

# Strategic Plan



The Gryphon Trust

**CEO:** Alan O'Sullivan

**Date:** TBC

# Executive Summary

As the Chief Executive Officer, I am delighted to introduce the Gryphon Trust's Strategic Plan for the period 2019-2022. The purpose of the Strategic Business Plan is to support the achievement of the overarching objectives for the next three years by translating our vision into strategy and then into action.

We started the process by reviewing the Trust's current:

- Strengths and Weaknesses
- Opportunities and Threats
- Governance Structure
- Draft financial projections

In the light of the changing environment imposed by:

- Government policy (non-financial)
- Ofsted developments and curriculum reforms
- The Education and Skills Funding Agency
- The Regional Schools Commission.



# Our Vision

Our vision is to build a strong community of like-minded local schools who, by working together, will provide the best opportunity for an outstanding education and choice for all our pupils.

The Trust would offer parents a family of schools for the whole of their child's education, from infants to sixth form, as straightforward and successful as possible.

To increase direct spending on education by establishing best practice and efficiency savings on shared resources such as HR, payroll, IT, maintenance, service contracts, insurance and transport.



# Ethos and Values

We believe in:

- Raising educational standards of progress and achievement
- Exceptional teaching and leadership
- Providing the most effective central services
- Outstanding professional development
- Innovation and problem solving



# Mission Statement

“By enhancing the aspirations of the Trust we will lead the whole school community to greater success”



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# SWOT

Internal

## Strengths

1. Wide governance experience
2. Positive attitude to future
3. Diverse professional backgrounds
4. Supportive central team
5. Knowledgeable and dedicated staff

## Weaknesses

1. Challenges in recruitment
2. Financial resources
3. Student numbers of some 6<sup>th</sup> Form classes small
4. Lack of USP and expansion plan
5. Anticipation and reaction to a changing world

External

## Opportunities

1. Several local schools available to join a Trust
2. Expand or join another Trust
3. Enhance economic development
4. Continuity and development of Directors
5. Development of Sixth Form environment

## Threats

1. Financial limitations
2. Loss of experience
3. Number of similarly focused establishments
4. Challenge obtaining CIF Funding
5. Political future



# Goals for the Trust

1. Enhance the BoD
2. Create a stronger Corporate Identity
3. Review HR provision and policies
4. Improve reporting and communication with templates
5. Balance budget
6. Review GDPR compliance
7. Begin overhaul of policies/delegation
8. Review document control

*2019/ 2020 Goals*

1. Succession planning for BoD and LGBs
2. Performance analysis of Board and LGBs
3. Increased CPD of staff
4. Consider an investment policy
5. Strengthen links with local schools
6. Complete review of policies/delegation

*2020/ 2021 Goals*

1. Strengthen links with local schools
2. Develop a comprehensive recruitment and retention strategy
3. Make better use of cash passing through the Trust
4. Broaden the constitutions of all bodies of governance
5. Develop a model for the expansion of the Trust

*2021/2022 Goals*

1. Expanding the Trust
2. Rolling programme of CPD for members, Directors and Governors
3. Build an operating surplus

*Long Term Goals*



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# Goals for Arnewood LGB

1. Improve overall GCSE results and Progress 8 score
2. Close gap between disadvantaged and non disadvantaged pupils
3. Raise attendance
4. Establish strategy to increase roll numbers in 6<sup>th</sup> form
5. Secure CIF bid for ROSLA/boilers

1. Analyse staffing structure in the light of improved funding
2. Raise Progress 8 score to middle third
3. Review pupil premium strategy
4. Increase 6<sup>th</sup> form intake and enhance the building
5. Improve approach to risk management and refine register
6. Start ROSLA/boilers

1. Review sports pitch lease
2. Strengthen links with local schools to share best practice
3. Enhance CPD for staff
4. Review succession planning
5. Eliminate all critical risks

1. Close lease on sports pitch
2. Improve landscapes
3. Increase school security

*2019/ 2020 Goals*

*2020/ 2021 Goals*

*2021/2022 Goals*

*Long Term Goals*



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# Goals set for the Eaglewood LGB

1. Appoint second parent governor
2. Obtain top-up funding
3. Stabilize pupil numbers
4. Provide a succession plan

1. Increase marketing
2. Improve approach to risk management and refine register
3. Raise pupil numbers to an average of 60 or above
4. Review staff structure in the light of continued growth

1. Review
2. Strengthen links with local schools to share best practice
3. Raise pupil numbers to an average of 65 or above
4. Eliminate all critical risks
5. Begin planning for future should numbers on roll potentially exceed capacity

