

# **PINEWOOD**



**THE COUNCIL OF GOVERNORS  
AND ITS COMMITTEES  
2018 - 2019**

# **THE COUNCIL**

R F Badham-Thornhill Esq - Chairman

J C Campbell Esq – Vice Chairman

A P Ballard Esq

P N Bryan Esq

J C Birch Esq

R T M Brown Esq

Mrs E A M N Cripwell

N F Cleverley Esq

Mrs R Dougall

D J Fawcus Esq

G P W Foster Esq

Mrs C France

Mrs N Huggett

P Lough Esq

E G Mawle Esq

R I White Esq

## **INTRODUCTION**

Pinewood is a Charitable Trust, which means that Governors, as trustees, do not benefit financially from their role in the School. If they wish, they can claim expenses but they give their time freely, voluntarily and willingly to the School. Charitable status also means that the School does not make a 'profit'. While it is prudent for the Council to budget for a surplus of income over expenditure, all surpluses are immediately invested into improvement of the School's facilities. In past times Governors were often remote figures who were chosen mainly for their ability to dignify the School prospectus. They were not much seen in the School. Today's Governors play a different role. They are appointed because they have a particular expertise that they are willing to put at the disposal of the School simply because they have a wholehearted empathy with, and commitment to, the School. As with the maintained sector, independent School Governors are today closely involved in many aspects of school governance.

This leaflet will illustrate these themes. The short biographical sketch of each governor will indicate the kind of gifts he or she brings to the School, while the list of committees and other activities will demonstrate the nature of their involvement.

School staff are involved with most of the committees. This enables Governors and staff to work closely together towards a common end.

Communication with the School is normally through the Form Tutor, the Head of Pre-Prep, Heads of Lower, Middle, and Upper Schools or the Headmaster, but if any parent has cause to get in touch directly with the Governors, he or she should write to the Chairman of the Governors at Pinewood School, Bourton, Swindon, Wiltshire SN6 8HZ.

Should parents suffer any unforeseen financial hardship, the School has a bursary fund and, once the appropriate form has been completed, help could be available.

# **THE COUNCIL OF GOVERNORS AND ITS COMMITTEES**

## **Council**

Meetings of the Council take place at least once each term. The key areas of focus of the Governors include:

- Medium and long term strategy
- Key investment decisions
- Major financial decisions (for example agreement of budget, salary and fee increases)
- Human resource decisions
- Overall academic performances
- The ethos of the School
- Extra-curricular concerns
- Appointment of the Headmaster, Bursar and Governors

Each meeting receives reports and appropriate recommendations from:

- The Headmaster
- The Chairman of the Finance and General Purposes Committee
- The Chairman of the Buildings and Estates Committee
- The Chairman of the Education Committee
- The Chairman of the Governance Committee
- The Chairman of the Admissions, Marketing and Development Committee
- The Safeguarding Governor

## **Strategy**

Strategy of the School is considered on 2 levels:

Medium – Long Term. This is where the School wants to be in 3 – 10 years in light of the macro environment of the world and how it seeks to position itself in the Independent School market. This includes consideration of ideal pupil numbers, structure and staffing levels and provision of facilities against a background of economic realities and parental demand for provision as well as the need to satisfy legislation and regulatory framework requirements. This process is the responsibility of Council and the School Leadership Team.

Short – Medium Term. This considers the timeframe of 1 – 3 years and the School utilises its Strategic Development Plan to achieve this. This document is reviewed internally by all departments from Classics to Catering, English to Estates and Boarding to the Bursary. The Strategic Development Plan reviews the past year and gives details of departmental short, medium and long term plans. The Council review the finalised document and the summary provided by the Headmaster.

## **Finance and General Purposes Committee**

The membership of this Committee comprises Jim Campbell (Chairman), Tim Brown, Nick Cleverley, David Fawcus, Edward Mawle and Richard White. The Headmaster, his Deputy, the Bursar and the Finance Manager always attend this meeting, as does the Auditor at the end of each financial year.

This Committee meets each term and concerns itself with:

- Financial stewardship.
- Operational matters requiring Governors' input.
- Building matters (where there are financial implications).
- Salaries and fees.

## **The Buildings and Estates Committee**

Nick Cleverley chairs this Committee which meets twice each term. Tim Brown and Guy Foster also attend this meeting as does the Headmaster, his Deputy, the Bursar and the Estates Manager. The School's Architect is a co-opted attendee.

This Committee has responsibility for ensuring the School has the appropriate facilities it requires and in the condition required for its purpose whilst complying with statutory regulations.

## **The Education Committee**

This Committee meets each term and comprises Philip Lough (Chairman), Robin Badham-Thornhill, Julian Birch, Rebecca Dougall and Nicky Huggett. The Headmaster, his Deputy, the Bursar, the Director of Education and Director of Studies also attend.

