



**The Gryphon Trust Board of Directors**

Minutes of the meeting  
Held on the 27<sup>th</sup> March 2018

Present: Mrs E Cook (Chair), Mr N Pressnell, Mr R Wilkins, Cllr O’Sullivan, Prof D Richards, Mr M Byrne (FaceTime), Mr B Maugham, Mr D Coburn

Apologies: Dr M Horswell

In attendance: Mr Jon Chaloner(RSC), Mr N Himmel, Acting Principal, Eaglewood School, Mrs C Johnston, Finance Officer, Mrs V Woods (minutes)

<u>Item</u>	
	Welcome was offered to Mr Chaloner and Mr Himmel.
1	Apologies – Dr Horswell – <b>accepted by Mr Maugham, seconded by Mr Wilkins with all present in favour</b> <sup>(1)</sup>
2	Declarations of: <ul style="list-style-type: none"> <li>- Items likely to cause a conflict of interest/pecuniary interest – none declared</li> <li>- Items to be taken under AOB – none declared</li> </ul>
3	Minutes of the Directors meeting held on the 12 <sup>th</sup> December 2017 were agreed. <b>Proposer Mr Wilkins, seconded by Mr Coburn, with all present in favour</b> <sup>(2)</sup>  Matters arising: <ul style="list-style-type: none"> <li>➤ Page 2 – canteen takings – canteen profit is significantly up, we are doing very well at the moment</li> <li>➤ Page 6 – mock Ofsted inspection by Hampshire – found to be a useful exercise to provide a baseline check. Mr Himmel advised Eaglewood are having 6 weekly visits from the DfE. Staff will also be attending Ofsted training course in December.</li> </ul>
4	<u>Regional Schools Commissioner – Mr Chaloner</u> Mr Chaloner advised that he was elected a member of the HT board. He was asked to attend a Board meeting by the RSC and to work with Mr O’Sullivan, as there are concerns re outcomes last year and ongoing Eaglewood issues. He has already had a couple of conversation with Mr O’Sullivan and that he is here to help support and provide advice. He advised that this is a lighter touch monitoring of how robust board meetings are, challenging executive team and making sure we are on the right track. The latest indication is that we are on the right track during this last term. Mr Chaloner provided some information about himself and his career history.

	<p>The advice for the Trust would be to initially focus on 1 or 2 schools working in partnership and not rush into expanding. Need to be able to demonstrate working together, Head to Head do the most work, governors make final decisions.</p> <p>What is the ambition of the Trust, what is the thread? Are there any others joining as a MAT? The question was asked as to what the single piece of advice he could give to us? Work with the DfE and RSC office, make sure the relationship is there.</p> <p>Q. Are the number of schools in the Trust crucial? It will be tough to survive as two – it is important to continue to look at adding schools to the Trust.</p>
5	<p><u>Finance update</u> – revised figures provided</p> <p>Forecast 2017/18 – as from this year monies have been transferred from both accounts into the Trust to cover costs relating to both schools</p> <p><u>The Arnewood School:</u></p> <ul style="list-style-type: none"> <li>➤ GAG – 11-16 income (for years 7 – 11) is showing an increase in funding per year due to increased students on roll at the October census. Predicted numbers in Oct 2018 in year 7 = 200, 28 more than we had on the census this year, so will increase funding. Leaders and middle leaders are working very hard to increase numbers. The numbers are above the demographic.</li> <li>➤ Sixth form funding has significantly reduced from 2016/17, it is down by a 1/3<sup>rd</sup> for 2018/19. Sixth form numbers for 2018/19 are predicted to be 220 generating increased income for 2019/20.</li> <li>➤ ESG protection has been withdrawn showing a reduction of £88k for next year.</li> <li>➤ Bursary funding has reduced due to lower sixth form numbers. This should not pose a problem.</li> <li>➤ Staffing costs expected to be £4.97m (including agency supply of £102k) in 2017/18 against £5.02m (including agency supply of £75k) in 2016.17. Savings have been made in the projected salary figure for 2018/19, predicted cost £4.85m.</li> <li>➤ Agency – Mr Pressnell advised that recruitment to post is very poor. In this area people are applying predominantly to agency, it is the primary way of recruiting these days but does incur agency fees. We have difficulty in retention/staff are sick, we have said goodbye to staff who have not hit the mark. To make staffing meet the curriculum we will have to increase contact time and will reduce allocated time with Sixth Form. Q. What impact will that have in the Sixth Form? Will it have an impact on breadth of curriculum? Yes it would as numbers are lower. As we are in competition with other educational providers in the area, so we need to ensure we don't reduce the curriculum significantly. Retention factor? A lot of staff like to teach Sixth form. Post 16 – we have gone from 300 to 200 – what are we doing to address? Are we reducing courses/staffing? Courses will reduce but we have to maintain offer otherwise children will go elsewhere. We are keen not to reduce our vocational courses we offer as they are a good fit for our community and results are good. Ratio of staff to pupil is quite high. Some will have to be reduced.</li> </ul> <p>Mr Coburn asked if in the economies of scale, will one school make any difference to the MAT and shared office? It is not a desirable approach to say join us and make people redundant. It could be through natural wastage.</p> <p>The reason for numbers dropping is it because KS4 results have dropped. Requirement is 5 or more grades to ensure a place, teaching is different in Sixth Form. If a significant trust came in then there would be areas to make some change. Is there opportunity to broker with another school? Vocational could be for longer periods i.e. an afternoon. We used to have students attend from other schools but this has stopped as they too are feeling similar financial constraints and not offering on the curriculum.</p>