1. Sustain pupil numbers to above 60
2. Begin expansion of school if necessary/desirable

*2019/ 2020 Goals*

*2020/ 2021 Goals*

*2021/2022 Goals*

*Long Term Goals*



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# Key Performance Indicators (KPIs)

## **Governance KPIs**

- The Members, Directors, Executive Team, LGBs and other committees fully understand their respective roles and responsibilities as defined by the ESFA, the Scheme of Delegation and the law.
- There are between 3 - 5 Members and 10 – 12 Directors with the appropriate set of skills and experience.
- Each LGB committee comprises the number and range of governors defined by their respective constitution and each incorporate at least 2 parent governors

## **Financial KPIs**

- Ensure economic, efficient and effective use of Trust funds through internal audit and by the FAC Committee
- Zero red flags in audited annual accounts
- All statutory returns submitted on time
- Spending aligns closely to published national benchmarks

## **HR KPIs**

- All academies and trust fully and efficiently staffed with high calibre staff
- Pupil to teacher ratios are favourable and comparable to national expected levels
- Development and support opportunities made available for staff
- Performance management completed for all eligible staff on time

## **School Standard KPIs**

- Meeting respective school improvement plans



# MAT Analysis

- There are a number of large MATs across the country. Our vision is to develop our MAT whilst maintaining an independent perspective.
- We will continue to review other MATs, learning from their observed strengths and weaknesses
- Subject to the above and the development of resources, we would consider expanding the MAT at a pace that continues to support the individual identities of the academies within the Trust

