



IMPACT REPORT 2022-23



Welcome



Perrott Hill School

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Front cover image: Eton End School

IAPS... an
organisation
of world-class
schools

FOREWORD IMPACT REPORT 2023

I am delighted to be presenting this third annual report to you, which I hope you will find of interest.

A great deal has happened this year, which is set out in more detail in the report, and I am most grateful to the team at IAPS for their hard work and continued commitment to our schools. Earlier in the summer we bade a grateful farewell to Christopher King - who completed five distinguished years at the helm - and I am delighted that in Dominic Norrish, we have a talented, creative and experienced new Chief Executive who will lead IAPS confidently into the future.

One of Dominic's first tasks has been to evaluate the huge amount of tremendously valuable feedback we have received from you via the extensive membership survey during the summer term. IAPS is, after all, a membership association and we want to ensure that what we offer is relevant, useful and good value for money. We are well aware that headship is an extremely complex and

challenging job and we want to be able to provide the best possible support for you, personally and professionally, together with your staff and schools.

I am pleased to say that the new governance structure is now operational. We will benefit from having a strong new Board, composed of seven serving heads - all of whom are vastly experienced and represent the diverse range of our schools - together with five independent Board members who, after a comprehensive selection process, have been chosen for their significant experience and expertise in the fields of finance, communication, law, HR and marketing.

This new Board meets for the first time this term, as does the newly-formed Members' Advisory Board made up of District Representatives, International Representative and Committee Chairs. I am confident that we now have a governance structure which is fit for purpose, as well as being ready and able to provide the right support for you and clear strategic direction for the Association.

Thank you sincerely for all that you do for your schools, for your parents, your staff and your pupils. It is your leadership, inspiration and commitment that makes our Association an organisation of world-class schools.



Andrew Nott
IAPS Chair, 2020-24

Foreword

CHIEF EXECUTIVE'S REPORT

The past 12 months have seen considerable progress against the current Strategic Plan.

In January, the first cohort of Regional Support Representatives (RSRs) began their work, with a remit to proactively reach out to all members. We hope that any initial misunderstanding about a potential overlap with the role of District Representatives (DRs) has been explained. The RSRs are linked to postal codes, rather than Districts, and their role is to contact each individual member and, in so doing, act as a 'conduit' with myself and my team. It is already clear that their approaches have been greatly appreciated by members.

In a similar manner, the opportunity to access professional wellbeing counselling on a one-to-one basis is largely viewed as an 'insurance' policy and has been welcomed as a very useful additional benefit of membership.

Another major step forward for the Association, initiated in the past 12 months, is the new IAPS governance structure, which took effect at the start of September.

The new Board has five 'independent' members, bringing fresh perspective and in-depth professional skills. Their expertise will complement that of the seven full members elected by the membership for the first time.

The creation of a Members' Advisory Board, made up of the DRs and committee Chairs, will further help to shape the Association's strategy in the future.

The 2022 'Enlightened Education' Annual Conference in Edinburgh was a first for IAPS, hosted jointly with HMC. The stellar cast of speakers and the annual dinner at the National Museum of Scotland will mark it down as one of our most memorable Conferences. The feedback was very constructive, with the consensus being that we should look to replicate this approach in future.

A new Board consisting of five 'independent' members, brings a fresh perspective and in-depth professional skills. Their expertise will complement that of the seven full members who were elected by the membership for the first time.

Another step forward during the year was the creation of a new European District, a cornerstone of the overseas strategy contained in the Strategic Plan.

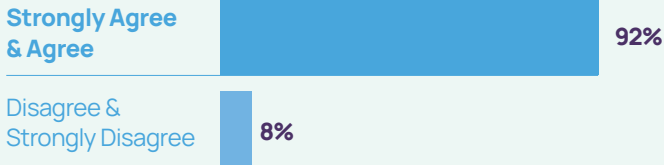
My predecessor Christopher King's visit to Kenya was an excellent opportunity to see the great affinity that District has with IAPS and to better understand the needs of these schools. The opportunity for overseas expansion needs now to be taken, whilst ensuring the high standards of the existing membership are not diluted.

The move to Bishop's House facilitated the first moves to a more sustainable IAPS.

