budgeting – including regular meetings with Heads of Department Timely and accurate financial information Proper financial controls	Rare	Moderate	<b>Green</b>	Continue to apply existing controls



## Risk Supporting Statement [risk ref 1]

<b>Risk</b>	Crisis Event	<b>Status</b>	<b>Amber</b>
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<b>Detail</b>	Crisis event – e.g. terrorist incident – or pandemic and impact on service delivery	<b>Previous Status</b>	<b>Amber</b>
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<p><b><u>Specific Issues</u></b></p> <p>Increased risk of event during 2012 Olympics and Paralympics          Reduced timetable and extracurricular activities</p>	<p><b><u>Mitigating Actions</u></b></p> <p>Critical Incident Plan          Influenza Pandemic Contingency Plan          Arson Policy          School access and operational plan developed for 2012 Olympics and Paralympics</p>
<p><b><u>Summary</u></b></p> <p>Although increased risk during 2012 Olympics and Paralympics this is not considered to alter risk status because (i) an access and operational plan has been developed and (ii) only a few days of the events coincide with school term.</p>	

## Risk Supporting Statement [risk ref 2]

<b>Risk</b>	Failure to maintain and improve academic standards	<b>Status</b>	<b>Amber</b>
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<b>Detail</b>	Failure to maintain and improve academic standards	<b>Previous Status</b>	<b>Amber</b>
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<p><b><u>Specific Threats/Issues</u></b></p> <p>Damage to reputation Loss of fee income Recruitment difficulties</p>	<p><b><u>Mitigating Actions</u></b></p> <p>Review, monitoring and development A new monitoring system for books is in place and an investigation of the latest assessment methods is underway.</p>
<p><b><u>Summary</u></b></p> <p>Although such a failure is highly unlikely it remains an amber risk because of the major impact which any such failure would have on the School.</p>	

## Risk Supporting Statement [risk ref 3]

<b>Risk</b>	Major Failure of Health and Safety Procedures	<b>Status</b>	<b>Amber</b>
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<b>Detail</b>	Major failure of Health and Safety procedures, including Educational Visits and Food Hygiene, resulting in fatality or serious accident/illness.	<b>Previous Status</b>	<b>Amber</b>
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<p><b><u>Specific Threats/Issues</u></b>          Damage to reputation          Loss of fee income          Failure to care for pupils          Catering Contract Renewal</p>	<p><b><u>Mitigating Actions</u></b>          Adherence to H&amp;S policies          Trips and Visits Guidance            Safety Inspection Audits          Ensure Health and Safety issues in particular and Quality issues in general are appropriately addressed during tender</p>
<p><b><u>Summary</u></b>          Although the likelihood of a major failure of Health and Safety Procedures is extremely low this remains an amber risk due to the major impact which any such failure would have on the School</p>	

## Risk Supporting Statement [risk ref 4]

<b>Risk</b>	Major Disruption to Public Transport	<b>Status</b>	<b>Amber</b>
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<b>Detail</b>	Major disruption to public transport system making access to school difficult for all stakeholders	<b>Previous Status</b>	<b>Amber</b>
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<p><b><u>Specific Threats/Issues</u></b>                  Disruption to School Life</p> <p>Recruitment difficulties</p> <p>Will be major disruption during the 2012 Olympics and – to a lesser degree – during the 2012 Paralympics</p>	<p><b><u>Mitigating Actions</u></b>                  Identification and publication of alternative access routes</p> <p>School Travel Plan. School Access and Operational Plan developed for 2012 Olympics and Paralympics</p> <p>IT communication strategies and various marketing initiatives</p>
<p><b><u>Summary</u></b>                  Although there will inevitably be major disruption during 2012 Olympics and Paralympics this is not considered to alter risk status because (i) an access and operational plan has been developed and (ii) only a few days of the events coincide with school term.</p>	