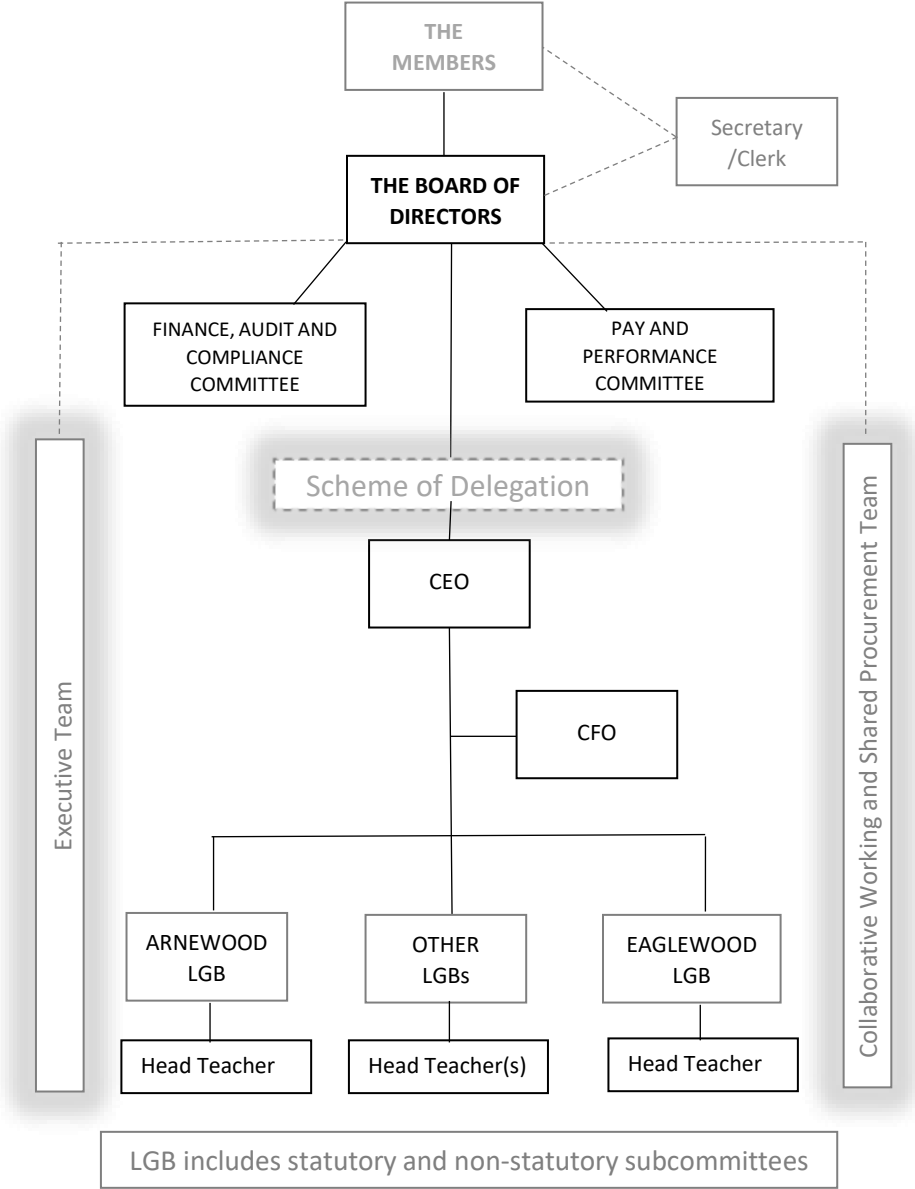


# Marketing Plan

- Increase the attractiveness of the 6th form
- Transitional campaign for a higher intake.
- Maintain a source of students at The Eaglewood School
- Recruit a marketing manager to improve the ethos, ensuring facilities within each school are utilised and income is maximised
- Develop or look at new school software, with regular updates and notifications going out to parents/guardians.



# MAT Organisation Structure



## MAT Organisation Structure

### MEMBERS

Mr John Evans  
Mr Mac Hall  
Mrs Elizabeth Cook  
Mr Chris Martin  
Mrs Sarah England

### DIRECTORS

Mr Roy Wilkins (Chairman)  
Cllr Keith Craze (Vice-Chairman)  
Mrs Elizabeth Cook  
Prof David Richard  
Mr Daniel Parker (from 31/3/20)  
Mr Harry Nash (from 31/3/20)  
Ms Helena Dickens (from 31/3/20)  
Mr Roger Castle (from 31/3/20)

### CLERK

Mrs Val Woods



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## MAT Organisation Structure

FINANCE, AUDIT AND  
COMPLIANCE COMMITTEE

Cllr Keith Craze  
Mr Harry Nash  
Mr Roger Castle

PAY AND PERFORMANCE COMMITTEE

Cllr Keith Craze  
Mr Roy Wilkins  
Ms Helena Dickens

COLLABORATIVE WORKING AND  
SHARED PROCUREMENT TEAM

Pending



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## MAT Organisation Structure

### EXECUTIVE TEAM

Mr Alan O'Sullivan

Chief Executive Officer

Mr Nigel Pressnell

Headteacher of The Arnewood School

Mr Nigel Himmel

Headteacher of The Eaglewood School



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## MAT Organisation Structure

THE ARNEWOOD SCHOOL  
LOCAL GOVERNING BODY

Mrs Elizabeth Cook (Chair)  
Mrs Jo Ankers (Parent) (Vice-Chair)  
Mr Nigel Pressnell (Headteacher)  
Mrs Jo Corrigan (Parent)  
Mr Steve Jaggar (Staff)  
Mrs Christa Lippold  
Mrs Rebecca Rolfe  
Mr Ian Walker (Staff)

CLERK

Mrs Val Woods



## MAT Organisation Structure

THE EAGLEWOOD SCHOOL  
LOCAL GOVERNING BODY

Prof David Richards (Chair)  
Mr Nigel Himmel (Headteacher)  
Mr Paul Brown (Primary School Rep)  
Dr Richard Catton  
Dr Emma Stack (Parent)  
Mrs Melanie Strachan  
Mrs Claire Whitlock (Staff)  
A N Other (Parent)

CLERK

Mrs Sarah Gray



THE EAGLEWOOD SCHOOL

# Financial Projections

The Gryphon Trust																				
Forecast 2020/23																				
	Arne	Eagle	Gryphon	Total	Arne	Eagle	Gryphon	Total	Arne	Eagle	Gryphon	Total	Arne	Eagle	Gryphon	Total	Arne	Eagle	Gryphon	Total
Census date	Oct-19				Oct-20				Oct-21				Oct-22				Oct-23			
Primary	0				0				0				0				0			
Year 7	170				187				175				169				180			
Year 8	198				171				187				175				169			
Year 9	176				193				171				187				175			
Year 10	182				179				193				171				187			
Year 11	169				182				179				193				171			
Year 12/13	179				178				190				185				195			
<b>Total Pupil Numbers</b>	<b>1,074</b>	<b>65</b>			<b>1,090</b>	<b>65</b>			<b>1,095</b>	<b>65</b>			<b>1,080</b>	<b>65</b>			<b>1,077</b>	<b>65</b>		