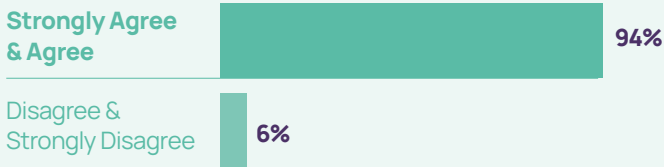
Solar panels and battery storage have been installed successfully and, in the near future, EV charging

Impact

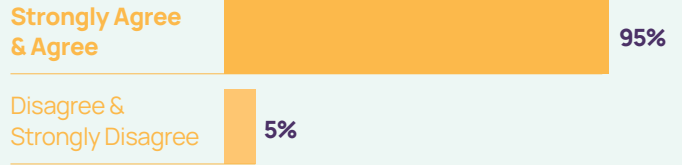
IAPS is the leading Head's association



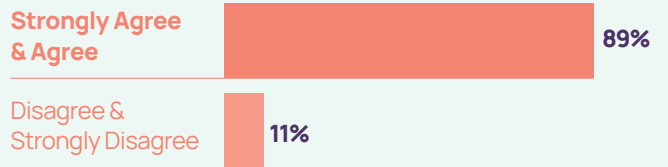
I feel proud that my school has the IAPS kitemark



I find the professional support and advice from IAPS valuable



I find the IAPS Annual Conference valuable



points will also be added. This helps to maintain the value of the building, attracts and retains tenants and gives an insight into how we can all be more sustainable in the workplace.

There were a significant number of changes and additions to IAPS personnel during the last academic year and, in particular, the new Communications team has worked hard to improve our internal and external communications.

Finally, we were very grateful to receive over 350 responses to our

membership survey towards the end of the summer term, which sought feedback on Heads' experience of IAPS across the full range of activity. The results are currently being used to inform the Association's strategy, to ensure we deliver the services that members value, in the manner which they find most effective.

Well over 1,000 detailed verbatim comments were made and these have been coded to identify themes, as well as specific opportunities and problems that need addressing. We intend to repeat this survey in the

summer of 2025 to measure progress from 2023's baseline and as an input to our continuous improvement.



Dominic Norrish
IAPS Chief Executive

report

During the last academic year we developed and launched several new services, aimed at improving and enhancing the range of practical support we offer to all IAPS members.

Specifically, these focused on professional HR support, an Employee Assistance Programme and Regional Support Representatives.

We also revamped the former ilearning programme and relaunched it as the IAPS Digital Academy

MEMBERSHIP SERVICES

HR SUPPORT

We identified a demand among member schools and, particularly among those with less in-house resource, for hands-on assistance with HR support. We responded to this need by providing eight hours of free HR support per academic year for each school from a specialist HR consultancy.

We are delighted to report that this arrangement has already provided advice to 30 IAPS schools on issues including flexible working requests, grievances and disciplinary procedures.

Feedback from members who have accessed this service has been excellent and we anticipate the number of schools demanding support will continue to grow. The service is not limited to schools without in-house HR support; it may also be used as a sounding board or sense check for your HR staff.

New

EMPLOYEE ASSISTANCE PROGRAMME

Through the newly-formed Pastoral and Wellbeing Committee, a need was identified for wellbeing support for Heads.

The Employee Assistance Programme (EAP) has been provided as a result and offers a range of wellbeing support. Most notably, it entitles every member to access eight hours of in-person counselling, per issue per year, as well as support for your immediate family.

REGIONAL SUPPORT REPRESENTATIVES

With the aim of ensuring proactive contact from IAPS with every member each year, we introduced Regional Support Representatives (RSRs).

We see the RSRs as a conduit between the IAPS Senior Leadership team and member Heads, signposting you to the practical help that we can provide.

The initiative is intended to supplement the support within the district, not replace it. Equally, it does not impact on your ability to make contact with us directly.

EDUCATION SERVICES

IAPS DIGITAL ACADEMY

Digital Academy is a new initiative from IAPS which aims to provide a one-stop shop for all member schools' staff CPD and compliance training needs.

Offering a wide selection of flexible high-quality courses, the Digital Academy's prime focus is on the provision of simple staff training and development at excellent value for money.

Learning is available anytime, anywhere, with online and offline learning on mobile, tablet and PC and allows you to stay in control of your staff training.

