



**THE COUNCIL OF GOVERNORS
AND ITS COMMITTEES
2024 - 2025**

THE COUNCIL

R F Badham-Thornhill Esq - Chair

D J Fawcus Esq – Vice Chair

J C Birch Esq

R T M Brown Esq

Mrs E A M N Cripwell

Mrs R J Dougall

G P W Foster Esq

Mrs N A Huggett

A C T Inglis Esq

P J Lough Esq

Mrs A Macaire

E G Mawle Esq

Mrs C S Mintern

Mrs A Nightingale

Mrs B A Robertson

Mrs L A Robins

Mrs S A Ross

A M Wade Esq

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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 Chair of the Governors at Pinewood School, Bourton, Swindon, Wiltshire SN6 8HZ.

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 Chair of the Finance and General Purposes Committee
- The Chair of the Buildings and Estates Committee

- The Chair of the Education Committee
- The Chair of the Governance Committee
- The Chair 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 reviews the finalised document and the summary provided by the Headmaster.

Finance and General Purposes Committee

The membership of this Committee comprises Richard White (Chair), Robin Badham-Thornhill, Tim Brown, David Fawcus, Guy Foster, Ed Mawle, Lucy Robins and Alisdair Wade. The Headmaster, his Deputy, the Bursar and the School Accountant 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

Guy Foster chairs this Committee which meets twice each term. Tim Brown and Lucy Robins also attend this meeting as does the Headmaster, his Deputy, the Bursar and the Director of Estates.

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

The Education Committee

This Committee meets each term and comprises Philip Lough (Chair), Robin Badham-Thornhill, Julian Birch, Rebecca Dougall, Nicky Huggett, Sid Inglis, Bella Nightingale and Alisdair Wade. The Headmaster, his Deputy and the 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 Beth Robertson (Chair), Robin Badham-Thornhill, Ann Jackson, Philip Lough, Charlotte Mintern, Susan Ross 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 Emma Cripwell (Chair), Alice Macaire and Ed Mawle and is attended by the Headmaster, Headmaster's Wife, Head of Pre-Prep and the Head of Admissions and Marketing.

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, should parents suffer any unforeseen financial hardship.

This Committee comprises Richard White (Chair) and Susan Ross and is attended by the Headmaster and the Bursar.

Robin Badham-Thornhill BA PGCE – Chair 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. He retired at the end of August 2010. Then, he took up the position of Head of Development at Knightsbridge School, London until August 2020 and he was an ISI School Inspector. Currently, he works as an Educational Consultant. Robin joined the School Council in 2008 and became the Chair 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 and is also nominated as the Governor responsible for Boarding at Pinewood.

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 past 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.

Emma Cripwell BA Hons Durham

Emma Cripwell went to Hanford School and then onto Sherborne Girls. 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 comprised 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 was the Managing Director. In 2018 she left The PC Agency and now is the Publicity Director of The Pig Hotels and consults for media database Roxhill Media. Emma joined the Board of Governors in September 2015. She is Chair of the Admissions, Marketing and Development Committee and is nominated as the Governor responsible for Pre-Prep.

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 in January 2010. Rebecca continues to be a passionate student of historical literature, 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 CloD – Vice Chair

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 is Vice Chair. He 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 several well-known surveyors and estate agents in London, ending up as a regional director. Since 1997 he has run his own public limited company, which is based in Swindon and specialises 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 who works at Pinewood, and they live in Ashbury with their two daughters, both of whom are Old Pinewoodians. His interests include architecture and foreign languages. Guy joined the Governors in 2010 and Chairs the Buildings and Estates Committee. He is nominated as the Governor responsible for staff welfare at Pinewood.

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.