	Forecast 2020/21				Forecast 2021/22				Forecast 2022/23				Forecast 2023/24				Forecast 2024/25			
	Arnewood	Eaglewood	Gryphon	Total	Arnewood	Eaglewood	Gryphon	Total	Arnewood	Eaglewood	Gryphon	Total	Arnewood	Eaglewood	Gryphon	Total	Arnewood	Eaglewood	Gryphon	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>REVENUE INCOME</b>																				
INCOME - GAG 11-16	4,611,040	0	0	4,611,040	4,764,091	0	0	4,764,091	4,814,347	0	0	4,814,347	4,864,840	0	0	4,864,840	4,882,310	0	0	4,882,310
INCOME - GAG 16-19	836,821	0	0	836,821	832,146	0	0	832,146	888,246	0	0	888,246	864,871	0	0	864,871	911,621	0	0	911,621
INCOME - GAG Excluded Pupil	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INCOME - GAG Post Opening Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INCOME - GAG High Needs	0	650,000	0	650,000	0	650,000	0	650,000	0	650,000	0	650,000	0	650,000	0	650,000	0	650,000	0	650,000
INCOME - GAG ESG	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INCOME - GAG ESG Protection	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INCOME - GAG Minimum Funding Guarantee	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INCOME - Bursary Discretionary	9,844	0	0	9,844	9,800	0	0	9,800	9,800	0	0	9,800	9,800	0	0	9,800	9,800	0	0	9,800
<b>Total GAG</b>	<b>5,457,705</b>	<b>650,000</b>	<b>0</b>	<b>6,107,705</b>	<b>5,606,037</b>	<b>650,000</b>	<b>0</b>	<b>6,256,037</b>	<b>5,712,393</b>	<b>650,000</b>	<b>0</b>	<b>6,362,393</b>	<b>5,739,511</b>	<b>650,000</b>	<b>0</b>	<b>6,389,511</b>	<b>5,803,730</b>	<b>650,000</b>	<b>0</b>	<b>6,453,730</b>
INCOME - Other EFA Grants	493,039	32,322	0	525,361	451,793	35,717	0	487,509	452,731	35,717	0	488,447	450,599	35,717	0	486,316	450,202	35,717	0	485,918
INCOME - Other Government Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INCOME - Local Authority	80,000	0	0	80,000	80,000	0	0	80,000	80,000	0	0	80,000	80,000	0	0	80,000	80,000	0	0	80,000
INCOME - Other Non Government	320,000	547,436	400	867,836	330,000	662,396	400	992,796	340,000	662,396	400	1,002,796	340,000	662,396	400	1,002,796	340,000	662,396	400	1,002,796
Transferred from schools	0	0	439,874	439,874	0	0	451,646	451,646	0	0	457,511	457,511	0	0	458,760	458,760	0	0	461,951	461,951
<b>Total Income</b>	<b>6,350,744</b>	<b>1,229,758</b>	<b>440,274</b>	<b>8,020,776</b>	<b>6,467,830</b>	<b>1,348,113</b>	<b>452,046</b>	<b>8,267,989</b>	<b>6,585,124</b>	<b>1,348,113</b>	<b>457,911</b>	<b>8,391,148</b>	<b>6,610,110</b>	<b>1,348,113</b>	<b>459,160</b>	<b>2,027,872</b>	<b>6,673,932</b>	<b>1,348,113</b>	<b>462,351</b>	<b>8,484,396</b>



