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**The Gryphon Trust Board of Directors**

Minutes of the meeting

Held on the 12th December 2017

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

Apologies: Dr M Horswell

In attendance: Felicity Gillespie (observer), Mrs V Woods (minutes), Mrs C Johnston, Finance Officer

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| Item |  |
|  | Mrs Cook introduced Felicity Gillespie, who will be observing the meeting, she is a very experienced governor. |
| 1 | Apologies – Dr Horswell – **accepted by Mr Maugham, seconded by Mr Wilkins with all present in favour (1)** |
| 2 | Appointment of Chair of Board of DirectorsMrs Cook stepped out the room whilst Mrs Woods, clerk to the Board advised that Mrs Cook was happy to continue as Chair of the Board, subject to no objection. **No objections were made, proposer Mr Wilkins seconded by Mr Maugham, with all those present in favour (2). Mrs Cook was invited to join the meeting and advised on agreement by the Board for her continuance as Chair.** Mrs Cook advised that she would work to the best of her ability for the future of the Trust, “I have a very clear picture of what we need to do and thank you for your support”.Appointment of Vice-Chair**With agreement of Mr Maugham, Mr Wilkins proposed Mr Maugham continuing as Vice-Chairman, which was seconded by Prof Richards, with those present in favour (3)**  |
| 3 | Re-appointment of Clerk, Mrs Woods**Proposer Mr Maugham, seconded by Cllr O’Sullivan, with all those present in favour (4)** |
| 4 | **Formal appointment of new Director, Mr Dominic Coburn****Proposer Mr Pressnell, seconded by Cllr O’Sullivan, with all those present in favour** (5). Mr Coburn was formally welcomed to the Board. |
| 5 | Declarations of:* Items likely to cause a conflict of interest/pecuniary interests – yes
* Mr Coburn advised that he is Headteacher of Greenwood School
* Items to be taken under AOB
* Confidential item(members of staff are asked to leave) – Cllr O’Sullivan/Mrs Cook
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| 6 | Terms of Reference Thanks were offered to Mr Wilkins – a couple of changes made - item 9 re Accounting Officer and confirmation statement re Annual Return**. Members were happy to adopt. Proposer Mr Wilkins, seconded by Mr Maugham, with all present in favour (6)** |
| 7 | Minutes of the Directors meeting held on the 11th July 2017 were agreed**. Proposer Mr Wilkins, seconded by Prof Richards, with all present in favour ( 7)**Matters arising: none. |
| 8 | Articles of Association**Slight changes approved: Propose Prof Richards, seconded by Mr Wilkins, with all present in favour (8)**Article 46A – removal of “8” and replace with “and”Article 50 –change from 8 to 9Will go to the Members for approval. |
| 9 | Finance – Mrs Johnston* Audited accounts completed for both schools
* Arnewood School surplus £95743 and Eaglewood was £401972. Both schools will use the surplus funds to guard against deficit in 2018/19.

**Approval of report proposed by Prof Richards, seconded by Mr Wilkins, with all those present in favour (9)**Audit findings * Summary of trustees remuneration. Think auditors are ok with it but is not an issue.
* Salary of staff – historically agreed not to discuss salary details of staff who are governors and/or Directors we just say how many people are in a particular band rather than identify individuals, when asked we say it varies.
* DBS checks on staff – annual check NCTL service portal and every year it will continue to be done and will flag up any changes. All agreed happy with this arrangement.
* Expenses for travelling to meetings – recommendation where possible it is done electronically
* Cash at the Phoenix Centre – nothing to do with Eaglewood School.
* BACS payment re payroll liabilities – previously been putting in before 31st August, I will have to put it through as a creditor on the1st.
* Canteen stocks – as soon as found out we took action to resolve. Figures so far show an increase on last year. **Next meeting to bring details of canteen takings (10)**

RegularityEdubase recorded amended as Mrs Cook no longer trustee. AO – now Alan O’Sullivan.No irregularities found with the audit report – all happy with the findings.Budget summary 2017/18* Savings made through the year.
* 2016/17 in year deficit Arnewood £59,971 showing a reduction of £72,849 on the budgeted deficit. Eaglewood had an in year surplus of £227,087 showing an increase of £82,998 on the budgeted surplus mainly due to first year expenses being less than projected..
* 2017/18 – forecast figures for Arnewood of in year deficit of £319,228 currently. Eaglewood showing an in year surplus of £164,763 mainly due to less student numbers than funded
* 2018/19 overall deficit £354,299, which will result in an overall deficit of £233,547 after the balance of the previous years surplus is used. Eaglewood is showing an in year deficit of £99,421 due to funding for year thee to be based on the number of year two student places.
* Teaching school no longer applies from Jan 2018.
* GAG – based on option C. Mr Coburn advised Hants Education Services voted for option A. This means funding for 2018/19 will be £20k less and approx. £15k less for 2019/20.
* The Trust – have agreed on a formula for amount devolved from each school to cover the Trust central services. Calculation is on the basis of 10k per school plus 2.25% of the previous year’s income, now adjusted to £150,984 and £24,155 respectively. The question was asked as to why are we building up a surplus. The reason is that there may be expenses which have not yet been considered. There is no reason why we cannot allocate back to individual schools. Just being cautious and not underprovide for the Trust. It was felt that it should only be £5k. By the next meeting we will have a better idea of expenses for the Trust, this was a first attempt. It is a relatively small sum, agreed to leave as is.