- There is no upfront cost for your school as IAPS covers the £50+VAT registration fee
- You pay as you go, with each course completion costing only £7.50+VAT and costs reducing on a sliding scale as staff complete more courses
- Discounted whole-school course bundles are also available on request

More than 150 school CPD and statutory and compliance training courses are available, written and regularly updated by subject specialists, allowing staff in all roles the opportunity to take an active role in their professional learning, engage in thoughtful reflection and rise to new challenges.

Full details about IAPS Digital Academy can be found on our website at iaps.uk/courses-conferences/digital-academy.html



initiatives

EDUCATION AND SPORT REPORT

It was a busy year for the Courses and Conferences team, delivering a record 66 events to almost 2,200 delegates, not only face-to-face but online.

Day course costs were frozen for a fifth consecutive year, subsidised by significant increases in sponsorship and exhibition income, whilst a major first came in September 2022 when we organised our joint Annual Conference with HMC in Edinburgh.

We responded to a new challenge facing members, laying on a free webinar and day conference addressing the threats and opportunities presented by ChatGPT and other emerging AI technology.

SUBJECT ADVISERS

Our team of Subject Advisers, a valued and cherished group of teachers working in IAPS member schools, available to offer peer advice and guidance, was further strengthened during the year.

New Subject Advisers were identified and appointed to lead on PE and on Libraries in response to demand for assistance in these areas, whilst we further strengthened our technology expertise by creating a three-strong Digital Advisory Group.

over **160**
new Heads offered
coaching since
2020

2,193
Course and
Conference
delegates

66
Courses and
Conferences
organised

The year proved overwhelmingly positive for the future as we developed and refined our programmes to respond to and meet the needs of member schools.



Radnor House Sevenoaks

Education

EDUCATIONAL RESOURCES

The educational resources available to Heads and staff within our member website continue to expand.

Amongst the many improvements made during the last 12 months, we created a new reference section specifically for staff working in libraries.

Elsewhere, we worked with SchoolsMobile and Study Hall in the fields of digital safeguarding and AI to offer schools exclusive access to pilot schemes.

COACHING

Our innovative coaching programme continues to thrive, with more than 70 Heads having completed training during its first three years.

During 2022-23 we were able to offer IAPS-funded ILM Level 7 Coaching to 24 current Heads.

In return, Heads passing through the programme have now coached 160 Heads new to IAPS membership.



RGS The Grange

+ Sport



168

sports events
organised

over
6,000
medals
awarded

93

schools/venues
used

22

different sports offered

over
22,000
competitors
participated

CONSULTATIONS AND DFE

Feedback was contributed on behalf of members, alongside the ISC safeguarding and child welfare group, on the recent government consultation on IICSA recommendations.

The recent DfE request for stakeholder engagement in the RSHE review led to us working with the IAPS PSHE advisor to contribute to the ISC response on this important consultation.

MEMBERSHIP OFFERS

We work in partnership with commercial providers to provide products and services of possible interest to members at discounted rates.

The full range of Membership Offers can be found on our website at [iaps.uk/member-homepage/useful-resources/education/membership-offers.html](https://www.iaps.uk/member-homepage/useful-resources/education/membership-offers.html)

SPORT

Proactivity is the key word for the IAPS Sports team, listening and responding to feedback from member schools on the huge variety of sporting events we provide each year.

With more than 22,000 competitors participating in 168 events in 22 sports, the administration needed is a mammoth task and we are hugely indebted to the 93 schools and venues that hosted events for us and to the 121 volunteer organisers who made it all possible during 2022-23.

A major highlight of the year was being able to offer, for the first time, para categories in three sports - Table Tennis, Triathlon and Swimming. For those fortunate enough to be at London's iconic Olympic Pool in June, the first few para athletes to take part in a national swimming final created a landmark and highly emotional moment.

Swimming attracts the greatest involvement, with 247 schools participating during 2022-23. We listened to their feedback and invested in Swim Manager software with the aim of streamlining the administration behind these events.

The growing number of requests for a forum at which sport and PE issues can be discussed was answered with the creation and first staging of a Director of Sport Conference. We will use the feedback gained from delegates when we hold the next event in January 2024.

Additionally, demand from schools for greater inclusion in our most popular sports - boys' and girls' hockey, girls' cricket and netball - led to the creation of several new qualifying events at U11 and U13 levels.