## Risk Supporting Statement [risk ref 5]

<b>Risk</b>	Major Failure of Child Protection Procedures	<b>Status</b>	<b>Amber</b>
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<b>Detail</b>	Major Failure of Child Protection Procedures	<b>Previous Status</b>	<b>Amber</b>
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<p><b><u>Specific Threats/Issues</u></b></p> <p>Damage to reputation</p> <p>Loss of fee income</p> <p>Catering contract renewal</p> <p>Adverse effects upon pupil behaviour, examination performance and results</p>	<p><b><u>Mitigating Actions</u></b></p> <p>Adherence to Child Protection Policies</p> <p>Criminal Record Bureau Checks</p> <p>Ensure Child Protection issues are properly addressed during tender</p> <p>Staff Training</p>
<p><b><u>Summary</u></b></p> <p>Although a major failure of Child Protection policies is highly unlikely this remains an amber risk due to the major impact which any such failure would have on the School.</p>	

## Risk Supporting Statement [risk ref 6]

<b>Risk</b>	Prolonged and Widespread Economic Downturn	<b>Status</b>	<b>Amber</b>
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<b>Detail</b>	Prolonged and Widespread Economic Downturn	<b>Previous Status</b>	<b>Red</b>
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<p><b><u>Specific Threats/Issues</u></b>          Loss of fee income due to reduced number of applicants and lower retention rates – especially at the end of the Fifth Form.</p> <p>School may need to “fill up” with boys who are less academically able.</p>	<p><b><u>Mitigating Actions</u></b>          Maintain proactive marketing</p> <p>Maximum use of funds available to widening access and hardship cases</p> <p>Keeping fees at competitive levels</p>
<p><b><u>Summary</u></b>          A prolonged and widespread economic downturn is still likely. However, the School’s recruitment and retention have remained very good in recent years despite difficult economic conditions. Therefore, this risk has been downgraded from red to amber status. The School will, of course, remain very vigilant in these difficult economic times.</p>	

## Risk Supporting Statement [risk ref7]

<b>Risk</b>	Industrial Action by Staff	<b>Status</b>	<b>Green</b>
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<b>Detail</b>	Industrial action interfering with the smooth running of the School	<b>Previous Status</b>	<b>Amber</b>
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<p><b><u>Specific Threats/Issues</u></b>          Current concerns of both teaching and public sector unions mean that industrial action is likely in the near future          Impact on teaching and learning          Impaired ability to cover all classes          Recruitment and retention issues</p>	<p><b><u>Mitigating Actions</u></b>          Plan arrangements for covering lessons          Maintain good channels of communication with union representatives</p>
<p><b><u>Summary</u></b>          Although industrial action occurred on 30 November 2011 it is not expected to reoccur to the same extent in the foreseeable future as a new pension agreement for teaching staff has been reached. Action by support staff is easier for the School to deal with in the short-term than action by teaching staff. It is also noted that only relatively small numbers of staff have chosen to take industrial action on recent dates of national action.</p>	

## Risk Supporting Statement[risk ref 8]

<b>Risk</b>	Failure to develop External Communication	<b>Status</b>	<b>Green</b>
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<b>Detail</b>	Failure to develop external communications including with feeder schools	<b>Previous Status</b>	<b>Green</b>
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<p><b><u>Specific Threats/Issues</u></b>          Recruitment problems          Reduced numbers in school and/or reduced academic ability of intake</p>	<p><b><u>Mitigating Actions</u></b>          Marketing          Publications            External outreach programme          Personal relationships</p>
<p><b><u>Summary</u></b>          The School has built up good relationships with a wide variety of feeder schools and external sponsors and will continue to seek to do so</p>	



## Risk Supporting Statement[risk ref 9]

<b>Risk</b>	Failure to maintain IS systems	<b>Status</b>	<b>Amber</b>
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<b>Detail</b>	Failure to maintain and operate reliable, secure and efficient IS systems	<b>Previous Status</b>	<b>Amber</b>
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<p><b><u>Specific Threats/Issues</u></b>          Unreliable and inefficient IS services impeding delivery of core administrative and academic functions</p> <p>Data leakage leading to damage to reputation and possible legal action.</p> <p>Data corruption leading to failure of core administrative and academic processes.</p>	<p><b><u>Mitigating Actions</u></b>          Strategic planning for the development of IS services – in particular newly formed IS Steering Group</p> <p>Appropriate security policies and procedures to minimise possibility of data leakage and/or corruption.</p>
<p><b><u>Summary/Further Action</u></b>          The IS Steering Group will plan the strategic development of IS services and resources to meet the needs of the School. It is clear that the risks associated with a significant failure in IS systems would be great. This is an area of constant attention by the Director of ICT and by the SMT.</p>	