	<p>➤ Other expenditure – budgeted for 2018/19 has been kept to a minimum where possible resulting in a predicted in year deficit of £250k, which, with further savings, could be absorbed by the remaining surplus for 2017/18.</p> <p>➤ 2019/20 – expected in year is around £150k, further savings would need to be made for September 2019.</p> <p>Q. Within the task group Eaglewood staffing was very fragile is this in the budget? Yes. The predictions for this year and next year for Eaglewood have not been looked at any further at the moment than 2019. A lot will depend on how Eaglewood will be funded in September 2019.</p> <p>Mr Byrne asked re the Sixth Form is it just temporary reduction in numbers or is there a real risk to it becoming so small that it does not recover? If it is a numbers thing is there anything we can do to recruit those that would not normally come to Arnewood? Lots of promotion work has already been done which has proven highly successful. The risk is the Italians who are here on a G&amp;T programme, concern is re Brexit. The uptake this year is small, retention of Yr 12/13 may be small. The prospective Year 11 coming up is better.</p> <p><u>Eaglewood School</u></p> <p>➤ Capacity for next year = 30, the new build would be 70.</p> <p>➤ GAG income has been set on predicted numbers for the first two years from opening, respectively 42 and 54 places. The third year GAG is based on the number of student places taken up in the second year and therefore, as accommodation in temporary buildings has limited the number of places viable, the funding for 2018/19 has been agreed with the EFSA at 30 places. This may result in a small deficit at the end of 2018/19, managed by the surplus from the first two overfunded years.</p> <p>Once the school opens ready at the start of the 2019/20 academic year the school will be working towards full capacity of 72 students.</p> <p>➤ Staff costs are expected to be £477k (including agency supply of £95k) in 2017/18 as against £355k in 2016/17.</p> <p><u>The Gryphon Trust</u></p> <p>Costs towards Trust central services to be devolved from each school. The calculation is on the basis of £10k per school plus 2.25% of the current year’s income. This may be subject to review throughout the year.</p> <p><u>Benchmarking report</u></p> <p>Provided by the auditors. It provides a comparison between Trusts. No AP has been included. The report is only provided for The Arnewood School. Staff costs are higher than the average median. Expenditure is on a par. Expenditure is in excess of income.</p> <p>Comment re support staff and staff development and training. Support staff costs are going in the wrong direction as opposed to teachers. Training costs in 2016/17 includes teaching school.</p> <p>Fixed assets – minor works. We had a lot of essential repair work (safety issues) also a fair amount of decorating undertaking to encourage more students. The amount of income does not allow us to do this every year so this is one area we can control expenditure. We are spending more in terms of support and other staffing, recruitment. Would like to put more money in for training and development.</p> <p>We have a generous proportion of staff who are pastoral – non teachers, which are required for our demographic, we may have to be more radical in not having? Teaching staff in pastoral roles is a topic for discussion with the local governing body.</p>
6	Risk Register