Mark Brotherton
Director of Education Services



Membership

MEMBERSHIP SERVICES REPORT

My role in Membership Services is primarily focused on providing specific advice and support to Heads on a wide variety of issues and queries. As many of you will know, prior to joining IAPS I was a practising lawyer working extensively in the education sector.

Heads can call or email me at any time to discuss any matter, big or small, and I will always strive to offer a fresh perspective and detailed practical help. The nature of the topics I am approached about is broad and often hard to categorise, but examples I have assisted members with this year include:

- Managing issues with parents, including complaints, and the challenges brought by acrimonious parental separations, such as differing requests on issues like data access and withdrawal from school;
- Advice on pupil issues, including behaviour, admissions and exclusions;
- Supporting schools on action plans following inspection findings;
- Queries on technicalities of compliance with the ISSRs or other regulatory requirements;
- Understanding obligations in relation to children with SEND, as well as the complexities brought by EHCPs;
- Managing difficulties in the relationship between Heads and governors;
- Supporting Heads with their own position, for example in the case of mergers, other material changes or where complaints or grievances have been raised;
- Input into reviews of strategic staffing structures or other complex people issues.

As well as providing this bespoke advice, we continue to provide support to Heads in a range of other ways.



Emilie Darwin

Director of Membership Services

WEBINARS

The successful programme of free panel webinars has expanded and developed during the last academic year, providing members with the chance to share experiences with, and learn from, panels of other IAPS Heads. Subjects tackled included second headships, EDI initiatives, pupil wellbeing strategies, managing workload at times of stress and, in January, ISC joined us to talk in detail about the political threat to the sector.

A series of focused and informative webinars was also provided at no cost, covering topics which included menopause, EYFS inspections and pre-termination negotiations, as well as a Q&A session with lawyers on mergers and acquisitions. Recordings can be accessed in the member area of our website at iaps.uk/member-homepage/useful-resources/webinar-recordings (member login required).

Services



Heads can call or email me at any time to discuss any matter, big or small, and I will always strive to offer a fresh perspective and detailed practical help.



662

IAPS schools

618

UK schools

44

Overseas schools

167,400

UK pupils

27,300

Overseas pupils

I am very grateful to the Heads who sat on webinar panels during 2022/23, providing the grounding for a much more extensive programme of webinars, podcasts and forums in the coming academic year, focusing on various aspects of great education in IAPS schools. We will announce more detail about this in due course.

EMPLOYMENT DOCUMENTS

Providing further assistance to member schools, we have a range of employment-related documents that are freely available on our website.

These include template employment contracts for all categories of staff, reviewed and updated annually taking account of legal advice, and a Staff Handbook containing all employment policies.

During the last academic year, we have expanded this work with the provision of a Safer Recruitment Pack, containing all the documents needed in the recruitment of new staff, from job adverts to conditional offer of employment letters, as well

as a Recruitment Policy and Visiting Speaker Policy. These will be kept up to date in line with KCSIE and any other regulatory and legal changes.

All of these documents can be found in the member area of our website, at iaps.uk/member-homepage/useful-resources/hr (member login required).

SENIOR LEADERS

We continue to develop and expand our programme for Senior Leader members, which now offers webinar sessions on topics such as development planning, understanding school finances and developing middle leaders.

During 2022-23 we also staged our first in-person event, a complimentary leadership training day with Diana Osagie held at the IAPS offices in Warwick.

We have plans to further develop this membership category to ensure that it provides tangible career progression for our Senior Leader members in their path to headship.

My role at IAPS is to assist you, whatever the challenge you are facing or advice you need.

Please do not hesitate to contact me at edb@iaps.uk or call me on 07818 478954.

Membership Services



The Oratory Preparatory School

FINANCE REPORT

2022 was supposed to be the year that the post-Covid world returned to normal, however, with Russia invading Ukraine, the world was hit by rising interest rates, spiralling inflation and an energy crisis.

Against this backdrop, our focus in the Finance team has increasingly been on ensuring IAPS Heads receive improved 'value for money' from their membership, whilst the Association continues to provide the very best support to them.

To this end, several tangible financial benefits have been added to membership. As recorded elsewhere in this report, these include eight hours of funded HR support, access to an Employee Assistance Programme, and the introduction of Regional Support Representatives

Despite the financial challenges, it is pleasing to note that the number of Heads in membership has remained stable, whilst the number of Senior Leaders is steadily increasing.

to target the support we provide more locally. These benefits offer schools a way of continuing to access important services whilst the economic climate remains extremely challenging.