This Committee oversees educational policy with particular emphasis on academic standards, educational resources and academic policies. In order to ensure that there is a consistent approach from Nursery through to Year 8, the Committee hears presentations from all academic departments including the Pre-Prep.

## **The Governance Committee**

The Committee meets each term and comprises Catherine France (Chairman), Peter Bryan and Philip Lough and is attended by the Headmaster, his Deputy and the Bursar.

This Committee focuses on the legal and legislative environment in which the School operates and provides support and guidance to the Governors and the senior management. It also has oversight of all the other Committees and specific responsibilities for Safeguarding.

## **Admissions, Marketing and Development Committee**

This Committee meets each term and comprises Adrian Ballard (Chairman), Emma Cripwell and Edward Mawle and is attended by the Headmaster, Headmaster's Wife, Head of Pre-Prep and the Marketing and Development Officer and her Assistant.

This Committee:

- Considers marketing strategies to deal with trends and take advantage of opportunities.
- Reviews progress and effectiveness of key market initiatives and public relations.
- Seeks to develop and maintain relationships with Old Pinewoodians.

## **Bursary Committee**

The Committee meets annually in the Spring to review all new Bursary Applications for entry into the School in the September as well as carrying out an annual review of all extant bursaries. It also meets when required to consider Hardship Bursaries.

This Committee comprises Jim Campbell (Chairman) and another Governor (TBC) and is attended by the Headmaster and the Bursar.

## **Robin Badham-Thornhill BA, PGCE – Chairman of the Governors**

Robin was educated at Cheltenham College and Exeter University. From there he taught at King's School, Bruton and Cheltenham College before taking over as the Headmaster of Lambrook Prep School. After nearly five years at Lambrook, he was appointed Headmaster of Summer Fields, Oxford from 1997-2010. He retired at the end of August 2010 and then took up the appointment as Head of Development at Knightsbridge School, London in November 2010. In addition to this, he is an ISI School Inspector and an Educational Consultant. Robin joined the School Council in 2008 and became the Chairman of the Governors in July 2016. His interests include cricket, golf, wine, walking, reading and a love of France. Robin is a member of the Education Committee is also nominated as the Governor responsible for Boarding at Pinewood.

## **Adrian Ballard**

After studying Geography and History at University, Adrian undertook postgraduate studies in HR management, accounting and finance and marketing. Following a number of years working in the financial and human resource arena he became Development Officer at the University of Gloucestershire in 1994. In January 1998 Adrian moved to Sherborne School to take up the role of Deputy Director of Development and then joined the Sherborne School Foundation in 1999. He became Head of the Foundation in January 2004 and has been developing the alumni relations and fundraising functions for the School ever since including funding a new Music School in 2010. Adrian is said by his friends to be a workaholic but when forced to relax his passions are current affairs, watching rugby, playing squash, coastal walking and travel. Adrian is the Chairman of the Admissions, Marketing and Development Committee.

## **Julian Birch BEng (Hons)**

Julian attended Sevenoaks School and went on to read mechanical engineering at Leeds. Since graduating in 1995 he has worked continuously in the Information Technology (IT) industry, specialising in the retail sector, working for and with a number of the UK's major retailers. He currently works for Marks & Spencer. Julian is a current Pinewood parent, is married to Samantha who teaches at Pinewood, and they live in South Cerney. Julian has specific IT responsibilities and hence is a member of the Education Committee and the School's IT Strategy Committee.

## **Tim Brown BDS MGDS RCS(Ed)**

Born in N Rhodesia (now Zambia) Tim was educated in Ireland and at the University of Edinburgh. In December 2012 he retired from the Royal Air Force in the rank of Air Commodore after a 32 year career. During his time in the military he served in a variety of appointments at home and abroad and is a graduate of the Advanced Command and Staff Course and a member of the Royal College of Defence Studies. In the latter part of his service Tim undertook a number of command and staff appointments in the MOD and the Defence Medical Services. He is a polo instructor at Cirencester Park Polo Club and a fives coach at Marlborough College. He is married to Bronwen and their 3 daughters previously attended Pinewood. Tim joined the School Council in September 2013 and is a member of the Finance and General Purposes Committee and Building and Estates Committee.

## **Peter Bryan BA ACA**

Peter is the Director of Corporate Resources and Deputy Master at Marlborough College, a position he has held since 2010. Previously he was the Procurator of the Ampleforth Abbey Trust from 1998. The works of the Trust include Ampleforth College, St Martin's Ampleforth and St Benet's Hall, Oxford. He has served as a governor of several schools, both within the independent and maintained sectors. He is currently a governor at Ardingly, an advisor to the Douai Abbey Trust and Chairman of the Independent Schools' Pension Scheme Committee. A Chartered Accountant by training, Peter was a Divisional Finance Director of the Goodhead Group before he entered the world of independent education. Peter joined the School Council in September 2018 and is a member of the Governance Committee.