Sid Inglis BA Hons PGCE

Sid Inglis was educated at Radley College and Newcastle University, where he read Religious Studies. His teaching career started in Santiago, Chile where he spent two years teaching English at Redland School. He also gained two international cricket caps for Chile during this period. In 1995 he moved to Ludgrove to teach Classics and in 2004 he was promoted to Assistant Headmaster. In 2008, he was appointed Joint Headmaster. In 2013 he became Headmaster of Elstree School in West Berkshire and has recently overseen the successful move to full co-education. Married to Olivia, with three children, Mr Inglis is a very keen sportsman, particularly cricket and golf, and he likes to go fishing near his family home in Wales. Sid joined the governing body in June 2021 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 interim 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 several independent and state schools as well as an ISI inspector and is a trustee of the TGS Trust, which promotes good practice in schools of primary and prep school age. He joined the Governing Body in April 2012, is Chair of the Education Committee and a member of the Governance Committee. Philip is also nominated as the Governor with specific responsibilities for Safeguarding at Pinewood.

Alice Macaire

Alice Macaire went to Cranborne Chase School for Girls and then joined John Stefanidis Interior Design. From here she joined Radnor Design and Project Management and within two years became co-owner overseeing the refurbishment of many of Belgravia's most prestigious houses. Alice accompanied her husband, a career diplomat, to the US, India, Kenya and Iran. During that time, she ran successful projects such as the one that transformed the Karura Forest in Nairobi from a no-go area to an amenity that welcomes 45,000 people a month. On her return to the UK Alice became Deputy Chief of Staff to Sir Tim Berners-Lee, inventor of the World Wide Web and advisor to INTO (the international wing of National Trust) In parallel Alice and her daughters set up EDCLUB Movement (Encouraging Disadvantaged Children to Learn Using Broadband), this initiative sees 'advantaged' students (students are considered 'advantaged' if they have access to the internet) raising funds to provide computers for 'disadvantaged' children, whom they then encourage to self-educate during, on-line sessions. Her daughter, Nell, was at Pinewood and had an incredibly happy and productive time there. Alice joined the governing body in March 2023 and is a member of the Admissions, Marketing and Development Committee.

Ed Mawle BA (Hons), Chartered FCSI

Ed 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 Ed 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 twenty three years Ed has worked in Cheltenham. He spent 18 years at Brewin Dolphin where he was latterly Head of Office. More recently he was a Senior Investment Director at Investec Wealth & Investment and since 2023 has fulfilled the same role with Close Brothers Asset Management. Ed is married to Rosie and they live in Cheltenham with their two very young children. He is from a Gloucestershire farming family and enjoys shooting, skiing, golf, cycling and Scottish Reeling. Ed joined the Board of Governors in 2011 and sits on the Finance and General Purposes and Admissions, Marketing and Development Committees. He is nominated as the Governor responsible for Learning Skills at Pinewood and assists in the development of the School's medium to long term strategy.

Charlotte Mintern MSc, Chartered MCIPD

Charlotte studied Economics at university and holds masters degrees in both Human Resource Management and People & Organisational Development. A chartered member of the CIPD, she has built her career in Human Resources, working in a range of organisations including Eli Lilly, BOC, and the Ford Motor Company, prior to joining Associated British Foods (ABF) in 2006. For five years she held a range of HR and Development leadership roles in Twinings, before taking a Finance Talent Development role at the ABF Head Office partnering the Group CFO and his reports. In 2014 Charlotte was appointed HR Director for AB Vista, an international agricultural feed technology business with employees operating in over 20 countries. In 2019 she returned to the ABF Head Office as Group Head of Careers and Inclusion for ABF plc. She moved to Bourton in 2009 and remains local to the school, living in Bishopstone. Charlotte is married to Chris and they have one daughter at Pinewood. She joined the Governing Body in September 2022 and is a member of the Governance Committee.

