



The Gryphon Trust Board of Directors

Minutes of the meeting
Held on the 26 February 2019

Present: Mrs E Cook (Chair), Mr R Wilkins, Cllr O’Sullivan, Mr B Maugham, Mr D Coburn, Cllr K Craze

Apologies: Mr M Byrne

In attendance: Mrs V Woods (minutes)

Guest speaker: Mr Ian Walker, Facilities Manager

<u>Item</u>	
1	<p><u>Apologies</u> – Mr Byrne</p> <p>Welcome to Cllr Craze who has been formally appointed to the Board, along with Mr Malcolm Walker.</p>
2	<p>Declarations of:</p> <ul style="list-style-type: none"> - Items likely to cause a conflict of interest/pecuniary interest – none declared - Items to be taken under AOB – Confidential minute – Mr Wilkins
3	<p><u>Facilities Manager report – Mr Walker</u></p> <p>A copy of the FM report had already been provided to the Board in advance of the meeting. Mr Walker advised that he had been in post for 6 months.</p> <p><u>Eaglewood</u></p> <ul style="list-style-type: none"> • Focus is on the new build programme and refurbishment of the old Phoenix Centre which will form part of the new school. The contractors are very good, they are working with staff and children and keeping them involved. The build is on schedule with completion expected at the end of July. We therefore have the summer to get things ready for the September start. • Currently working closely with the Deputy Headteacher on Health and Safety – visit is planned this week. • Building site has attracted unwelcome visitors which we will mitigate going forward. There are no big problems. <p><u>Arnewood</u></p> <ul style="list-style-type: none"> • The Arnewood School’s origins go back to the 1950s. I am an ex-student of Arnewood, left in the 70s. There is a big difference to the school now as to when I attended. • ROSLA – infrastructure goes back to the 50s, i.e. pipes, plumbing etc. a lot has been bolted onto. Some updates are ok, some have brought problems.

	<ul style="list-style-type: none"> • We are usually reactive when things break. Maintenance approach needs to be more developed, this is something I am working on within the term so that we can identify threats more clearly e.g. IT – no UPS; no surge protection we are working on this. Possibility are standby generators. We are looking at impact, risk, potential risk some of which can be pre-empted by standard management. • Management of energy – boilers – have no timer, they are either on or off. We need to look at what options are available, needs to be something very simple and in parallel to domestic systems. Mr Wilkins advised that ideally we would need to have zone isolation but agreed needed to be kept simple. • Lighting – work needs to be done on lighting to save energy • No. 2 boiler – is not working, we have been advised that a new boiler is required cost of £18k, currently I am challenging this as it looks as in life and I believe it is the controller that is the problem. The cause may be due to an historical problem re a broken bracket. Pursuing this with the company. Mrs Cook asked if time clocks could be considered at the same time. • Bids are in for ROSLA and also to upgrade heating in the main building i.e. replace 4 old boilers. Mr Coburn asked if there was money in the budget already for this. No. We have received additional government funding of £60k but this has not yet been allocated. • Asbestos – survey has been done. Buildings are pre-90 so we have to assume that it is there. In Scola some areas have asbestos but is low level risk. It is important to understand what you have and where it is, it is low risk and manageable. • Facilities Management team – 20th of 1 person has gone. We are supporting Eaglewood also. As the school develops and takes on the new building we will need more support to do this. The team are fairly stretched. I believe we will need a ½ person at Eaglewood and need to make up 20% lost at Arnewood. Mr O’Sullivan has discussed with the HTs about a way forward. We need to know where we are financially before making any commitment to expenditure. Reassurance was given that no expenditure was expected or made at the moment. Questions are being asked based on costs provided, it is really important to have a feel of what this means to the budget. <p>Thanks were offered to Mr Walker for his presentation.</p>
4	<p>Minutes of the last meeting were approved. Proposer Mr Maugham, seconded by Cllr Craze, with all present in favour ⁽¹⁾</p> <p>Matters arising:</p> <ul style="list-style-type: none"> ➤ Confidential minute discussed and approved. ➤ Mr Coburn asked if the minutes of the Board meeting could be shared with the Headteachers before approval – this was agreed. It is noted however that whilst they can receive a copy of the minutes they are not be able to make any changes to minutes unless present at the meeting, any comments provided by the HTs can be added as a footnote. Confidential minutes remain only available to those present at the meeting. Proposer Mr Maugham, seconded by Cllr Craze ⁽²⁾ ➤ Item 5 - Members – how many do we have now? We have 3 and as such have to record as Persons of Significant Control with Companies House. We are looking to appoint two more. ➤ Item 9 – Mr Coburn - £175k spending on trust functions – did this include a proportion of salary of member of staff who left? No, this is for central services. I am looking at what