# Financial Projections

	Forecast 2020/21				Forecast 2021/22				Forecast 2022/23				Forecast 2023/24				Forecast 2024/25			
	Arnewood	Eaglewood	Gryphon	Total	Arnewood	Eaglewood	Gryphon	Total	Arnewood	Eaglewood	Gryphon	Total	Arnewood	Eaglewood	Gryphon	Total	Arnewood	Eaglewood	Gryphon	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>REVENUE EXPENDITURE</b>																				
STAFFING - Teaching	3,902,583	712,489	0	4,615,073	4,033,830	758,373	0	4,792,203	4,131,744	775,146	0	4,906,891	4,214,379	790,649	0	5,005,028	4,298,667	806,462	0	5,105,129
STAFFING - Music/Supply	30,000	5,000	0	35,000	30,000	5,000	0	35,000	30,000	5,000	0	35,000	30,000	5,000	0	35,000	30,000	5,000	0	35,000
STAFFING - Support/Other	789,726	205,990	405,000	1,400,715	802,997	227,384	410,718	1,441,099	820,231	231,845	414,250	1,466,326	836,636	236,482	422,595	1,495,713	853,369	241,212	431,107	1,525,687
<b>Total Staffing</b>	<b>4,722,309</b>	<b>923,479</b>	<b>405,000</b>	<b>6,050,788</b>	<b>4,866,827</b>	<b>990,756</b>	<b>410,718</b>	<b>6,268,302</b>	<b>4,981,976</b>	<b>1,011,991</b>	<b>414,250</b>	<b>6,408,217</b>	<b>5,081,015</b>	<b>1,032,131</b>	<b>422,595</b>	<b>6,535,741</b>	<b>5,182,035</b>	<b>1,052,674</b>	<b>431,107</b>	<b>6,665,816</b>
INDIRECT STAFFING	20,000	3,000	1,135	24,135	20,000	3,000	1,135	24,135	20,400	3,060	1,135	24,595	20,400	3,121	1,135	24,656	20,400	3,184	1,135	24,719
STAFF DEVELOPMENT & TRAINING	14,200	6,350	400	20,950	14,200	6,350	400	20,950	14,484	6,477	400	21,361	14,484	6,607	400	21,491	14,484	6,739	400	21,623
MAINTENANCE & OCCUPANCY	340,000	54,000	0	394,000	345,000	55,000	0	400,000	351,900	56,100	0	408,000	351,900	57,222	0	409,122	351,900	58,366	0	410,266
CAPITATION	80,000	14,950	0	94,950	80,000	16,950	0	96,950	81,600	17,289	0	98,889	81,600	17,635	0	99,235	81,600	17,987	0	99,587
EDUCATION	420,000	46,897	0	466,897	430,000	50,000	0	480,000	438,600	51,000	0	489,600	438,600	52,020	0	490,620	438,600	53,060	0	491,660
ADMINISTRATION	200,000	16,500	30,030	246,530	200,000	16,500	30,630	247,130	204,000	16,830	30,630	251,460	204,000	17,167	30,630	251,797	204,000	17,510	30,630	252,140
INSURANCE	22,980	2,100	1,290	26,370	23,220	2,290	1,330	26,840	23,684	2,336	1,330	27,350	23,684	2,383	1,330	27,397	23,684	2,430	1,330	27,445
LEASE			0	0			0	0			0	0			0	0			0	0
FIXED ASSETS/MINOR WORKS	60,000	0	0	60,000	60,000	0	0	60,000	61,200	0	0	61,200	61,200	0	0	61,200	61,200	0	0	61,200
Transferred to Trust	358,103	81,771	0	439,874	363,958	87,689	0	451,646	369,822	87,689	0	457,511	371,072	87,689	0	458,760	374,263	87,689	0	461,951
<b>Total Expenditure</b>	<b>6,237,593</b>	<b>1,149,047</b>	<b>437,855</b>	<b>7,824,494</b>	<b>6,403,205</b>	<b>1,228,535</b>	<b>444,213</b>	<b>8,075,953</b>	<b>6,547,666</b>	<b>1,252,772</b>	<b>447,745</b>	<b>8,248,183</b>	<b>6,647,955</b>	<b>1,275,974</b>	<b>456,090</b>	<b>8,380,018</b>	<b>6,752,167</b>	<b>1,299,639</b>	<b>464,602</b>	<b>8,516,407</b>
<b>Excess Income / Expenditure</b>	113,152	80,711	2,419	196,282	64,625	119,578	7,833	192,036	37,457	95,341	10,166	142,965	-37,846	72,140	3,071	37,365	-78,235	48,474	-2,250	-32,011
<b>Balance Brought forward</b>	214,157	-24,885	-9,255	133,517	337,309	55,826	-6,836	146,176	411,934	175,404	997	173,137	454,392	270,745	11,163	736,300	421,546	342,885	14,234	778,665
<b>Transferred from Capital</b>	10,000	0	0	10,000	10,000	0	0	10,000	5,000	0	0	5,000	5,000	0	0	5,000	5,000	0	0	5,000
	0				0				0				0				0			
<b>Surplus The Arnewood School</b>	<b>337,309</b>				<b>411,934</b>				<b>454,392</b>				<b>421,546</b>				<b>348,311</b>			
<b>Surplus The Eaglewood School</b>		<b>55,826</b>				<b>175,404</b>				<b>270,745</b>				<b>342,885</b>				<b>391,359</b>		
<b>Surplus The Gryphon Trust</b>			<b>-6,836</b>				<b>997</b>				<b>11,163</b>				<b>14,234</b>				<b>11,984</b>	
<b>Combined Surplus</b>				<b>339,800</b>				<b>348,212</b>				<b>321,101</b>				<b>778,665</b>				<b>751,654</b>

