

Lockers Park School

Governance Arrangements

Purpose of document

This document is intended to provide information on the present Governance arrangements over the School, the role of the School Governors in those arrangements and the current Governance related processes and routines that take place.

It is an-overview for prospective Governors considering joining the Board and other parties to whom it is agreed it may be necessary to share with the School's Governance arrangements.

This document is maintained by the Clerk to the Governors and is updated periodically as changes to the School's Governors' Board and arrangements are agreed.

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Lockers Park Constitution

- ▶ Lockers Park School is a Charitable Education Trust. (registered Charity Number: 311061). It is a member of IAPS and accredited by ISC.
- ▶ The Charity is a company limited by guarantee (Lockers Park School Trust Limited incorporated in 1973). It is governed by a Memorandum and Articles of Association.
- ▶ The Charity is administered by a Board of Governors. The Governors are also Directors and Trustees of the Charity.
- ▶ The primary objective of the Charity is to promote and provide for the advancement of education in preparation for senior schools and secondary education in general.

Purpose, Strategic Vision and Values

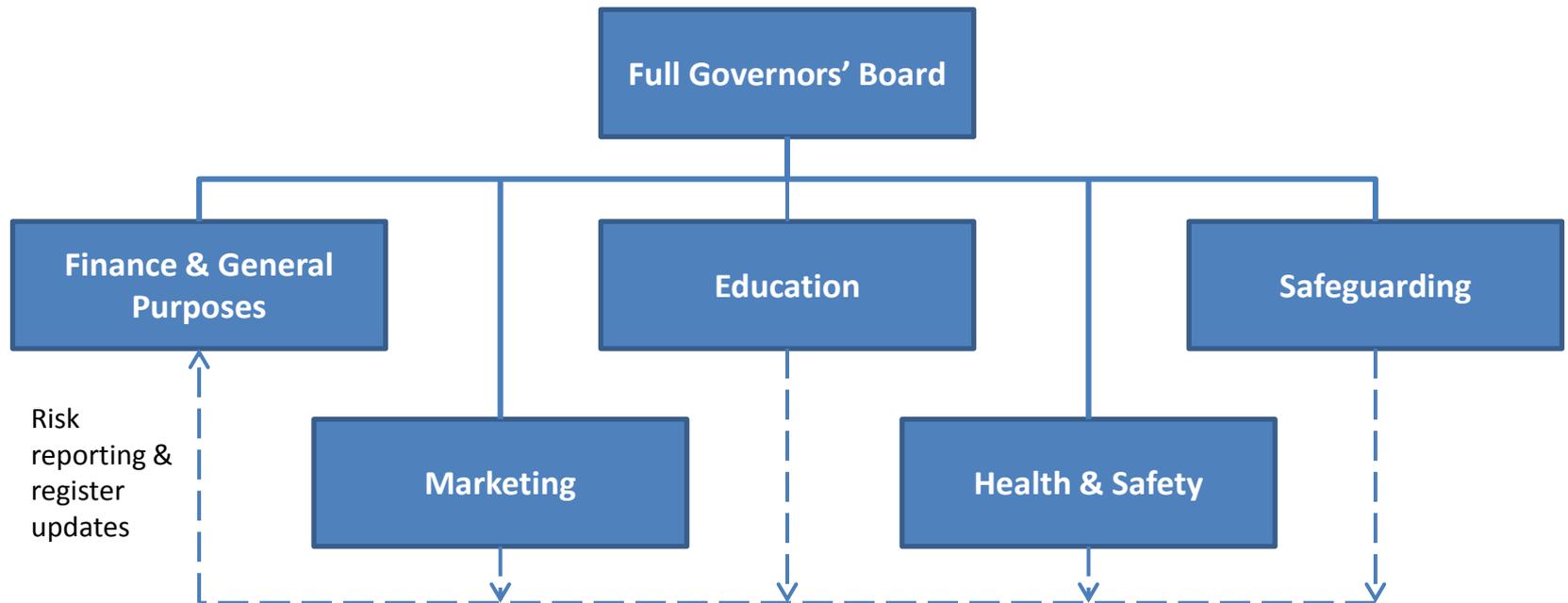
- ▶ Lockers Park aims to provide teaching of the highest calibre to encourage pupils to think for themselves and pursue their own enthusiasms and is committed to the pursuit of intellectual, vocational, cultural and sporting excellence. The intention is to provide an environment where each pupil can develop and fulfil their potential, thus helping to build self-confidence, self esteem and inspire a desire to contribute to the wider community.
- ▶ With an established heritage of over 140 years, Lockers Park offers a first class education, holds dear traditional values and infuses this with modern practice. We are proud of our deservedly high reputation for being a School with strong results where the welfare and happiness of the children are at the heart of all we do.
- ▶ Our emphasis is academic excellence, pastoral care and extra-curricular activities and we believe this is summed up best by our School motto – good results, good manners and good fun.
- ▶ Lockers Park Preparatory School currently offers an excellent education for boys from the ages of 7-13. In September 2015, the opening of a new purpose designed Pre-Preparatory School for children from 4-7 complements this with modern facilities and dedicated staff, while drawing upon the long established ethos and traditional values which make Lockers Park unique. Small class sizes have always been a hallmark of Lockers Park and the Pre-Prep continues the same, with a maximum class size of 16.
- ▶ The Pre-Prep School is co-ed and welcomes both boys and girls, while the Preparatory School remains firmly committed to a boys-only education. Lockers Park has a long tradition of preparing boys for the best of British public and independent schools, via Pre-Tests, Common Entrance and Scholarships. This will continue, while girls will move on to a range of local girls and co-ed schools. We believe that parents will appreciate the opportunity to educate boys and girls together throughout the early years and that older boys will thrive, both educationally and socially, in a single gender environment.