## Risk Supporting Statement [risk ref 11]

<b>Risk</b>	Failure to recruit and retain High Quality Staff	<b>Status</b>	<b>Green</b>
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<b>Detail</b>	Failure to recruit and retain high quality teaching and support staff	<b>Previous Status</b>	<b>Green</b>
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<p><b><u>Specific Threats/Issues</u></b></p> <p>Erosion of teaching standards leading to damage to reputation and loss of income</p> <p>Decline in staff morale</p> <p>School Location and implications for staff travelling time and costs</p>	<p><b><u>Mitigating Actions</u></b></p> <p>Maintenance of attractive terms and conditions</p> <p>Training and regular appraisal</p>
<p><b><u>Summary/Further Action</u></b></p> <p>Difficulties can particularly be experienced in some “shortage subjects” and it is particularly important to be able to offer an attractive pecuniary and non-pecuniary package in these instances</p>	

## Risk Supporting Statement [risk ref 11]

<b>Risk</b>	Inadequate Resources and Facilities	<b>Status</b>	<b>Green</b>
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<b>Detail</b>	Inadequate resources and facilities to allow delivery of service and maintenance of reputation	<b>Previous Status</b>	<b>Green</b>
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<p><b><u>Specific Threats/Issues</u></b></p> <p>Insufficient financial resources to provide appropriate facilities</p> <p>Failure to plan ahead and anticipate future requirements</p>	<p><b><u>Mitigating Actions</u></b></p> <p>Proper financial controls          Regular review of financial performance          Review of budgets in the light of actual performance and changing priorities          Value for money reviews          School Strategic Plan drawn up annually and reviewed regularly during the year          Zero based budgeting with top level reviews with all major budget holders</p>
<p><b><u>Summary/Further Action</u></b></p> <p>The School will continue to seek to ensure that it has adequate resources and facilities.</p>	

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<b>Committee(s):</b> Board of Governors of the City of London School	<b>Date(s):</b> 19 June 2012	<b>Item no.</b>
<b>Subject: Headmaster as Chair of the Local Governing Body of ARK Bentworth Primary Academy</b>	<b>Public</b>	
<b>Report of: The Headmaster</b>	<b>For Decision</b>	
<b><u>Summary</u></b>		
<p>This report seeks endorsement from the Board of Governors for the Headmaster to become the Chairman of the Board of Governors at Bentworth Primary School in White City. It also seeks the support of the Board to include Bentworth Primary School in the City of London School’s (CLS) outreach programme.</p> <p>Bentworth is an underperforming primary school. The governing body and local authority approached ARK at the end of last year to discuss converting to academy status in September 2012. The Headmaster has been invited to become the Chairman of the ARK Bentworth Primary Academy governing body. This is an individual appointment and is not linked to the CLS or the City Corporation.</p> <p>CLS will, however, become more involved with Bentworth as it is anticipated that several CLS alumni will become governors and this report seeks the support of the Board to include Bentworth in its outreach programme. This will see CLS pupils mentoring pupils at the academy.</p> <p><b>Recommendations</b></p> <p>It is proposed that the Board of Governors:-</p> <ul style="list-style-type: none"> <li>• Endorse the appointment of the Headmaster as Chairman of the Board of Governors of Bentworth Primary School; and</li> <li>• Supports the inclusion of Bentworth Primary School in the City of London School outreach programme.</li> </ul>		

## Main Report

### **Background**

1. Bentworth School is a 1 form entry primary school serving a diverse community in White City. Around half of its pupils are eligible for free school meals and 64% speak English as an additional language. Despite being rated 'Good' by Ofsted in April 2010, attainment was rated 'Satisfactory' and has continued to decline at key stage 1 and key stage 2 over a number of years. In 2011, only 60% of pupils achieved at least a level 4 in English and maths. Following considerable research into the options available and local consultation, the local authority and the governing body concluded that becoming an ARK academy provided the best opportunity for delivering sustainable improvement in standards at Bentworth.
2. From September 2012 Bentworth will become an ARK academy, following a consultation process involving governors, parents, pupils, staff and the local community. Created in 2004, ARK Schools is an education charity and academy sponsor which works with the Department for Education and local authorities to create inner city schools under the academies programme. Its schools are non-selective, non-denominational and community focused. These schools are generally established in deprived urban areas and attract a high proportion of pupils on free school meals.