If we fast forward a couple of years, based on the current forecast have got a view? Good but there are question marks about lower Sixth form new teaching grants. What is the impact in the longer term. Think income will level out as Arnewood School at PAN. Next year in take % of income expected to be les. We have little in reserve at the beginning of the year. Most central services are fixed costs.For Arnewood School we will get to a level playing field, I would expect this to go forward. Eaglewood – numbers are changing, they have a fairly good cushion, they wont know how many students year on year. The staff think they will have enough. **The split between both schools was agreed, with a view to being reviewed. Proposer Cllr O’Sullivan, seconded by Mr Maugham with all present in favour (11)** * Trust expenses for staff £133,195
* 2018/19 error in the total of The Gryphon Trust it should read £174,046 income less £161,850 expenses, balance including surplus would be £26,538.

Risk Register* LGPs – added Eaglewood into this, although they work on a different basis, they pay a higher contribution rate as have not history
* Astroturf – reduces costs to £50k p.a.
* Buildings condition – window high risk. Most urgent on register, now done
* Banking info – any signatory can phone the bank, check balance. **CJN to check on . (12)** Needs to signatories.

**With nothing further to add to the register, proposal to accept by Mr Coburn, seconded by Mr Wilkins with all present in favour (13)**Thanks were offered to Mrs Johnston for her work on the accounts. |
| 10 | Update Arnewood School – Mr PressnellWill refer to the HT report given to the ALGB. 1085 on roll from September. PAN will be 180 as previously advised (consultation process adhered to with statutory period). We have two year groups currently at that PAN. Yr 10 – 103 boys and 84 girls. We are very mindful of boys attainment and are currently doing work to raise boys attainment. We have agreed proportion of girls in Sixth Form. Attendance – continue to challenge persistent absences. Working on in co-ordination with other schools; we have issued fixed term penalties equally. Rewarding good attendance i.e. cinema tickets.Results 2016/17- September report included poor outcomes at KS4. Performance tables will be in the public domain, unvalidated, Progress 8 measure of -0.56. It is depressing and a lot of staff are anxious and concerned about this. How has this come about? It is different to where we were in 2015 when we were inspected by Ofsted. There are a number of factors. Currently placed in the bottom 12% of schools nationally, placed on a par with one other school at the bottom.Progress 8 – calculated internally using 4Matrix as -46, which is different to the data. There are errors i.e. children registered who are not ours and a dual registration, 2 poor results, one student is not known and 1 left in 2014. We are currently contesting.Why? We have a raising attainment achievement plan. Worked in student ability for less able, it does not explain progress measures. CATS scores indicate 50% had a CAT score lower than 100. Typically we would have 60 in that group. We did not see these results. Tracking historically has showed within 1 or 2%. A lot of work has been given into data and tracking systems. We had a year group that was socially less confident, large numbers of students suffering from anxiety. Students following vocational beat the trend. Where children did earlier exams they did better than later exams.Going forward, we have a far more robust exam process- complete 2 weeks early – will have at the end of March. Papers have been set as close to grades assessed we can find, and will be marked with the exam board marking schemes. Students will be walked through exam preparation, drilled more regularly with extra practice.We had a number of significant staff difficulties, primarily in English and some in Maths. Death of a member of staff, long term absences of more senior staff, difficulty recruiting.English – attainment held up; supported by senior colleagues, there is still work to be done . Currently fully staffed. There will be movement at Christmas; anticipate difficulties with D&T; poss in Maths, poss in Science. Diminished in senior team role.Quality of teaching - we made 4 strong appointments in English. There is always a recruitment scramble.-46 4Matrix analysis – will this reflect on reports? Not in the national reference tables, it should improve but not radically.4Matrix – what is the overall calculation? Current year 11 shows improvement on last year. A full report will come to the governors in January. We have changed the assessment system from qualitative to quantitive.-46 – are all children included? One include at another non-selective school serving the community which includes in increasing number of children in childrens homes locally.The Trust aim is to serve all children in the locality to the best of our ability. We have a diverse catchment; we do have children who go to Oxford. As a school under PAN we are duty bound to take all children. We have worked very hard to work with other schools with managed moves etc.Data and experience, if look at these points and work through are there any that stand out?1. Quality of staff – we have had issues with R&R. What are the difficulties with R&R? House prices, proximity to University training teachers, big factor is an outstanding school is less attractive to potential applicants – cant quantify this.
2. Quality of assessment.