	<p>Cladding work for Arnewood School included - professional bond in place for 10% of value of contract to cover any shortfall.</p> <p><b>Risk Register approved. Proposal to accept Mr Wilkins, seconded by Prof. Richards with all present in favour</b> <sup>(3)</sup></p>
7	<p><u>Update</u>  <u>Arnewood School</u> – Mr Pressnell handed out a report.  Mr Pressnell advised those present that a formal Headteacher report goes to the Arnewood Local Governing Body from which he would provide a summary.</p> <ul style="list-style-type: none"> <li>➤ Numbers on roll = 1064</li> <li>➤ Would like to reduce costs in AP</li> <li>➤ Attendance – been a concern, we are working with feeder schools collaboratively on this</li> <li>➤ Academic outcomes:  Post 16 – performance extremely strong at AS &amp; A level, very high VA. Top 10% of schools Post 16. 3 year cycle at KS4, results far weaker than have been in a number of years. They are down due to whole host of reasons. Validated date on DfE the school has moved from red to below average. Mock exams this year totally different approach taken. Past papers being used, exams taken under moderation and there will be a big results event included as part of the rehearsal for August. We anticipate on that basis an improved score on last up.</li> </ul> <p>Q. How confident are you on these figures? Cautiously as usually we are very good at predictions. We failed last year but have made big changes, feel that it is accurate, colleagues feel more confident, children are more engaged. More children are attending revision classes. We are using ALPS to track sixth form.</p> <ul style="list-style-type: none"> <li>➤ Teaching and Learning – commissioned external support with Maths, Science and Leadership. Concerns over SEND provision so an additional report is being commissioned. Taking a lot of time to resolve. HR - compliance not good enough. Q. Does this imply at Middle Leadership learning? Yes. We are working with primary colleagues, offering benchmarking advice and challenging. Q. Swapping staff with primaries are we offering to them to come in. Staff from here had gone into schools. The HT from a local primary school came in and visited Maths.</li> </ul> <p>Quality of teaching in Maths which has always been of a high standard, the results were a disappointment to us last year. We have had issues about recruitment and retention of quality staff.</p> <p>We are looking to develop colleagues we have. SLT coaching team.</p> <ul style="list-style-type: none"> <li>➤ Leaders and Management – the ALGB came in for a day in February. Beverley Murtagh came in to work with colleagues in Expressive Arts and MFL.</li> <li>➤ Behaviour and staffing – the number of on-calls is declining, we are putting in place interventions around inclusion to stop the number of referrals being made to Eaglewood/Greenwood before exclusion.</li> <li>➤ Building works has started in earnest.</li> <li>➤ Rob Briscoe came in last week, he recognised the progress made. Advised not to neglect KS3. Challenge to ensure all staff complaint with Arnewood model lesson. We are doing work on this.</li> </ul> <p>Q. SEND – any external support provided? Sarah Keil visited, she returned a very detailed plan. Q. Performance – may want to consider looking at a wider induction in terms of performance. Planet K2. The job is to work with industry, feel could transfer into what we are describing, how to do more and work at peak performance in very different situations.</p>

May be some things can look at. Technology – from a strategic point of view what are we looking at from an enabling and monitoring point of view?

We have invested in a technology project called 4Matrix. Model current performance and predict outcomes – embedded in the summer. Leaders need to cascade down to middle leaders.

Eaglewood School – report handed out to those present by Mr Himmel

- 28 students on roll. We have stopped at 28 for the moment. We have 6 KS2 students, 8 KS3 and 14 KS4. We have a lot of referrals, and we have no doubt we will be able to fill the school. Referrals come from the LAs, Bournemouth, Wilts, Dorset and Hampshire. We have a number of students who are part-time as not able to manage full time; two students are educated at home due to severe mental health issues, we have a tutor who works with them. 5 referrals have already been submitted. We are looking to start those next half term. The school is at capacity. We are continuing to look at ways to increase figures going forward, including changing the curriculum to manage this. Options include an outdoor education programme and also looking at classes being out of school for a day or half a day. There are all sorts of opportunities to get learning outside of school. We are looking to put something in place during the summer term.

