



### Who We Are

#### Our Vision

**Through an exceptional Central Foundation education, every student learns, develops, and grows so they can reach their full potential.**

#### Our Mission

**By leveraging our skills, funding and influence we will collaborate with our schools and partners to strengthen their education provision and outcomes, their governance, funding, and infrastructure.**

Central Foundation Schools of London (CFSL) is an Educational Charity established by Rev. William Rogers, who became Rector of St. Botolphs, Bishopsgate, in the City of London in 1863. We work alongside and support two amazing voluntary aided Schools based in the East End of London – Central Foundation Boys' School in Cowper Street, Islington and the Girls' School in Harley Grove, Tower Hamlets.

The Board is central to the success of the Central Foundation Schools of London and, collectively, we have responsibility for the overall direction, strategy, and effective governance of the organisation, working closely with our two beneficiary schools.

You would be joining the Foundation at a particularly exciting point in our development. In July 2022 the Foundation started a programme to transform its governance and staffing structures, modernise its systems and processes, and create an organisation ready to support our two schools in the 21<sup>st</sup> century. In April 2023 the Foundation appointed its first chief executive and a new manager to lead the charity's finance. The Board is also supported by an external clerk. Last summer we completed the Boys' School major building and redevelopment project where we have invested over £30m in creating high quality, fit for purpose teaching, creative and sport facilities benefiting over 1200 boys per annum. Shortly we start a project with the Girls' School to invest in their 6<sup>th</sup> form provision and development of their facilities. Our work with the schools encompasses wider activities including grants and awards to students and special programmes at each school which extend the curriculum offer and support for students. These include extensive music provision, catch-up tutoring, curriculum enrichment support, mentoring, sport, and other activities with particular support through the funding receiving from the Dulwich Estate and others.

As we start 2024, we are delighted to be launching our first strategy which builds on our origins and purpose and looks forward at how that can be more impactful and more relevant in today's educational social and community context. Our new strategy for 2024 – 26 identified five key work areas:

1. **Enhancing our support to students**
2. **Creating long term impact**
3. **Building a sustainable Foundation**
4. **Excellence in Governance**
5. **Organisation Efficiency**

## Who We Are Looking For

The Foundation are seeking four new Board members to serve for an initial term of four years.

The Foundation Board has identified the following key skills, experience, or perspectives the Board will need as a priority for the next 2-3 years:

1-2 new Board members with deep experience of leadership the **secondary education sector** and/or a strong understanding of **education policy** and the wider **education context** in which our schools are working.

A Board member with a strong background in **finance** and/or **investment** who would also serve as a member of our Finance & Audit or Investment Committee, or possibly both.

As we embark on our strategy, we are also seeing a new Board Member with a keen interest in **creating opportunities for young people** potentially through experience in careers development, corporate partnerships, fundraising or income generation.

Being a Trustee and Director is a rewarding public duty. As a member of the Foundation there are huge opportunities to see students at the schools develop and thrive and to grow the relationships with the schools' governing bodies. Being involved at Board level within a charity is hugely enjoyable and beneficial personally and professionally.

We do hope you find the information here interesting and insightful and if you possess the necessary skills, knowledge, experience, time and most importantly the belief in enabling young people from our local communities to learn, develop and grow so they can reach their full potential, we would be delighted to hear from you.



Boys' School Courtyard  
Before



Boys' School Courtyard  
Now

## Foundation Overview

For over 150 years, the Central Foundation Schools of London has supported two schools in inner London communities. The Boys' School, based in Cowper Street, Islington, and the Girls' School in Tower Hamlets. Today, the Foundation continues to benefit students at these two schools while also supporting the schools to strengthen their facilities and educational excellence for current and future students.

**Our Vision** is that through an exceptional Central Foundation education, every student learns, develops, and grows so they can reach their full potential.

Our overall charitable objects are to advance the education (including the social and physical education) of persons under the age of 25 who are, or have been, students at one of the two Central Foundation Schools.

The Foundation owns both School sites and derives its income from its permanent endowments, from investments, and as a beneficiary of the Dulwich Estate. Grants and support are provided annually to both schools with a separate restricted fund providing student awards, prizes, and grants.

The Foundation is led by a Board which comprises eighteen individuals; eight trustees are appointed by nominating bodies, including the City of London Corporation and University of London, and 10 are co-opted. The Lord Mayor of London is our Patron.

The CFSL Board appoints Foundation Governors to each of the two Schools' Governing Bodies. As both Schools are voluntary aided, the Foundation Governors form a majority of each Governing Body.



Artwork by students at Central Foundation Girls' School

## Our Governance

The Foundation is a registered charity (charity number **312695**). In 2018 the Foundation established CFSL Trustee Limited, a non-charitable Company Limited by Guarantee (company number **11294870**) and on 1 July 2018 received approval from the Charity Commission to appoint CFSL Trustee Limited as the sole corporate trustee of the Foundation.

The Foundation is therefore governed by The **Scheme** of the Central Foundation Schools of London (2010, altered on 28 June 2018) and the **Articles of Association** of CFSL Trustee Limited (2018).

The directors of the corporate trustee act as the Board of Trustees of the charity. As directors of the Corporate Trustee, all directors are defined by the Charity Commission as carrying out the role of a charity trustees as set out in [CC3a The Essential Trustee](#). Therefore, the Directors of CFSL Trustee Limited, the Sole Trustee of Central Foundation Schools of London, form the Board of Trustees of the charity.

Trustees are appointed to the Central Foundation Board for a **term of 4 years** and can serve for a **maximum of three terms**.

The Foundation has **10 co-opted Trustees**. Seven nominating bodies work with the Foundation to appoint a further **8 Nominated Trustees**.