Staff in D&T, Maths and Science – how big is this issue? D&T – long term sickness; Maths and Science – NQT scientist may not complete year, currently receiving intensive support. For Maths we did go overseas to recruit; the individual found working in the UK not what she expected. Now leaving teaching. Head of Science is long serving, very hard working, very trustworthy colleague, has said had enough. She is staying to be a Science teacher as we do want to keep her. Is there something systemic within the school, is it children taking, changes in demographic and social situation? We have to deal with a number of drug issues, not saying dealing but within the home. We are not lowering behaviour standards within the school. Had to permanently exclude a student, and have had two exclusion governor panels where children have been excluded a number of days in the school year - very complex needs. Mr Coburn advised that they change in the number of referrals he has received confirms this perspective in the New Forest. R&R is also a problem within the New Forest, which has been shared at the NF Headteachers group. Budget does not permit retention and TLR. I have an open door policy – usually means I am happy to give more support but budget says I have to reduce staff, which presents a challenge.Quality of teaching analysis – sounds realistic and we will use performance management process to look at this. More intensive data analysis.Assessment – junior tier entry – Maths. Mind set around challenge – did not work this year. Moving to teach foundation tier.A level results are fantastic! RSC is undertaking a process through ALPS of sharing information about high performing Sixth Form. Arnewood School is mentioned twice. Law results sit at the top of the table. We are in the top 10%. Law results are best in the table, the other is Maths which came 2nd in the table. A level is robust and strong as it has always been. Subjects are taught by the same teachers. Tracking and teaching in English best year, feel will improve this year. Concern about Maths. We have commissioned support from HIAS (Maths & English). Leadership and Management – 1 accuracy of SEF & 2 Benchmarking. We are looking a little bit more at SEN provision which is a concern. Exclusions are increasing, we will be looking into this also. Contributors to performance identify teaching and tracking accuracy. SEN &motivation of students; inspiration is this something that might also be examined to close the gap. Right of exclusion may be indicative of this. Concern about boys attainment – we had an external speaker in to discuss this, may need to focus on scholastic behaviour and achievement. Attending is being pushed. Growth mind set. We had a DfE advisor visit to provide support, one factor is ethos; staff expectation and student expectation. LGB advised of key areas to focus on. Training – good training has taken place and we are happy to share with other schools.Excellent careers fair.Big school production coming up – School of Rock.FOI requests.LGB advised of concerns over long term funding. Some concerns have been removed, class sizes will increase. Will keep Sixth form.Eaglewood – Cllr O’SullivanPrincipal currently off sick, so will provide a brief resume. Vice Principal has done a very good job in ensuring the smooth running of the school. She has been instrumental in putting together a comprehensive action plan. We were advised that there were 23 students at the school, on checking last week there were 18. Numbers have now increased to 21 with another coming after the break. We have put together a plan to send to the commissioners which will be sent out fairly soon. Miss Spriggs met a representative from Dorset CC who will be getting back to her fairly soon, as they have a number of children they can’t place. We might soon have numbers up to where we want them to be which is 30 and there is enough staff to cope with this figure.Two members of staff attended safeguarding training.Teamteach training – passive restraint; which is very important at Eaglewood, is booked for all staff.Pastoral day is next Tuesday. Parents will be coming along to lessons. We are hoping to have more positive information at that time. Mr Coburn advised that at the NF Heads meeting it was said there is a demand for alternative provision within the locality, there is pressure on other providers for places. There is an increase at KS2 & KS3. The restriction is the space to provide a full curriculum, it is hoped the DfE will give the go ahead on the build. Local HTs favour a curriculum that is right for the child but one that would allow them to pass Progress 8. Greenwood always felt Eaglewood is complimentary not competitive. Hampshire services is struggling to find placement for students that have EHCPs. It might be the opportunity to increase numbers. These students do require significant support – there is a budding opportunity here.What is the focus of the letter to commissioners? To make them aware we have capacity. |
| 11 | Policies for approvalGAT 0001 – Expenses Policy for Members, Directors and Local Governors. **Proposal to accept Prof Richards, seconded by Mr Wilkins, with all present in favour (14)**GAT 0002 – Freedom of Information request – **Proposal to accept Cllr O’Sullivan, seconded by Mr Maugham, with all present in favour (15)** |
| 12 | CEO report –Alan O’Sullivan* Attending MAT conference – networking & increase knowledge of trust working.
* Trust membership – still pursuing another school.
* DfE visits:

- Sue Philips visit to Eaglewood did not go too well. The recommendation is to increase number; to improve KS4 exam preparation; more academic integration and support from the trust. There were many instances of good practice but poor in one particular subject. She acknowledged the restraints of the temporary accommodation but did feel there was still capacity to expand to 30.Action plan has been put together to address issues raised. Miss Spriggs, Vice Principal is leading in the absence of the Principal.- Amanda Barrett focus on Arnewood following dip in results. Recommendation was a visit by an Educational Adviser, Carolyn Unsted. Governor review was recommended hence the presence of Felicity Gillespie this evening.- Maria Dawes, Deputy Director of Academies Regional Delivery Group – I and Mrs Cook will be meeting (in Croydon), to discuss the MAT and how we see it developing.* Support services – appointment of Nigel Currell, Facilities Manager, we already seeing the results of some practices he has implemented. He will be project managing the Scola and Eaglewood projects.
* Trust website – up and running. Policies will be uploaded as and when they come up.
* Looking forward – the next year will be an interesting time for the trust. £2.5 m refurbishment of Scola building which will incur major disruption for the school. The new build for Eaglewood school, hopefully, will start with anticipated completion by mid 2019

Thanks were offered to Mr O’Sullivan for the tremendous amount of work he has done since taking up post as CEO. It is appreciated.Eaglewood – the uncertainty about the current Principal and the numbers in the school – what is the clear vision of Eaglewood going forward, is it primary or secondary, SEN, academic? The answer is yes. The practicality with be leadership focus. Ofsted is due at some point. Sue Phillips is coming back in January. Suggestion was to hold a mock Ofsted inspection to get advisory points, this is something Hampshire would be able to help with. School joining the MAT – how far down the road is this? I have had discussions with a number of schools, two in particular, but it is not anticipated that this we will see any quick movement. We have a similar vision and ethos to Ringwood School, things will evolve but not at a fast pace. If a junior school wants to join the trust we would be very open to this. We are not imposing on others but working collaboratively.. |
| 13 | AOBMr O’Sullivan – a Trust Board meeting was held on Friday 8th December, minutes of which were circulated. **Proposal to accept was made by Prof Richards, seconded by Mr Wilkins with all those present in favour (16).** It was noted that it took courage to act decisively, it is not a situation we would wish to be in, the outcome was a very balanced decision and not one taken through choice. DfE have been informed of the situation. **Mr O’Sullivan will inform the governors of Eaglewood of the situation (17).** The Principal of Eaglewood is currently signed off sick. The Vice Principal is leaving at Christmas as planned. To support the school in the interim, Nigel Himmel, AHT at Ringwood has agreed to be Associate Headteacher of Eaglewood. This offer was made with agreement of the Headteacher of Ringwood School. It is hoped he will start on Monday. He is very experienced and is familiar with Eaglewood.An English teacher at Eaglewood will be offered a f/t contract (currently agency). Dr Catton, Science teacher is due to retire in February, we will be interviewing an agency candidate tomorrow for this role. Going forward it has been suggested that the Eaglewood Local Governing Body be dissolved and replaced with an Eaglewood Task Group. Membership will include the CEO and 2 Directors. Prof Richards and Mr Wilkins agreed to join this group. Mr Coburn advised that he was happy to provide informal consultation as he has expertise in recruitment to PRU and building project requirement for PRU. The group will directly link to the Board of Directors. Legal advice has been taken on this proposed action.  The Clerk to the ELGB resigned on Friday. Nigel Himmel and Richard Catton are very sensible and committed to Eaglewood. It is believed, the change will provide confidence to staff and demonstrated the trust is committed to and wants Eaglewood to succeed.  |
| 14 | Confidential minute – Cllr O’SullivanMrs Gillespie left the meeting. |
| Meeting closed at 21.30 hrs  |
| Date of next meeting: 27th March 2018. Venue; Library at 6.00pm.Future meeting dates:27th March 201817th July 2018 |

**Summary of actions and decisions**

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| (1) | Apologies received |
| (2) | Appointment of Chair of the Board |
| (3) | Appointment of Vice Chair of the Board |
| (4) | Re-appointment of Clerk to the Board |
| (5) | Formal appointment of Mr Coburn as Director |
| (6) | TOR adopted |
| (7) | Minutes of the last meeting approved |
| (8) | Changes to Articles approved |
| (9) | Audit report approved |
| (10) | Canteen costs/takings to be brought to the next meeting – Mrs Johnston |
| (11) | Central cost split agreed |
| (12) | Bank information – Mrs Johnston to check who can obtain |
| (13) | Risk Register approved |
| (14) & (15) | Policies approved  |
| (16) | Minutes of the Board meeting held on 8th December approved |
| (17) | Mr O’Sullivan to speak with Eaglewood governors |