The Role of the Governing Body

- ▶ The Governing body sets out the aims of the School and monitors its performance to ensure they are met in conjunction with the Headmaster and within the financial constraints of the School. The Governing body also ensures the School follows the requirements of the Memorandum and Articles of Association and ensures critical school policies are kept up to date with current legislation (eg Safeguarding, Health & Safety), and protocols are well documented, available and visible.
- ▶ Governors act impartially, as 'critical friends' of the Headmaster and the Senior Management Team. In this sense, the role of Governor is one of non-executive, as opposed to executive. Governors receive no remuneration for their role.
- ▶ The Governing body has a good insight into the working of the School and a broad range of skills that includes Education, Finance and Business, Safeguarding and Health & Safety, Marketing and other professions that may include law, estates management, fund-raising etc., in order to be effective in exercising its monitoring role and providing support, challenge and stimulus for growth and improvement.
- ▶ The Governing body includes Parental Governors, though these should not lobby on behalf of their child or child's class but act in the interests of the School as a whole. While they may provide general feedback about how the School is perceived by other parents, Parental Governors should not be viewed by parents as their representatives.
- ▶ The Chair of the Governors is responsible overall for the effective Governance of the School; chairing meetings of the Governing body, overseeing any disciplinary proceedings and grievances and ensuring Governors continue agreed processes. The Chair also maintains close links with other Governors' sub-committees and manages the appointment of the Headmaster and may sit in on interviews with key staff, for example the Deputy-Head.
- ▶ The Chair of Governors is available to the Head, Bursar and Deputy Head as an independent arbiter on a range of day-to-day matters.

Current Governors' Board and Sub-Committees

- ▶ The Governors' Board is presently supplemented by five sub-committees



Currently in abeyance is a Premises Sub-Committee pending future additions to the Governors' Board. In its absence, the Governors have co-opted specialist support to the Chair, and the School, as necessary to support premises related matters, these are monitored and reported through the F&GP.

Governance Processes, Routines and Cycles

Full Governors' Boards

- ▶ Three full Governors' Board meetings are held each year; two near to the Autumn and Spring half terms, one near to the end of the Summer term which is the Annual General Meeting . The Autumn and Spring meetings take place early evening followed by dinner, the summer meeting is held during the day. In addition, the Governors may invoke an Extraordinary meeting at any time, should such circumstances arise.
- ▶ The Headmaster, Deputy-Headmaster and Bursar attend the full Governors' Board meetings.
- ▶ Full Governors meetings, unless an Extraordinary meeting, usually follow a standard agenda which includes a review of the previous meeting minutes and actions agreed, a report from the Headmaster, any statutory business, followed by reports from each of the Governors' sub-committee meetings, and AOB.
- ▶ The financial year end of the School for both budgetary management and statutory reporting purposes is 31 August.