## **Jim Campbell BSc (Eng) CEng FIMechE – Vice Chairman**

Jim was commissioned from Sandhurst in 1970 and served as an officer in the Royal Electrical and Mechanical Engineers for 34 years. His final appointment was as Director of Studies at the Royal Military College of Science (RMCS) in Shrivenham. On leaving the Army he joined Systems Consultants Services Limited, a Reading-based consultancy and technical services company and became the company's Operations Director in 2007. He departed the company in Summer 2010 and has since established his own consultancy business. Jim was born in Glasgow but forged close links with the Shrivenham area during 10 years at RMCS as student and member of staff. He and his wife now live in Shrivenham. He joined the School Council in 2010. He is the Vice Chair of the Governing Body and the Chairman of the Finance and General Purposes and Bursary Committees. He also assisted in the development of the School's current medium to long term strategy.



### **Nick Cleverley BSc (Hons)**

After leaving Pinewood in 1988, Nick went to Stowe and then completed his degree in building surveying. His career started in London before he moved back to Wiltshire to join his family business specialising in land acquisition and residential development which he now runs from offices in Swindon. Nick has lived in the area for the majority of his life and now lives in Hinton Parva with his wife Patricia and two children who attend Pinewood. His interests include tennis, shooting and travelling. Nick joined the Governors in 2007, is Chairman of the Buildings and Estates Committee and sits on the Finance and General Purposes Committee.

### **Emma Cripwell BA Hons Durham**

Emma Cripwell went to Hanford School and then onto Sherborne Girls, both in Dorset. She read Theology and Philosophy at Durham University and after graduating commenced work in the PR department at Berry Bros. & Rudd in St James' London. She then joined a travel PR consultancy in Knightsbridge, Ann Scott Associates. In 2009 Emma founded her own consultancy, Angel Publicity, which was comprised of a travel division and children's books division. In August 2016 Emma sold Angel Publicity to Paul Charles, Richard Branson's former communications director. Paul formed The PC Agency where Emma is now the Managing Director of a 23-strong company. Emma also writes for the Tatler Schools Guide. Emma joined the Board of Governors in September 2015. She is a member of the Admissions, Marketing and Development Committee and is nominated as the Governor responsible for Pre-Prep at Pinewood.

### **Rebecca Dougall MA London**

Rebecca became Headmistress of St Helen and St Katharine in January 2015. She studied English Literature at Bristol University and completed post graduate studies in nineteenth century literature at King's College London. She began her teaching career at Wycombe Abbey School in 1994 where she taught English and became Head of General Studies. She moved to Oxford High School GDST in 1999 and, during her seven years there, held a variety of curriculum and pastoral posts, becoming Deputy Head in 2003. In 2006 Rebecca was appointed Deputy Head at The Royal High School Bath GDST and became Head of that school in January 2010. Rebecca continues to be a passionate student of literature and also shares her husband Tim's interest, if not expertise, in military history. She is a keen gardener, a lover of music and film and an enthusiastic follower of National Hunt racing. Rebecca joined the Board of Governors in January 2016 and is a member of the Education Committee.

## **David Fawcus ACA CTA CIOd**

Educated at St Edward's Oxford, after graduation from Reading University he qualified as a Chartered Accountant with a leading international firm. For many years he was the Corporate Finance partner in a Thames Valley practice. Since 2010 he has been running his own business providing corporate finance lead advisory and strategic planning services to a wide range of entrepreneurial businesses. He comes from a family with strong preparatory school connections and has a deep understanding of the independent school sector. David became a Governor in 2004 and contributes to the Finance and General Purposes Committee and in the development of the School's medium to long term strategic planning. His interests include cricket, equestrian sport and walking holidays.

## **Guy Foster**

Educated at Stowe, Guy embarked on a career in property, training with and working for a number of well-known surveyors and estate agents in London, ending up as a regional director. Since 1997 he has run his own public limited company specialising in developing and investing in property in Wiltshire, Oxfordshire and Gloucestershire. He is also currently a trustee of a number of trusts, advising various large estates across the country on property matters. Guy is married to Nicola and they live in Ashbury with their two daughters, both of whom are Old Pinewoodians. His interests include architecture, wine and foreign languages. Guy joined the Governors in 2010 and sits on the Buildings and Estates Committee. He is nominated as the Governor responsible for staff welfare at Pinewood.