Subscriptions charges were frozen in 2022 for the third successive year to recognise the pressure members have been under post-Covid.

Despite the financial challenges, it is pleasing to note that the number of Heads in membership has remained stable, whilst the number of Senior Leaders is steadily increasing. I believe this is due, in part, to the Senior Leadership network having been expanded at no extra cost to include access to the World Education Summit and a CPD offering of a series of free webinars.

IAPS Heads attending the first joint Annual Conference with HMC, held in Edinburgh in September 2022, benefited from a discounted ticket price, subsidised from commercial income. Exhibition income also played a significant role in defraying the cost of attending Conference that members paid.

Sports activities returned to something like normality after two years of Covid, with the team organising its first Director of Sport Conference in November.

This received good feedback and has laid the foundation for it to become a regular event, with a date already in the diary for the next in January 2024. The Sport team made a small surplus overall. This was enough to cover the direct costs of the team, with overheads being funded from commercial income such as the sale of merchandise to parents.

IAPS Consultancy continued to gather momentum during the year. This initiative provides a not-for-profit pool of consultants accessible to member schools. In times of need, schools can reach out for professional support in the knowledge they will receive expertise from people committed to helping the independent sector at affordable prices. Projects completed during the past academic year included Head recruitment, appraisals, complaints management, marketing strategy and pre-inspection advice.

The Association actively demonstrated its commitment to sustainability with important changes at our offices at Bishop's House in Warwick.

All gas and electricity comes from 100% renewable sources and solar panels have been installed on the roof of the building, with associated battery storage capability. At a time of rising electricity costs and uncertain energy security, I believe this has been a prudent investment for the future of the Association. Further investment has been made in Board Room technology and means that more meetings can be held virtually, thus reducing the need for unnecessary travel. Bishop's House continues to have two tenants and this rental income helps to cover the running costs of the building.



Jackie Moore
Head of Finance

Finance

IART COMPETITION 2023

IAPS' annual iart competition is an opportunity for pupils at member schools across the world to demonstrate their artistic talent and creativity.

Each year, they respond in their hundreds to the challenge we set. The standard of work entered in 2023's competition was as high as ever, presenting the judging panel with an extremely difficult task to select winners in five categories for those aged between five and 15. Entries came from schools across the UK and from as far afield as Kenya, Ghana and Hong Kong.

All the entries needed to relate in some way to the theme for this year's competition, The Environment, with art in a variety of different media showcasing how passionately pupils feel about the natural world and sustainability. The judges also took into account art reflecting projects and individuals that pupils

admire, and work making powerful statements about what children think the older generation should be doing right now about global warming.

The artwork produced included pencil and pastel drawings, watercolours, oil paintings, lino prints, mixed media images, collages, textiles and sculptures. The diverse entries focused on literal representations of pupils' local or favourite places; environmental campaigners such as Greta Thunberg and Sir David Attenborough; and the plight of animals and aquatic life.

The prize winners attended a special ceremony at Eaton Square Senior School, on Piccadilly in London, at the end of June, where they were presented with an artwork print of their work and a certificate. All the finalists also received vouchers to use at local independent bookshops.

1st prize, Years 5-6 Matilda Nornelli, Stormont School



1st Prize, Years 3-4
Eiodleah Shilling, Ewell Castle Prep



1st prize, Years 1-2 Millien Heer, Milton Keynes Prep



1st prize, Years 9-10
Cyrene Bawuah, Roman Ridge



iart



The Elms

EDUCATION COMMITTEE

As well as its primary remit overseeing the work of the Director of Education Services, including an impressive and wide-ranging Courses and Conferences programme, a significant aspect of the Committee's work is in identifying educational initiatives and best practice that can benefit members.

The Committee also keeps abreast of external organisations in which IAPS has vested interests, including ISTip, ISEB and DfE.

During the year we oversaw four successful pilots of products in the areas of AI-generated learning, safeguarding, and educational resources. We were also pleased to sanction the sharing of significant resources offered by a new library partnership, as well as learning resources from a charity involved in outdoor education.