Governors' sub-committees

- ▶ Specific Governors, depending on their skill set, chair and/or participate in five key sub-committees that span the operations, management and compliance activities of the School. Each sub-committee meets at least once a term and the timing, where appropriate, is linked to internal school management committees and activities that are part of the existing routines of the School. The Terms of Reference for each sub-committee and the School Senior Management Team are attached.
- ▶ Governors are encouraged to attend School events and occasions such as Prize Giving, Drama and Music productions, Sports Days etc., to experience first hand the daily life of the School, the staff and pupils.
- ▶ In addition Governors are also asked, whenever they visit the School, to monitor & engage in all aspects and report any matters that may come to their attention particularly from a Health & Safety and Safeguarding perspective.

Appointment and Retirement of Governors

- ▶ Lockers Park Governors are appointed as and when required at a meeting of the Lockers Park School Governing Board on the basis of nominations received from the Directors and Headmaster, having taken appropriate soundings from other interested parties, including staff and parents. Selection is made from candidates with differing professional qualifications / experiences ensuring a wide range of skills are available.
- ▶ New Governors are encouraged to take part in induction training programmes provided by the Association of Governing Bodies of Independent Schools ('AGBIS') and other bodies. They are inducted into the workings of Lockers Park through a visits programme, discussion and an introductory pack.
- ▶ The Chair of Governors is elected by all other Governors.
- ▶ The minimum number of Governors under the Articles of Association is seven, and the maximum thirty. A general Governors' meeting requires a minimum of three members to be quorate.
- ▶ There is no fixed requirement for Parental Governors; traditionally a minimum of 1-2 Parental Governors on the Board is deemed good practice. Similarly there is no fixed period of tenure of office; Governors may reasonably be expected to serve for a period of five years to help ensure continuity.
- ▶ Governors who wish to retire normally communicate their intentions to the Chair of Governors, ensuring sufficient notice is provided (usually 6-12 months) allowing time for a replacement to be recruited and coordinate with the annual cycle of Governors' meetings.

Risk Management

- ▶ A Risk Register is maintained by the Bursar. This documents the understanding of the key risks the School is exposed to, and mitigating policies and controls, split into the following:
 - ▶ Governance, Legal and Regulation
 - ▶ Demand for places
 - ▶ Pastoral and Reputation
 - ▶ Health and Safety
 - ▶ Financial
 - ▶ Human Resources

- ▶ For each area above, the risks are summarised together with an assessment of potential impact, likelihood, risk owner and whether the risk is insurable. The policies and internal controls in place to address these risks are also documented.

- ▶ Governor sub-committee chairs are requested by the F&GP Committee to ensure their view of key risks and mitigating policies and controls are included in the appropriate segment of the Risk register above and updated at least annually.

- ▶ During the spring meeting of the F&GP Committee, the Risk Register and effectiveness of the School procedures and relevant sub-committees in managing risks are formally reviewed to support both the Directors' statement regarding risk management and internal control required for annual statutory reporting, and agree any changes and revisions that may be necessary in the School's approach to risk management.

Appendices

- ▶ Current Governors
- ▶ Governors' sub-committees terms of reference
- ▶ School Senior Management team and key sub-groups meeting calendar

Current Governors

Governors	Role
Mr C Lister BSc (Hons) MBA Chief Executive, Crossco Ltd	Chairman Member of the Finance & General Purpose Committee Member of the Health & Safety Committee
Mr D L Collins MSc (Hons) Director, Harrow Development Trust	Member of the Finance & General Purpose Committee
Ms D Dolce BA (Hons) Group Marketing Director TJX Europe and Current Parent	Chair of the Marketing Committee
Dr S Jordache MBBS Medical Doctor and Clinical Educator	Chair of the Health & Safety Committee Member of the Safeguarding Committee
Dr J D Muston D Phil (Oxon), M Phil (Cantab), MA (Cantab) Head of Sixth Form, Rugby School	Chair of the Safeguarding Committee Member of the Education Committee
Mr A D Tivey BA (Hons), FCA Partner, Ernst & Young	Chair of the Finance & General Purpose Committee
Mr C S Tolman MA (Oxon) Housemaster, Harrow School	Chair of the Education Committee
Mr O D Abel Smith Partner Fieldfisher LLP and Current Parent	Member of the Finance & General Purpose Committee
Clerk to the Governors: Mrs D Gardner, School Bursar	