### **Headmaster's role**

3. With the endorsement of the Board, the Headmaster will become the founding partner's representative of the school in an individual capacity and not linked to the City Corporation. As an individual sponsor the Headmaster would not be able to provide the financial or back office support functions that an established schools operator and academy sponsor, such as ARK, would provide. These relate to school improvement and monitoring as well as school business support systems such as payroll, insurance, pension funding and administrative support, and building maintenance functions to name a few. The hedge fund, Brevan Howard, has therefore agreed to donate £250,000 to ARK. The Headmaster would be their representative on the local governing body.

4. As a member of the School Commissioner's Task Force, set up to encourage independent schools to adopt failing state-maintained primary schools converted to academies, the Headmaster understands the expectations being placed on independent schools to support other schools. As the outgoing Chairman of the Headmasters and Headmistresses Conference (HMC) this opportunity would represent a positive move for the independent sector and be fully in-line with the Government's ideology for school improvement.
5. As the Chair of the Local Governing Body, the Headmaster, jointly with the ARK Schools Director of Education, will provide strategic oversight of the school, including school's new Headmaster, and ensure the governing body provides support and critical challenge to the academy's senior leadership team to ensure a rapid improvement in standards. The governing body will meet at least six times a year and the Chair will also attend meetings at the central ARK office once a term. The exact time commitment will vary but is estimated to be around a day a month.

### **Impact on the City Corporation**

6. To avoid any reputational risk to the City Corporation as a result of the Headmaster's role as Chairman of the governing body, ARK is preparing an agreement between itself and Brevan Howard that will codify the Headmaster's responsibilities as a Chair and of Brevan Howard's as a donor and founding partner. This will make it clear that the role is separate to his role as Headmaster of the CLS. The Comptroller and City Solicitor will be invited to comment on the agreement to ensure that the City Corporation is satisfied with the arrangements.
7. Whilst the City Corporation is not seeking to sponsor this school, it does support the improvement of educational opportunities across London. The Headmaster's sponsorship, although separate from his role with the City Corporation, compliments the City Corporation's educational ethos.
8. There will be an indirect link to the City Corporation, separate to the Headmaster, as several CLS alumni are being considered to sit on Bentworth's governing body.
9. The Headmaster has been made aware that the City Corporation's insurance policy will not cover him when performing functions associated with Bentworth. ARK has comprehensive governors liability and trustees indemnity insurance. Its policy also includes libel and slander as well as personal accident insurance. The Comptroller and City

Solicitor has been made aware of this insurance policy and is satisfied that it will effectively cover the Headmaster.

10. It is expected that, because of the infancy of the role and the need to ensure that Bentworth's leadership and governance structures meet regulatory requirements, there will be an impact on the Headmaster's time during school hours. It is expected to be less than the constraints imposed on the Headmaster and the school when he was Chairman of HMC. The Headmaster is confident that the senior leadership team will be able to absorb the pressures that this will bring to the school and a separate report on how the school intends to manage this is also being presented to this Board.

### **Outreach programme**

11. The CLS operates a successful outreach programme that involves pupils mentoring students in other schools and centres, including Coin Street in Lambeth. However, since the establishment of their own recreational centre, Coin Street has terminated the homework and mentoring programme. It is proposed that the same programme will be undertaken at Bentworth.

### **Consultees**

12. The Town Clerk, Comptroller, Chamberlain, the Chairman and Deputy Chairman of the CLS Board of Governors have been consulted in the preparation of this report.

### **Conclusion**

13. The Headmaster has the opportunity to become the founding partner's representative and chair of the Local Governing Body of ARK Bentworth Primary Academy in White City, alongside the hedge fund Bevan Howard. Whilst it is recognised that this will have an impact, albeit minimal, on his duties as Headmaster at CLS, it is believed that the school will be able to absorb these additional pressures.

14. CLS will have a more direct link to Bentworth subject to the Board supporting the inclusion of Bentworth in the school's outreach programme, which will see CLS pupils acting as mentors to Bentworth students.



15. In addition, the Headmaster's role is in thinking with national government education policy, which could have a positive indirect effect on the City Corporation.