Q. Students should be dual registered, some however are single – why is that? We have LAC children who are not in school placed by the LA e.g. Bournemouth and also Dorset. We charge the LA. Q. do you get the same amount of income? Yes. We provide English, Maths, Science and ICT. We have 2 SLTs, 2 TAs, 2 Admin staff both of whom are p/t. Outdoor education, the government published a vision for AP. Expectations of low academic outcomes cautioning move to outdoor education.

- Attendance is on a rising trend. Currently on 86%. We are reporting to all commissioning schools on attendance weekly and work hard in partnership with them to make sure education continues. Transport is the biggest issue to attendance.
- Academic outcomes – introduced new baseline testing, STAR Assessment, which we do every 6 weeks. Q. Where are comparisons within the county, is it a particular level? Yes. We can demonstrate progress. Target intervention report. It wasn't cheap but is hugely valuable. Second data capture undertaken indicated all but 2 students were making progress. We monitor student EQ using Boxall Profiling System.
- Q. Thank you firstly for your energy. Do you believe if you get the social and emotional set right it will help support the academic side? Definitely, it also takes the pressure off them.
- Teaching and Learning – concur with what Mr Pressnell said about staffing. We are using agency/supply. We will need to recruit more staff to increase our numbers.
- We are looking at alternatives to GCSEs for students who will not be successful at this level. Greenwood offer BTEC qualifications which are successful.
- Leadership and Management – interim leadership team have had their secondments extended until the end of the summer term.
- Behaviour and Safety – daily wash up meetings have been put in place, to share strategies and discuss key individuals. Regular staff inset from Educational Psychologist, also has done a session on attachment disorder. Tracking behaviour on ARBOR to identify any trends.
- Mock exams are taking place we are holding weekly sessions for Yr 11 students to help prepare for exams.

Thanks were offered to Mr Himmel for the work he has done so far.

	<p>Q. Do you have a mentor or coach who you can go to that works in the same or similar area to you? Mr Coburn and I have had conversations and Mr Pressnell has been supportive also the Headteacher at Ringwood.</p> <p>Prof Richards commented that there has been a transformation over the last few months, which is heartening to see.</p> <p>Mr O’Sullivan commented that Mr Himmel had done a fantastic job and the relationship with Mr Wood (Acting Vice-Principal) is very good.</p> <p>New planning application is going in this week.</p>
8	<p><u>Policies for approval:</u>  GT0002 – Contractors Working on School Site and GT0004 – Fire Safety Policy.  Mr Currell, Facilities Manager, has put together policies because of the new building works and Eaglewood. He has done a really good job. All contractors have lanyards which are a different colour for those who have been DBS checked, so they are easily identifiable.</p> <p><b>GT0002 policy approved, proposer Mr O’Sullivan, seconded by Mr Wilkins, with all present in favour</b> <sup>(4)</sup></p> <p><b>GT0004 – will revisit at the next meeting.</b> <sup>(5)</sup></p>
9	<p><u>CEO Report</u> – Mr O’Sullivan  The report was circulated in advance of the meeting.</p> <ul style="list-style-type: none"> <li>➤ DfE – conversations are continuing re Eaglewood and Arnewood.</li> <li>➤ Two major building projects: Scola re clad and Eaglewood, the latter we hope will start soon.</li> <li>➤ Trust Membership – meetings with Felicity Gillespie. A report has been provided by Felicity which is attached to my report, in which she has made various recommendations.</li> <li>➤ Eaglewood School – since the last meeting Mr Himmel has been appointed as Acting Principal and Mr Wood, Acting Vice Principal. The Ringwood School SENCO has been employed on a temporary basis. The Eaglewood Local Governing Body (ELGB) has been temporarily suspended and a task group set up which consists of Prof Richards, Mr Wilkins, Mr Himmel, Mr Rix (HT of Ashley Junior School) and myself. This group have met on 3 occasions and feel that the school is back on track and are hoping to re-establish the ELGB after Easter. Prof Richards has been asked to Chair the ELGB. <b>Proposal to agree his appointment was made by Mr O’Sullivan which was seconded by Mr Maugham with all present in favour</b> <sup>(6)</sup></li> </ul> <p>DfE have been informed of changes made at Eaglewood and have reported significant improvements have been made.</p> <ul style="list-style-type: none"> <li>➤ Support Services – the site team and IT dept are working very hard to ensure temporary accommodation is ready for staff to use during the Scola building project. They have also taken on caretaking at Eaglewood and also providing temporary caretaking at New Milton Junior School.</li> <li>➤ Felicity Gillespie report  Recommendation is that we should only have one staff member on the Board of Directors, which is usually the CEO. The Headteacher &amp; Principal are expected to be present at meeting but would not be a voting trustee. Mr Pressnell and Dr Horswell should come off the Board, which I agree to a certain extent. This would provide more opportunity to get two</li> </ul>