Governors' Sub-Committees - Terms of Reference

- ▶ Finance & General Purposes
- ▶ Education
- ▶ Safeguarding
- ▶ Marketing
- ▶ Health & Safety
- ▶ Premises

Finance & General Purposes Committee

Composition:

The Committee shall comprise up to five Governors, one of whom will be Chairman (with a minimum of three Governors to be quorate), together with the Bursar, Head and Deputy Head.

Aims:

1. To ensure the satisfactory financial stewardship of the School, including the School's finances, financial policies, controls, strategy and long range plan and review these periodically
2. To review and recommend to the full Board of Governors the annual budget for income and expenditure (including tuition fee and boarding policies, fee increases and staff salary reviews), associated capital expenditure, and use of any restricted funds

Responsibilities:

1. To monitor the trading and cash flow position of the School and ensure that action is taken to maintain this at an acceptable level
2. To advise on, monitor and keep under review new projects in which the School wishes to engage
3. To review, and make recommendations to the Board of Governors, in relation to the solvency of the School and the safeguarding of its assets
4. To review periodically the School's arrangements for insurance
5. To keep under review the capital needs of the School, and ensure that an appropriate financial surplus is being created for the provision of future capital investment
6. To advise on and monitor the School's compliance with any fiscal, legal or regulatory requirements
7. To consider and review at least annually the overall Risk Register of the School and the effectiveness of sub-committees in managing the key risks associated with their respective committees
8. To review and recommend the annual audited financial statements of the Corporation to the full Board of Governors for approval

Frequency of Meetings:

The F&GP committee meet at least 3 times per year in advance of the main full Governors' meetings and at such other time as may be determined necessary by the Chairman.

Life-cycle of the Committee

The Terms of Reference of the Committee is reviewed at least every two years.

Education Committee

Composition:

The Committee shall comprise no fewer than two Governors, one of whom will be the Chair of the Educational Sub Committee, together with the Head, Deputy Head and Director of Studies.

Aims:

1. To ensure that the Board's accountability and oversight of Education at the School is effective through the Committee's regular reports and recommendations to the Board
2. To support the Headmaster and Senior Management Team in all matters relating to the implementation of education policy at the School

Responsibilities:

1. To support the Headmaster and his staff in ensuring the highest possible quality of education provision
2. To ensure that regulatory requirements are being met
3. To comprehend the nature of and issues relating to education at the School
4. To receive and consider feedback from the Teaching and Learning Committee
5. To invite presentations and feedback from individual members of teaching staff
6. To follow up on any issues raised in ISI inspection reports
7. To report and make recommendations to the full Board of Governors

Frequency of Meetings :

The Education Committee meet three times during the academic year.

Life-cycle of the Committee:

The Terms of Reference of the Committee is reviewed at least every two years.

Safeguarding (formerly Pastoral) Committee

Composition:

The Committee shall comprise no fewer than two Governors, one of whom will be Chairman, together with the Head, Deputy Head, DCPO and Head of Boarding.

Aims:

1. To ensure the Board's accountability and oversight of pastoral issues at the School is effective through the committee's regular reports and recommendations to the Board
2. To support the Headmaster and the Board in all matters relating to the implementation of pastoral issues and safeguarding policies

Responsibilities:

1. To comprehend pastoral operations at the School
2. To ensure regulatory requirements are being met
3. To offer informal advice and support to the Head and the Board and an opportunity to assess areas of difficulty
4. To ensure lines of accountability/responsibility are clear and possible/realistic within current staff workloads
5. To feedback risks into the F&GP 'Risk register'
6. To report and make recommendations to the full Board of Governors each term at full Board meetings

Frequency of Meetings:

The Committee meet once a term.