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<b>Committee(s):</b> City of London School	<b>Date(s):</b> 19 June 2012	<b>Item no.</b>
<b>Subject:</b> PUBLIC REPORT OF THE HEADMASTER		
<b>Report of:</b> Mr David Levin, Headmaster	<b>Public For Information</b>	
<b>Ward (if appropriate):</b>		
<p><b><u>Executive Summary</u></b></p> <ul style="list-style-type: none"> <li>• Curriculum Matters</li> <li>• Staff Departures July 2012</li> <li>• Staff Arrivals September 2012</li> <li>• Internal Appointments</li> <li>• Means Tested Scholarships to September 2012 entrants</li> <li>• September 2012 Admissions</li> <li>• Improvements to the School's Upper Playground</li> <li>• School Cleaning</li> <li>• Health and Safety Matters</li> <li>• Child Protection Issues</li> </ul>		

## **Main Report**

### **1. Curriculum Matters**

An Academic Planning Committee (APC) has continued to meet over the last three terms to review curriculum and academic matters.

A review of the Curriculum from Old Grammar to Third Form has taken place. Old Grammar will have one fewer Maths lesson (still having four) and one fewer Music lesson and hence, one more Science and RS (giving RS parity with the other humanities – Geography and History). The First Form and Old Grammar will still have a choir period, but not as two entire year groups altogether. The Third Form PHSE Programme is going to move to the tutor periods and Swimming will now return to the Third Form.

Our existing 'Yellow Slip' system has been made electronic, so staff can report missing or poor work to tutors and Deputy Heads of Year. There is also the option to use it for repeated disorganisation and other issues, with teacher discretion being allowed, indeed encouraged. Each year has its own way of responding to the number of Yellow Slips, with some having Catch Up Clubs and other Heads of Year feeling that three slips merit a school detention. This has been most successful in ensuring that boys are applying themselves fully to their academic work and not

developing bad work habits. Obviously, the ideal would be that all boys do homework the night it is set (if appropriate) and should certainly always 'clear the decks' over a weekend.

At present there are discussions to trial a 'Red Slip' system to report repeated misbehaviour in the OG – Second Forms. This is under development and consideration.

The APC also looked at the reporting and grading cycle. We intend to alter reporting in the GCSE years – Fourth and Fifth Form – going from a two Parents' Evening and four reports schedule across the two years to a three Parents' Evening and three reports schedule.

Reporting and grading in the Fourth Form will now consist of:

- Grade card in October;
- Common tests in late November;
- First Fourth Form Parents Evening in December (but no end of term report);
- Second Fourth Form Parents' Evening early in the summer term;
- May half term grade card;
- Summer exams followed by an end of Fourth Year report;

Reporting and grading in the Fifth Form will henceforth comprise:

- October grade card;
- End of Autumn Term report;
- Mock exam results followed by a Parents' Evening in January preceded by an AS Choices Curriculum Address by the Director of Studies;
- Final report at the end of the Spring Term.

This new schedule should emphasise the importance of the GCSE years and the need for good habits, constant review and a clear appreciation of the importance of GCSE grades in admission to a prestigious University.

The APC will now review the GCSE and A Level years' curriculum. We shall also use The Cambridge Assessment Higher Education Research Programme Paper to help ensure that the Sixth Form to University transition proceeds without a skills gap.

## **2. Staff Departures – July 2012**

Mr Richard Blanch	Retirement
Mr Peter Brooke (History/Politics)	To take up a full-time place at KCL to study for a PhD.
Mr R Hubbard (Mathematics)	Retirement
Ms Elspeth Morgan (German with French)	On maternity leave until late summer term 2013.

Mrs Karen Sage (Alumni Relations Officer) To live abroad

### 3. Staff Arrivals July 2011

Ms Nirmala Bigden (Mathematics) from Merchant Taylors' School

Mr Matthew Chataway (History & Politics) from Haydon School

Mr James Clayton (English) from Walthamstow Academy

Mr Ian Emerson (German with French) from Gosforth Academy

### 4. Internal Appointments

Mr Andrew McBroom Head of Sixth Form

Miss Katherine Saunt Deputy Head of Second Form

Mr Andrew Bracken Deputy Head of History & Politics (one year appointment)

Mr Brendan Silcock Co-ordinator of the Duke of Edinburgh Award Scheme

Mrs Victoria Hill Tutor in Charge of US and European University Applications

Mr Simon Brown Tutor in Charge of MUN

Assistant GCSE Administrator )

(Internal) School Photographer ) Yet to be selected

Editor, The Citizen Magazine )

### 5. Means Tested Scholarships to September 2012 entrants

A total of 18 full fee means tested scholarships have been awarded to pupils who are due to join the School in September 2012. Of these 6 are to pupils who will be joining at 11+ and 12 to those who will be joining at 16+. The latter are dependent upon the pupil's performance in this Summer's GCSEs but all are expected to achieve the grades needed to enter the School.