Our **Nominating Bodies** are

1. Vestry of the Parish of St. Botolph
2. London Chamber of Commerce & Industry
3. Wardmote of the Ward of Bishopsgate
4. Corporation of the City of London
5. The Dulwich Estate
6. University of London (appoint 2 Directors)
7. Bank of England

Three of the four current vacancies are supported by nominating bodies – University of London (two) and the Corporation of the City of London (one).



Boys' School  
Winter Concert  
December 2023



## The Role of the Board

The principal focus of the Board is the overall strategic direction, development, and control of the Foundation. The recent appointment of their first chief executive means the Foundation Board can now delegate the day to day running of the Foundation and focus its attention more fully on its role of oversight, strategy setting and governance.

The Foundation Board meets formally four times a year with an annual away day and provision for a further meeting in the year to ensure timely decision making. Three Committees support the Board - Finance Committee, People & Nominations Committee and, to manage our £30m permanent endowments and investment portfolio an active Investment Committee. These Committees also meet quarterly, 2-3 weeks before the main Board meeting.

Complementing the formal governance structures, a collaborative committee with the Girls' and Boys' Schools considers fundraising opportunities for the schools. In addition, the chief executive and an independent Foundation Director sit on the Project Board of any major projects. With the imminent start of the Girls' School 6<sup>th</sup> Form redevelopment, a Foundation Board member who is not already a Girls' School Governor will shortly be sought to join the Girls' School Project Board.



Central Foundation Girls' School  
Sixth Form

## Board Responsibilities

The Board is ultimately responsible for the Foundation's strategy as well as overseeing the performance of the Foundation and meeting its fiduciary responsibilities. In support of this, the following matters are reserved for the Board to oversee and approve:

- Direction setting
- The Foundation's Strategy including its Vision, Mission, Values, Ethics and Business Practice
- Foundation's Annual Plan and Budget
- Approval of the Trustees Annual Report and Accounts
- Capital Expenditure Programmes and Investment budgets
- Investment Policy and objectives
- Any issues of major strategic importance to the Foundation
- Financing and Funding Programmes
- Grants and Distributions
- People policies, funding and material matters in relation to accounting reporting and staff management and relations
- Appointment, removal, and remuneration of external auditors
- Appointment or removal of Board Members, chief executive, and other Foundation staff
- Key internal control systems, including risk management, operating and financial performance including any major changes to accounting practices
- Board Code of Conduct
- Regulatory Compliance
- Major public policy issues including matters which would have a significant impact on the Foundation's reputation
- Composition and Terms of Reference of Board Committees
- Ensuring necessary communications, including e.g. Charity Commission returns

## Trustee Responsibilities

All Board Members are expected to:

- Provide leadership of the Foundation within a framework of prudent and effective controls
- Define the Foundation's strategic aims, ensuring the necessary financial and human resources are in place for the Foundation to meet its objectives and review management of performance
- Set the Foundation's values and standards ensuring that its obligations are understood and met
- Uphold high ethical standards of integrity and probity
- Support the Clerk in their leadership of the Foundation
- Promote high standards of Governance.

In addition, Board Members should be prepared to:

- Serve as a member of one of the Foundation's Committees or such other special committees or working groups.
- Serve as a Foundation Governor of one of the schools.
- Bring individual expertise, knowledge, skills, and experience to bear on discussions and proceedings of the Board.

- Follow the ethos, policies and practices of the Foundation and reflect a positive image of the Foundation when representing the Board at external events or engagements.
- Attend, participate in and contribute to events in the Board Development Programme.
- Participate in visits to projects and functions organised by supporters and beneficiaries of the Foundation.
- Promote and raise awareness of the Foundation's reputation and promote opportunities for collaborative working with others engaged in government, education, charity, and the City.
- Discharge all duties within a framework of inclusion, equality, and diversity.

## Induction and Support

All Board members receive a supported induction including a Board information pack, a 1:1 meeting with the chief executive and Chair, and with other staff and Board members as appropriate. The Board as a whole and individual members also have access to external training and development and will be invited to join an annual Board Away Day.

## Meetings and Time Commitment

The time commitment is estimated to be 2-3 days per quarter which includes meetings, time to read papers and prepare for meetings, and ad hoc time to engage in progressing key Board activities between meetings.

Board meetings usually take place quarterly 5.30 – 7.30pm on a Thursday evening with quarterly Committee meetings of 75 minutes two or three weeks before. It is the intention that each meets at least once a year face to face at the Boys' or Girls' school, with hybrid facilities in place for other meetings.

## How to Apply

The Foundation would be delighted to receive applications from candidates with a range of backgrounds and experience. You do not need experience as a trustee or director of a charity, but it is hoped you would have a keen interest in young people and delivering an exceptional education in an inner London context.

In your application we would really like to hear why you are interested in joining the Central Foundation Board and what you think you would bring so please send your **CV with a short covering statement** to:

**Don Massey**, Clerk to the Central Foundation Board [don.massey@cfsl.org.uk](mailto:don.massey@cfsl.org.uk).

The Closing Date for applications is **12 noon on Monday 22 April 2024**.

If you would like an informal discussion to find out more about the Central Foundation Schools of London and the role, you are welcome to contact Sarah Gosling, Chief Executive via [sarah.gosling@cfsl.org.uk](mailto:sarah.gosling@cfsl.org.uk) who will be delighted to arrange a call.

## Next Steps

It is expected that informal interviews will take place online in **early May** with two members of the Foundation's People & Nominations Committee. This will be an opportunity for you to find out more about the charity and for us to get to know you better.

Three of these appointments will be supported by nominating bodies who are actively committed to the work of the Foundation. The University of London has two vacancies for its nominees to the Board, and the City of London Corporation will support the nomination of a third position. The Foundation and the nominating bodies will work closely together to review interested applicants and support a smooth interview and appointments process.