Life-cycle of the Committee

The Terms of Reference of the Committee is reviewed at least every two years.

Marketing Committee

Composition:

The Committee shall comprise one Governor who will be the Chair of the Marketing Committee, the Marketing Manager, and a Teacher.

Aims:

1. To promote and market the School to deliver a constant stream of high quality prospective pupils
2. To safeguard and promote the reputation of the School in the public eye

Responsibilities:

1. To plan the annual marketing calendar
2. To manage the annual marketing budget
3. To create up to date marketing materials
4. To generate PR and word of mouth recommendation
5. To manage prospective pupil events e.g. Open Mornings
6. To deliver communications/events to existing parents that reinforce brand and position e.g. Newsletter, senior school event
7. To run and manage Community events
8. To provide data and intelligence to help shape the School Development Plan and future planning

Frequency of Meetings :

The Committee meet every half term.

Life-cycle of the Committee:

The Terms of Reference of the Committee is reviewed at least every two years.

Health & Safety Committee

Composition:

The Committee shall comprise no fewer than two Governors, one of whom will be Chairman, together with the Head, Deputy Head and Bursar (named Health and Safety Officer at the School).

Aims:

1. To ensure the Board's accountability and oversight of Health and Safety at the School is effective through the Committee's regular reports and recommendations to the Board
2. To support the Headmaster and Senior Management Team in all matters relating to the implementation of the Health and Safety Policies

Responsibilities:

1. To comprehend H&S operations at the School
2. To ensure regulatory requirements are being met
3. To offer informal advice and support to the Head and Senior Management Team and an opportunity to assess areas of difficulty
4. To ensure lines of accountability/responsibility are clear and possible/realistic within current staff workloads
5. To reflect on cost/ use of external experts and to review the Health & Safety budget
6. To feedback risks into the F&GP 'Risk register'
7. To report and make recommendations to the full Board of Governors each term at full Board meetings

Frequency of Meetings:

The Committee meet once a term.

Life-cycle of the Committee :

The Terms of Reference of the Committee is reviewed at least every two years.

Premises Committee (temporarily in abeyance)

Composition

The Committee shall comprise no fewer than two Governors, one of whom will be Chairman, the Head, Bursar and Deputy Head.

Aims:

1. To monitor and review all aspects of maintenance, repair and improvement to the buildings, grounds and plant
2. To make recommendations to the F&GP Committee on the needs and requirements of the premises

Responsibilities:

1. To approve the costs and arrangements for maintenance, repair and redecoration, referring spending above agreed limits to the F&GP Committee
2. To monitor aspects of expenditure and control of maintenance and improvement to the School premises
3. To consider the renewal of premises-related contracts having regard to Best Value principles and making recommendations to the Governing body
4. To work with the Health and Safety Committee to ensure there are no shortfalls in the management of Health & Safety Regulations
5. To have oversight of the Asset Register
6. To oversee the administration of the letting of School premises
7. To assist the Bursar, if required, with the appointment of architects, builders, ground maintenance teams, surveyors and to help, if required, monitor aspects of their work
8. To review the School's Accessibility Plan
9. To review the School's Building Development Plan
10. To ensure that recommendations following inspections and audits are carried out
11. To arrange, review and monitor security arrangements on the School premises

Frequency of Meetings:

The Committee meet once a term.

Life-cycle of the Committee:

The Terms of Reference of the Committee is reviewed at least every two years

School Senior Management Team (and key sub-groups)

Senior Management Team

Christopher Wilson, Headmaster

Gavin Taylor, Deputy Headmaster

Vincent Shaw, Senior Master

Tim Dawes, Director of Studies

Dawn Gardner, School Bursar and Clerk to the Governors

Pastoral Committee

Gavin Taylor, Deputy Headmaster

Guy Erskine-Naylor, Housemaster and Head of English

Steve Gilden, Head of Juniors

Ansar Iqbal, Head of Science

Teaching and Learning Committee

Tim Dawes, Director of Studies

Jane Forshaw, Class Teacher

Charles Phillips, Head of French

Emily Pizzey, Class Teacher

Michelle Sims, Class Teacher

School Secretary and PA to the Headmaster

Claire Hampton