A key recent development is the creation of a new, three-strong Digital Advisory Group. Dave Presky, Matt Warne and Lex Lang have been

tasked with assisting members develop and instigate digital strategy, and particularly with dealing with the significant challenges posed by the development of ChatGPT and similar AI technology. One of the group's first initiatives was to deliver a free AI/ChatGPT focused webinar in January to more than 150 members, and this was then followed by a detailed course on the subject, held in London in May.

The Committee was pleased to oversee the restructure and relaunch of the former iLearning programme, now rebranded as IAPS Digital Academy with a new fee structure. The new format now offers access to more than 150 school CPD courses, alongside statutory and compliance training.

We continue to take a keen interest in the guidance and advice offered by a strong team of IAPS Subject Advisers, as well as the Pre-Prep and Early Years Group.

Dominic Floyd
Chair of Education Committee

Education



SPORTS COMMITTEE

The Committee is proud to have agreed exciting additions to the sport programme during the last academic year, not least the introduction of para sport categories. Assisted by invaluable feedback from Swim England, Table Tennis England and British Triathlon, several children competed in these sports for the first time. Further progress in increasing participation is now expected.

Listening to feedback from schools and reviewing participation and waiting list figures from the previous academic year, the Committee added extra qualifiers and festivals to the 2022-2023 programme, prompting an increase in schools participating in hockey, cricket and netball.

In May, the Committee reviewed the proposed 2023-24 Sport programme and removed a small number of events, creating more capacity within the Sport team. This allowed more cricket festivals to be added, also facilitating the team to provide more support to organisers of administratively demanding events.

The Committee works collaboratively with national governing bodies to support discussions around rule changes, policies, and best practice. Notably, IAPS worked closely with the RFU to review changing perceptions of rugby; with England Hockey around uniform rule changes; and with the English and Welsh Cricket Board to understand a decline in boys playing the game.

Within the Committee's remit is gathering feedback from districts on current trends and understanding changes in culture and perception. We used this insight to debate the growing trend for mixed sports and whether there is sufficient demand for a boys' netball competition.

The rising costs associated with delivering sport events, driven principally by inflation, led the Committee to agree an immediate 10% increase on all entry fees for the 2023-24 academic year. This is a necessary move to ensure we remain able to organise a large number of events and maximise participation opportunities for pupils.

Sean Price
Chair of Sports Committee

Sports

MEMBERSHIP COMMITTEE

The Membership Committee continues to focus on the educational and professional standards, aims and values of the Association. In practical terms, this means scrutiny of membership applications, including the welcome recent addition of the Senior Leader category.

The Committee works closely with the IAPS Senior Leadership Team to ensure that close dialogue is maintained with schools at all age levels and around the world, focusing on positive outcomes and meaningful value for membership.

The Committee reads reports from all member schools undergoing inspections, including – but not limited to – ISI, BSO and Ofsted. This year, the Committee recommended to the Board that the criteria for IAPS membership be made more nuanced regarding inspection demands for overseas schools, reducing one of the major challenges experienced by some schools looking to come into membership.

Fewer prep schools were found to be non-compliant this year: just 16 of the 171 inspected. In all relevant cases, including where schools have passed but been unhappy with the process, support is offered.

Committee discussions surrounding how best to support members led to the Regional Support Representatives initiative. We further note the incoming ISI Framework 23 and will be following the early outcomes of this.

Equality, diversity and inclusion is a key strategic consideration, following on from 2022's successful Spring Conference, and culminating in well-received webinars for members.

Members' welfare is central to the Committee. This has led to the Chief Executive intervening on a member's behalf with Governors, or liaising with ISI and DfE. We note an increase in material change inspections as schools adapt age ranges and move to co-ed.

Furthermore we recognise a wider trend towards schools merging and joining school groups, both charitable and for-profit. This has provided an opportunity for robust discussion about the drivers behind this and consideration of how IAPS can best continue to support members.

Matthew Bryan

Chair of Membership Committee

The Membership Committee continues to focus on the educational and professional standards, aims and values of the Association.

Membership



FINANCIAL COMMITTEE

2022-23 has been dominated by the rising cost of living, with inflation reaching unprecedented levels.

One of the fundamental principles of the Association is that subscriptions are set on a not-for-profit and not-for-loss basis. The work of the Finance Committee therefore centres on ensuring that the Association is held accountable for its spending decisions and that all decisions are taken with the best interests of members in mind.