## **Catherine France LLB**

Catherine was educated at Rossall School and read law at University. She qualified as a solicitor in 1995 and initially specialised in criminal law. Catherine then spent a short period of time abroad with her husband and whilst overseas she worked as a Director of a non-profit making organisation. On her return to the UK she resumed her legal career specialising in family law and has been a partner in two local practices. Catherine has a daughter at Pinewood. Catherine joined the Governing Body in April 2012 and is the Chairman of the Governance Committee.

## **Nicola Huggett MA PGCE**

Nicola was educated at Marlborough College before reading Philosophy, Politics and Economics at Oxford University. After a brief career in advertising with J Walter Thompson Ltd, she moved into teaching in 1994. From 1996 to 2007 she taught at Haileybury, where she was a housemistress and for the last two years Head of Boarding. In 2007 she was appointed as Deputy Headmistress of Downe House School until 2013 when she was appointed as Head to Blundell's and in September 2018 she took up her current appointment as Head of Cheltenham College. Nicola has a keen love of music and, in the sporting arena, she has competed in the London Marathon and played Club Hockey, was Captain of her College Boat Club and was President of the Oxford University Riding Club. As a talented horse rider she has competed in several international two star level 3-day events. Nicola is married and has four children. She joined the Governing Body in September 2018 and is a member of the Education Committee.

## **Philip Lough MA PGCE**

Philip was educated at Sherborne School and Oxford University, where he read Modern Languages. He taught for 17 years at Marlborough College, where among other roles he was Master in charge of cricket and a Housemaster. In 1996, he was appointed Headmaster of Windlesham House School, a coeducational prep boarding school in West Sussex. From 2006 to 2013 he was Head of The Hall, Hampstead, a boys day school in North London and in 2015-16 he was Master of Westminster Under School. He now works as an educational consultant in the prep school sector. His three children all attended Pinewood in the 1990s. He has been a governor of a number of independent and state schools as well as an ISI inspector and a trustee of the TGS Trust, which promotes good practice in schools for primary and prep school age. He joined the Governing Body in April 2012, is Chairman of the Education Committee and member of the Governance Committee. Philip is also nominated as the Governor with specific responsibilities for Safeguarding at Pinewood.

## **Edward Mawle BA (Hons) Chartered FCSI**

Edward is an Old Pinewoodian, having left for Radley in 1986. His younger brother, Roger, is also an Old Pinewoodian, and his mother, Mary, was on the teaching staff at Pinewood for over 15 years until her retirement in 2012. After Durham University Edward spent two years at the College of Law in Guildford before retraining as a Private Client Investment Manager. His career began at James Capel in London in the late 1990's but for the last sixteen years Ed has worked in Cheltenham. He spent 18 years at Brewin Dolphin where he was latterly Head of Office and is now a Senior Investment Director at Investec Wealth & Investment. Edward is from a Gloucestershire farming family and enjoys shooting, skiing, golf, cycling and Scottish Reeling. Edward joined the Board of Governors in 2011 and sits on the Finance and General Purposes and Admissions, Marketing and Development Committees. Edward is nominated as the Governor responsible for Learning Skills at Pinewood and assisted in the development of the School's medium to long term strategy.

## **Richard White BA (Hons)**

Richard was educated at Downside and read Economics at Exeter University. A career in general management in land based activities commenced with farm management and culminated in the growing and packing of watercress and baby leaved salads. He became Bursar at Prince's Mead School, Winchester, a co-educational day school to 11+ in 2005 and continues in that role. Richard is married to Jane and has three grown up children who were previously educated at Twyford Prep, St Swithun's, Radley and Wellington College. Richard lives in Winchester and enjoys cricket, sailing, tennis and bridge. He joined the Governing Body in September 2016 and is a member of the Finance and General Purposes Committee.

## GLOSSARY OF TERMS

The following terms will assist parents in understanding the vocabulary of independent schools.

BSA	Boarding Schools' Association
Bursary	Means-tested financial help with fees
CE	Common Entrance Examination
GSA	Girls' School Association
HMC	The Headmasters' and Headmistresses' Conference (Senior Independent Schools)
IAPS	The Incorporated Association of Preparatory Schools
ISBA	The Independent Schools' Bursars Association
ISC	Independent Schools' Council
ISEB	Independent Schools' Examination Board
ISI	Independent Schools' Inspectorate



# PINEWOOD

*Est. 1875*

Bourton  
Swindon  
Wiltshire  
SN6 8HZ

Tel: 01793 782205

Fax: 01793 783476

[office@pinewoodschool.co.uk](mailto:office@pinewoodschool.co.uk)

[www.pinewoodschool.co.uk](http://www.pinewoodschool.co.uk)

Pinewood School Limited is registered in England, Number 339394  
Registered Charity Number 309642