	costs will be going forward and if costs should be better used providing education for children.
5	<p><u>Audit and Finance Committee TOR - Mr O’Sullivan</u> Document has been reviewed with the Chair and Mr Coburn to ensure the TOR are in line with school policies. Suggestion was to remove 3.19 as it was felt this is a local governing body role. 6.1.3 – HT performance and pay - change the word recommendation to decision. The Directors have overall responsibility for the pay framework, they have delegated to the LGB the authority to agree. Local Governing Body manage the HT performance. The framework is calculated on the size of the school etc. ISR decided within the group. HT performance within the ISR is considered by the LGB of the school. Paragraph 2.1 of the pay policy refers.</p> <p>Payframe for discussion at the next meeting. ⁽³⁾</p> <p>Mr O’Sullivan and Mr Coburn to have a preliminary meeting to review the Audit Committee TOR. Any queries re the document to go to Mr O’Sullivan or Mr Coburn. The purpose of this document is to ensure we have a bedrock should the size of the Trust increase.</p>
6	<p><u>Risk Register - for approval</u></p> <ul style="list-style-type: none"> Remove cladding contractors default on project – as all done now. <p>Proposal to accept Mr O’Sullivan, seconded by Mr Wilkins with all present in favour ⁽⁴⁾</p> <p>Astroturf – is there any way we can increase uptake? Who has responsibility for selling the facilities? A member of the ALGB has been looking into promoting use of the Astroturf. Mr Coburn advised he would be pleased to help undertake work on this.</p>
7	<p><u>Chair of Board of Directors</u></p> <p>Ms Cook advised that when we were looking at becoming a Trust she was asked if she would be Chair. When we were setting up Eaglewood she was asked to remain as Chair. I went to London where we went through a number of teething problems re setting up the Board and the Trust. Now we are more established it is time for me to stand down as Chair, which I will do in the autumn. I will remain as a Director and as Chair of the ALGB as long as they wish me to remain. Advance notice is being given, in order that consideration can be given to a replacement.</p> <p>Mr Coburn to Mrs Cook - I know how much you have given to the Trust so it is a poignant moment for you. I respect what you have decided and is a personal moment.</p> <p>Mrs Cook advised that it was always her intention to have a good transition, we have a strong Board of Directors with a lot of expertise.</p> <p>Thanks were offered to Mrs Cook.</p>
8	<p><u>Chair of LGB committee updates</u></p> <p>The decision was made that HTs should not attend these meetings and this is a good decision as we are conscious of their workload. They will continue to report to the LGBs.</p> <p><u>Arnewood – Mrs Cook</u></p> <ul style="list-style-type: none"> ➤ Appointed a Science teacher and Psychology teacher. We are interviewing for Drama Friday and Monday ➤ Third Reich trip – very successful, students were tremendous ambassadors for the school ➤ 3 students organised a charity football match and raised £1000 for SCARF.

	<ul style="list-style-type: none"> ➤ Redundancy – no offers of voluntary redundancy have been received. Some savings have been made to the budget through replacing teaching staff. ➤ £66k deficit 2021 as of this morning. ➤ Responses to the Bournemouth Echo re cuts to TAs have been made. <p><u>Eaglewood – Mr O’Sullivan</u></p> <ul style="list-style-type: none"> ➤ All going forward – the build is going to plan ➤ Waiting on Ofsted inspection – in preparation for this the HT arranged a mock inspection by an Exec HT from Poole, HT feels confident going forward. Very loyal staff at Eaglewood, most of whom have been there since inception. ➤ EFSA confirmed will fund 50 places as of September as long as we can confirm we will be open, which we need to do in July. <p>Mr Coburn commented that now having received confirmation of funding that these places are filled.</p> <p>The Auditors have said it is important to have a marketing strategy put forward to fill these places. The question was asked if there was a marketing strategy in place. Are we approaching Hants SEN – always mindful of keeping to budget and giving children an education?</p>
9	<u>EFSA letter</u> – noted
10	<p><u>Policies for discussion – for approval at next meeting</u></p> <ul style="list-style-type: none"> ➤ Performance Management policy <p>Have tried to align with the Audit and Finance Committee. Policy should reference CEO. (same applies to Pay Policy)</p> <ul style="list-style-type: none"> ➤ Pay Policy <p>2.1, 12.1 & 12.2 – change from Directors Board to Board of Directors</p> <ul style="list-style-type: none"> ➤ Organisational Change/Redundancy Policy <p>13.0 Changes made as recommended. Calculations taken out. The decision was made to keep with current version and to revisit at the July meeting.</p>
11	<p><u>Bike Scheme</u></p> <p>Mr O’Sullivan raised, on behalf of a member of staff, the Cycle to Work Scheme. After discussing the pros and cons of the scheme, the decision was made not to implement the scheme.</p> <p>Proposer Mr Maugham, seconded by Cllr Craze, with all present in favour ⁽⁵⁾</p>
12	<p><u>Future Direction of Board</u></p> <p>It is felt that the direction of the Board is not to look so much at schools but to look more at the Trust.</p> <ul style="list-style-type: none"> ➤ The Board needs to look more at the strategic direction. ➤ Should be looking at bringing primary schools into the Trust. We work well currently with junior schools and share good practice. It would be beneficial to have junior schools join the Trust. Schools do not appear willing to become part of a Trust. ➤ We should be looking at joint working. ➤ Focus on a unique selling point which we can push out to various schools. Marketing/PR exercise but in a focused methodology. ➤ Results may have had an impact, ➤ Financial deficit. ➤ Should be building links from day 1 when children walk into school and walk with staff all the way through.

	<ul style="list-style-type: none"> ➤ What do we need to do to convince junior schools to join the Trust? Will they join because of economies of scale? Procurement, collective purchasing. ➤ Join us or we join another Trust? ➤ There is a fear of the unknown by joining a Trust e.g. loss of ability to make decisions, governance etc. We should start by working together and facilities might be the first step. ➤ The Trust's objective is to provide education to children. If we can reduce expenditure it will benefit the children.
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13	<u>AOB</u> Confidential minute
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Meeting closed at 20.15 hrs.

Confidential minute - Matters relating to staff salary and Trust assets were discussed and agreed.

Date of next meeting: 26th March 2019 @ 1800hrs

Summary of actions and decisions

(1)	Minutes approved.
(2)	HTs to receive a copy of the draft minutes.
(3)	Payframe for discussion at the next meeting.
(4)	Risk Register approved
(5)	Bike Scheme – agreed not to implement.