Once again, a clean audit was achieved thanks to the hard work and commitment of the Finance team. The purpose of an audit is to reassure directors, HMRC and other stakeholders that the financial statements give a true and fair view of the Association and to identify areas of potential financial risk. In a time when every cost needs to be re-examined, the role of the auditors and the value provided was debated by the Committee, with the recommendation that further discussion takes place once the new Board is in situ.

In May, the Committee met with our advisers from Rathbones to discuss the management of the Association's investment portfolio and returns on investment, risk portfolio and the ability to draw on investment funds agreed. The Committee also sought reassurance from Rathbones that our investments continue to meet ethical criteria through a combination of negative screening and best-in-sector approach.

Finally, I'm pleased to say that we have been fortunate enough to welcome several new members to the Committee during the year. It is hoped that we will benefit from the time and commitment offered by these individuals and that we can reciprocate by giving them insight on professional financial management and associated skills to take back to their schools.

Nick Robinson
Chair of Finance Committee

Finance

PASTORAL AND WELLBEING COMMITTEE

During the 2022-23 academic year, we focused on identifying the remit and focus of the Committee, noting that the wellbeing of Heads, staff and pupils is of equal importance. These will therefore all be the subject of future initiatives driven by the Committee.

One specific initiative aimed at supporting Heads' wellbeing arising from the Committee's work is the implementation of an Employee Assistance Programme. In addition, we have already held specific webinars focusing on the wellbeing of pupils and supporting Heads during times of stress. We also encouraged Districts to focus on wellbeing at their summer meetings, enabling Heads to use the time away from school to make the most of support from fellow members.

This new Committee was set up at the start of the academic year, initially as a small informal group pending the foundation of a formally constituted body. Effective from the autumn 2023 term, the Committee will be made up of seven member Heads.

We plan to set up a pastoral and wellbeing area on the IAPS website, where important resources will be located, and will be asking Heads and schools to share anything that may be relevant and of interest to others. If you have any resources or interesting case studies you would be willing to share, as well as recommendations of providers working in this area, please do send them through to us.

We look forward to continuing to work in the interest of all IAPS Heads in this important area. We are open to ideas and suggestions of initiatives to work on, so please do get in touch with Emilie Darwin by email at edb@iaps.uk if you would like to put anything forward for consideration by the Committee.

Pastoral & Wellbeing

VICE CHAIR'S PERSPECTIVE 2022-2023

For Heads the pandemic seems like a lifetime ago but, for many of us, 2022-23 was the first normal academic year since 2018-19. For instance, last Christmas my school held its first Carol Service for four years, whilst other milestone events have also been welcomed back.

It was therefore a delight to be able to travel to the incredible city of Edinburgh last October for our Annual Conference, 'Enlightened Education', shared with HMC for the first time.

This innovative move highlighted shared challenges and opportunities, but there was also a welcome focus on the wellbeing of Heads in the Fringe programme. A cold water swim, a charity sunrise walk up to Arthur's Seat and a tremendous Ceilidh were hugely enjoyable additions to the programme. The importance of our network of Heads supporting each other in such a challenging job was highlighted time and again.

The Conference also fundraised for two charities, 'TheirWorld' and the 'Benedetti Foundation', with both founders delivering thought-provoking addresses on their inspiring work in education.

The addition of the new Pastoral and Wellbeing Committee, with an agenda focusing on support for Heads and leading on pastoral matters for schools, is a welcome step forward and something to build on in the years ahead. Arising directly from this, all member Heads now have access to an Employee Assistance

Programme - a package of specialist support ranging from legal matters to counselling. I am also proud of the number of Heads who are now trained ILM Level 7 Coaches and, through this, lend valuable support to new Heads in membership.

I would like to applaud and thank IAPS Heads for the considerable positive difference they make to both their schools and pupils every day in such challenging times. I would also like to thank the IAPS team, who work so incredibly hard to support the membership.



Charlotte Johnston
IAPS Vice Chair

Vice Chair's

Perspective

Outstanding
Professional
Development
for you and
your team

Expert advice
guidance and
advocacy

Prestigious
sporting and
artistic events
for your pupils

A hallmark of
your school's
quality

Valued
professional
networks

Extensive
resources and
tools to support
you and
your team



Independent
Association of
Prep Schools

Jessica Field claimed first prize in the
Years 7-8 category of iart 2023 with this
beautifully-observed oil painting of her
school Brambletye.



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