	<p>more on the Board with specific expertise i.e. HR &amp; Legal. It is something to consider and revisit next year.</p> <p>We need to undertake work on how we want to structure the Board. The recommendation by is that Mr Chaloner joins the Board, I advised that this is not something we would discuss at this meeting.</p> <p>The MAT at Ringwood School is not wishing to proceed any further re joining the Trust. DfE are quite keen for us to join a MAT.</p> <p>Q. What are the chances of staying a 2 school MAT? We can't afford it. We need to work with likeminded schools.</p> <p>Mr Pressnell – I believe Ofsted will visit next year and that we will do well to retain outstanding. The relationship between RSC and Ofsted seems to be contradictory, who seems to be the starting gun?</p> <p>Q. If not sustainable does The Gryphon Trust look for a partner or do they wait for someone to come looking for them? The benefits might be to look now. There are benefits to having something to look at locally so more manageable. It was felt that it would be useful to explore but that we should maintain energy to work with schools in the area, be more pro-active with primary schools. There are financial benefits to being proactive.</p> <p>Q. Can we look at Dorset? Anything is possible.</p> <p>Mr Chaloner offered the Directors opportunity to visits to schools to see how they operated and to pick their brains. It is important to have a very clear idea what you are looking for and you need to look at in-year deficit etc. Timing is not good because of results but you should keep rolling along as a vision. Felicity's recommendation of the Board is right, you need to get a bit tougher and more energy into the room and talk to potential partners. You need to look at new Directors.</p> <p>➤ ELGB Chair of Governors – for the record it was noted that the Board of Directors declined the nomination for Chair of Governors at an extraordinary meeting held on the 8<sup>th</sup> December 2017.</p> <p>Q. Have you had a conversation with Hampshire Local Authority about places at Eaglewood next year? Mr Himmel has had these conversations and a meeting has been scheduled in May. It was noted that a resolution was needed on this with Hampshire.</p>
10	<p><u>EFSA letter to Accounting Officer (AO)</u></p> <p>This needs to be a standing item on the agenda. Any correspondence received by the AO needs to come to the committee. It was noted that two letters had been received.</p>
<p>20.45 - There being no further business only staffing matters for discussion, Mr Chaloner left the meeting. Members of staff were invited to leave, Mrs Johnston and Mr Himmel – for the confidential minute Mr O'Sullivan left for the first item to be taken under the confidential minute. Mr Pressnell remained for the first item under the confidential minute</p>	
11	<p><u>AOB – confidential minute – staffing matters</u></p>
<p>Meeting closed at 21.30 hrs</p>	
<p>Date of next meeting: 17<sup>th</sup> July 2018.</p> <p>Future meeting dates tbc</p>	

**Summary of actions and decisions**

(1)	Apologies received
(2)	Minutes of the last meeting approved
(3)	Risk Register approved
(4)	Contractors working on School Site policy approved
(5)	Fire Safety policy for next meeting.
(6)	Prof Richards appointed at Chair of ELGB

draft

Agreed and signed as an accurate record ..... Date .....

Mrs E Cook, Chair of the Board of Directors