These scholarships have been made available due to the generous support of

- a) Wolfson Foundation
- b) HSBC

- c) Man Group
- d) Brevan Howard
- e) The Bonita Trust
- f) Chart Group (Mr Geoffrey Granter)
- g) The Ogden Trust
- h) A donor who wishes to remain anonymous

The School is grateful to these organisations for their support which will enable pupils to attend the School whose parents would not otherwise have been able to contemplate private education for their sons.

The award of these scholarships brings the total number of full fee scholarships awarded at the City of London School since the launch of the sponsored scholarship scheme in November 2000 to 182. In addition 17 scholars have been awarded substantial bursaries by HSBC covering the majority of their school fees.

## **6. September 2012 Admissions**

The Admissions Round for this year has again been very successfully completed.

### **Group 1 (10+)**

In many ways this entry point has become our most successful and certainly the easiest to administer owing to the lack of competition from other schools and the parents' ability to pay. This year we again had a record number sitting the entrance examinations (110 compared with 99 last year) and this increasing popularity of the 10+ intake has meant that we have now settled into taking two classes in Old Grammar as a matter of course. Despite the large number of applicants we still wished to limit the year group to 40, in order to maintain a high academic standard, but the take up rate of full fee places was so high (86% compared with last year's 76%) that we have filled 45 places, without taking any boys from the Reserve List. Four Academic Scholars and one each of Music and Sports have enriched the quality of the intake.

### **Group 2 (11+)**

The computerised screening test for boys applying for Sponsored Awards has again been a boon, successfully reducing the number of candidates from over 270 to a more manageable 55, for means-testing purposes. After the further filtration of candidates through their written entrance examinations and interviews, we now have 6 boys, who will be starting with us in September on 100% Sponsored Awards, which includes 2 from the Reserve list.

The take up rate among those offered 11+ full fee places was disappointing this year (22.2% compared with 32.5% in 2011) and is perhaps a comment on the economic environment. We thus took 7 boys from the Reserve List.

However, the take up rate of Academic Scholars this year was hugely encouraging (if slightly alarming) with a record 41.8% compared to a rather low 23.6% in 2011. We have thus recruited 18 excellent boys in the face of enormous competition,

though it is at considerable financial expense. We are looking forward to some very good results in due course from these boys.

This year our recruitment of Music Scholars has been something of a disappointment, especially for the Music Department who put so much energy into the process, with only 2 boys (including one in OG) on the books for September. However, plenty of 'normal' recruits have musical ability on their CVs, so all is not lost.

The Sports Scholarship route continued to be a popular one for parents, and particularly for those who were after any means by which to reduce the fees. We again tried to filter applications by 'toughening up' our literature to dissuade time-wasters but still received over 100 applications. Many failed to qualify academically for the School, but nearly 40 attended our sports trials and eventually 7 Sports Scholarships were offered (including two 10+ and two 13+), with 3 being accepted overall, which augurs well for the future of sport in the School.

### **Group 3 (13+)**

It has been a strange year at the 13+ entry point. More boys than ever before sat the entrance examinations (205 compared with 165 in 2011, which was itself a record), but it was harder to recruit.

Of the 8 Academic Scholarships offered, half took up the places (50% compared with 62.5% in the previous year) and the take up at full fee level was 58.6% compared with 67.1% in 2011.

Westminster & St. Paul's continue to scoop up the top day boys in this sector and, as ever, there were a number of last minute 'swerves' on the part of parents, who said they were set on City right up to the point at which the waiting list place from one of the above schools dropped on the mat. One parent paid his deposit and then promptly stopped the cheque on hearing of an offer from a few miles up river.

However, we are recruiting 42 boys, including 3 Reserves, and are happy with their academic standard.