Bella Nightingale BA PGCE

Bella was educated at Frensham Heights before reading Film, Drama and English at Reading University. After university, Bella worked in the film industry in Los Angeles as a script developer and later as an assistant producer. Though her experiences were interesting and enjoyable, Bella then changed path, and after a year in Ethiopia volunteering for two NGOs, she decided to train as a secondary school teacher. She took her PGCE in English at the Institute of Education, University of London. She began her career in a London comprehensive school, before becoming Head of English at Dulwich College Beijing. She then became the founding Head of English at Harrow International School Hong Kong, before being appointed as Assistant Head (Academic) and then Deputy Head (Academic). After 12 years of living in Asia, Bella returned to the UK to become Assistant Head (Teaching and Learning) at Marlborough College. Bella is interested in pedagogy, particularly in how schools can use developments in cognitive science to enhance their pupils' learning. Bella is married to Ed (Deputy Head Pastoral at Marlborough College) and they have three boys, all of whom are at Pinewood. Bella joined the Governing Body in January 2024 and is a member of the Education Committee.

Beth Robertson BA (Hons) GDL and LPC

Beth attended Sherborne Girls followed by Bristol University where she read Classical Studies. Moving to London after her graduation she spent the next 4 years working first for Taylor Woodrow Property Development in both London and Hong Kong, and then moved to a small brand development company. In 2001 Beth changed direction and entered the Law, completing a law conversion and legal practice course. She then spent 10 years as a solicitor at Mishcon de Reya in London, where she became a specialist in Family Law. In 2013 Beth joined Moss Fallon Solicitors as a Partner, an exclusively Family Law practice, where she divides her time between their offices in London and Wiltshire. Her practice is primarily concerned with divorce and the breakdown of relationships and the ancillary matters arising from that, predominantly the finances, matters concerning the children, and living arrangements. Beth had two children at Pinewood and joined the Governing Body in September 2019. She is Chair of the Governance Committee.

Lucy Robins BSc MRICS

Lucy was educated at Bryanston before reading Land Management at Reading University. She qualified as a Chartered Surveyor with a leading international practice where she stayed for 8 years advising commercial and public sector clients on planning and development projects throughout the UK. Lucy then joined the Ministry of Defence and led a team disposing of redundant military sites in the southwest and London. She embarked on a second career as an independent school Bursar, first at Leweston School and from 2009 until 2020 at Sherborne School. With Covid thwarting Lucy and her husband's belated gap year, she was available to stand in as Interim Bursar at Pinewood from August 2021 until September 2022. Lucy is a keen supporter of the performing arts and an aspiring gardener. She is an advocate for mental health and is a trustee of Solent Mind, one of the largest local Minds affiliated to the national charity, Mind. Lucy joined the Governing Body in November 2022 and is a member of both the Finance and General Purpose and Building and Estates Committees.

Susan Ross MBA C.A.T (ACCA)

Susan has worked for Cranfield University since 1999 and is currently Director of Admissions for Cranfield Defence and Security. She is also Head of the Cranfield Forensic Institute. Prior to joining Cranfield, she was Secretary to the Faculty of Law and Accountancy at the University of Dundee and Faculty Registrar at the University of Lincolnshire and Humberside. Before embarking on her career in Higher Education she spent a period of 12 years in the Housing Department of the new Town Development Corporation in Glenrothes, Fife, Scotland. Susan was part of the team which wound up the New Town and disposed of all the assets before being made redundant as part of that process. Susan holds an MBA from the University of Dundee and a Certified Accounting Technician qualification from ACCA. She lives in Shrivenham with her husband Mike. Susan joined the governing body in June 2021 and is a member of the Governance Committee.

Alisdair Wade BSc (Hons)

Ali is an Old Pinewoodian, leaving in 1989 to attend Marlborough College where he was Head Boy. He completed a BSc in Biological Sciences with his Honours in Zoology at Edinburgh University before starting at Cazenove & Co in London in a UK equity sales role. He moved to New York in 2002 before

transferring in 2006 to Merrill Lynch back in London to run their small institutions equity desk and then to Moscow in 2010 to head Merrill's Russian equity distribution team. In 2013 Ali returned to England and founded an investment company focussed on the education sector. He is now based in Wiltshire with two children at Pinewood. He runs the family farm alongside his education interests and has a passion for nature and the countryside as well as being a keen sportsman. Ali joined the Board of Governors in 2022 and sits on the Education and the Finance and General Purposes Committees.

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 Chairs the Finance and General Purposes Committee and Bursary Panel.

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



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