### **Group 3 (13+) Pre-test**

We reported last year that among the top London schools the 13+ entry procedure has undergone something of an upheaval. Pre-testing at the age of 10 or 11 (which is now usually 'final' testing in all but name) has become common. Thus, this year for the first time we tested candidates a full two and a half years early for their 13+ places in September 2014.

Doing this has put us in line with Westminster & St. Paul's, much to the indignation of a couple of North London prep schools, and gives us an opportunity to have the best candidates sitting our 13+ entrance examinations, not simply the boys who have not got firm offers from our two prestigious rivals, or indeed from UCS, who have been pre-testing for years, or Highgate who recently have succumbed.

Time will tell as to the success of our decision but certainly we were not short of candidates. The Pre-test day saw 254 ten year olds sit the examinations, many of whom were the very brightest at their prep schools, and 81 have accepted the places. With the major deposit due to be paid in September 2013, the number of acceptances should reduce and no doubt there will be still further adjustments as parents have second thoughts. However, we are hopeful that will recruit 45 or so very good quality candidates for 2014, provided they pass their Common Entrance, which for the first time, teachers at City will be marking.

### **Sixth Form**

We have continued to use entrance examinations in the Autumn Term, instead of simply interviews, and the process has continued to work well. Last year proved in the end to be something of a disappointment, however, in that 80 boys sat for entry but only 8 eventually joined from the 18 who were offered places.

This year 105 candidates sat the examinations (a record) with 13 being offered full fee places and 14 Sponsored Awards. Time will tell how many will actually join us but we are confident that the quality will be high.

### **Summary**

There is no doubt that the School has an excellent reputation and continues to attract very large number of applicants in all the entry age groups. There is also no doubt that recruiting the very best candidates continues to be a challenge in the hugely competitive London market and particularly so when the financial environment for many parents is so worrying.

We can, however, regard this year's Admissions round as a real success, with 144 boys joining us in Old, First and Third Forms and 27 due to join the Sixth Form.

## **7. Improvements to the School's Upper Playground**

A proposal to make extensive improvements to the School's Upper Playground in Summer 2013 will be made to the Corporate Projects Board on 20 June. If this is approved the next stage under the City's Project Procedure will be for an Outline Option Appraisal to be presented to the Board of Governors and this will be done at the next meeting.

## **8. School Cleaning**

At their last meeting the Board expressed their concerns about the standard of cleaning at the School under the new corporate contract.

The School has been working closely with both the Corporate Contractor, MITIE, and the City's Cleaning Contract Manager to resolve these problems. An unannounced inspection was undertaken on the evening of 12 March and the results recorded. These were discussed with MITIE who, to their credit, accepted that the findings were unacceptable. The School's facilities team and the relevant MITIE staff have met regularly since then and have worked very hard to implement a number of changes in cleaning procedures and practices.



The School is pleased to report that cleaning standards have improved since then and was particularly pleased by the standard and quality of periodic works which were undertaken during the Easter holidays. However, a remaining concern is the high level of absences among evening cleaning staff which it is feared may lead standards to fall to an unacceptable level again. This issue has been raised with MITIE who have promised to address it as a matter of priority.

## **9. Health and Safety Matters**

1. The Health and Safety Committee has met twice since the last Board of Governors meeting – on 6 March and 1 May.
2. The European Safety Bureau conducted their regular inspection of the School's Catering Facilities on 19 March. An overall score of 95% was obtained. This is a very good pass but, of course, the School and the Contractor are seeking to address the relatively minor recommendations made.
3. All school departments have reviewed their risk registers.
4. An extensive fire risk assessment has been carried out at Grove Park by Healthy Buildings Ltd. The major recommendations are to replace some doors and one ceiling. These are being addressed as a matter of priority.
5. In conjunction with the School Catering Contractor a School Packed Lunches Policy has been produced in order to comply with Food Hygiene Regulations. Advice was received from the School's Independent Catering consultant in preparing this policy.
6. A fire drill was held on 24 April. This had gone relatively well but had also identified some issues which are being addressed. These concerned the printing out of electronic registers and technology malfunction.
7. The only major injury of note occurred when a pupil hit his head when retrieving a ball from under the climbing wall structure near the Courtyard. The area has been fenced off to prevent repetition.

## **10. Child Protection Issues**

An annual review of child protection issues has been undertaken by the Second Master and Child Protection Governor and the content of this appears in the Non-Public section of the agenda.

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