

**The RGSW and AOS Foundation Board Meeting Agenda**  
**4.00pm – 5.30pm Tuesday 1<sup>st</sup> December 2020**  
**Video Conference Call**

**Participants**

**Trustees:** Tim Curtis, Andrew Greenway, Rosemary Ham, Nick Fairlie, Annie Fitch, Gary Rouse, Emma Bentley-Hughes, Jonny Arr, Katie Wormington, John Gibson, Rachel Wyatt

**RGSW Staff:** John Pitt, Ian Roberts, Gareth Hughes, Laura Brown, Sarah Atkinson, Scott MacDonald, Jo Weaver (Minute Secretary)

**1 Welcome, Apologies and Declarations of Interest**

**2 AGM Governance Actions**

- Election of Chair and Deputy Chair
- Amendments to Policies to be endorsed
- Annual Trustee Declarations to be completed

**3a Acceptance of Previous Minutes**

**3b Matters Arising from Previous Minutes**

**4 Finance Update**

- Funds Held and Disbursements update
- CCLA Investment Management and COIF funds explanatory briefing to the Board by Gary Rouse.
- Finance Sub-committee recommendations for Board endorsement
- Trustee Liability Insurance renewal

**5 Fundraising Campaign Updates**

- Hockey Project – ‘Buy a Brick’
- Indoor Tennis and Netball Centre Update

**6 Graham Pelton Review**

- Update on Graham-Pelton recommendations and actions

**7 Any Other Business**

- Archives – endorsement sought to release funds for a digital website development
- Performance Review – Trustees reviewing the performance of the Foundation

**8 Future Meeting Dates** *(online until conditions permit group gatherings)*

- Lent 2021 - **Thursday 4 March 4pm**
- Trinity 2021 - **Thursday 20 May 4pm**
- Michaelmas 2021 - ***proposed Thursday 21 October 4pm***

Additional Trustee meetings will be arranged as required during this period.

- Finance Sub-committee to meet **w/c 18 Jan 2021**

**The RGSW and AOS Foundation Board Meeting  
Monday 1<sup>st</sup> December 2020 Trustee Papers**

## **2 AGM Governance Actions**

### **Election of Chair and Vice Chair**

	<b>Endorsement Sought from Trustees</b>
<b>E1</b>	Trustees will be asked to endorse Tim's continued Chairmanship
<b>E2</b>	Trustees will be asked to endorse Tim's proposal that a Vice Chair is appointed to serve a year's term and that it is rotated annually to share the load and to widen the knowledge base on the Board.
<b>E3</b>	Trustees will be asked to endorse Rosemary as Vice Chair for 2020-21.

### **Amendments are proposed to the following documents and endorsements sought:**

	<b>Endorsement Sought from Trustees</b>
<b>E4</b>	Ethical Fundraising Policy – increasing the individual gift limit from £5,000 to £15,000 for which the Foundation Director can accept gifts without seeking Trustee approval.
<b>E5</b>	Updating other Foundation documents to become gender neutral and where relevant to reference the Data Protection Act 2018 as well as the General Data Protection Regulations 2018

### **Annual Trustee Declarations – Trustee Action Required for the AGM**

Each Trustee is required to complete and return the following declarations ahead of the AGM. These can be submitted as hard copies to the Foundation Office or emailed as scanned / photo copies to [foundation@rgsw.org.uk](mailto:foundation@rgsw.org.uk)

	<b>Submissions Required from Trustees</b>
<b>S1</b>	Trustee Declaration of Interests
<b>S2</b>	Declaration of Fitness to be a Trustee
<b>S3</b>	Trustee Endorsement of Ethical Fundraising Policy

### **Annual Declaration to the Board from the Foundation Office at the AGM**

- No complaints have been made to the Foundation Office in relation to fundraising activities.
- No complaints have been made to the Foundation Office in relation to Data Processing or Storage.

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## **3b Matters Arising from the Previous Minutes**

### **Actions Completed from Previous Minutes**

- Annual Accounts submitted to Companies House and the Charity Commission.
- Annual Return submitted to Companies House.
- Hardship Awards made to 20 pupils for the Michaelmas Term.
- Foundation Review completed by Graham-Pelton UK and Trustees briefed (separate agenda item).
- Finance Sub-committee has reviewed CCLA and COIF units and will make recommendation to Trustees (separate agenda item).
- Alumni Annual Review published and circulated to 6,700 alumni, parents, and ex-staff.

### **Actions Deferred in light of the Foundation Review, Covid-19, and the delay in Capital Projects**

- Approaching recent past parents who may be well disposed to RGS. Trustees observed that these parents may be in a position to donate to forthcoming projects.
- Development of a fundraising and communication plan for the forthcoming capital projects. Utilising trustee support for implementing the engagement with parents and alumni.
- Agreeing an approach for trustees to help SCM engage with already identified potential donors from the alumni and past parent community to support bursaries (and the capital projects if they wish).
- Planning a major donor engagement event such as a dinner in the Cathedral.

- Circulating a list of potential prospective donors for Trustees to review and identify connections.
- Foundation Office to review in detail the alumnae records held at Dodderhill to determine what level of contact can be made, to whom and how.
- AOOE integration into the School – AGM to be held Saturday 22 May 2021 and will determine membership support for this change.

#### **4 Finance Update**

##### **Funds and Disbursements**

##### **Bursary Funds, Bank account, seat sponsorship and known legacy pledges (23 Nov 2020).**

- ARW Fund: **£424.9k** (May £384.8k, March £406.5k, October 2019 £393.8k);
- AO Fund **£30.2k** (May £27.3k, March £28.9k, October 2019 £28k);
- Current Account: **£250.9k** (May £37.6k, March £149.2k, October 2019 £81.8k);
- Deposit Account: **£0** (May £200k) invested with Lloyds on the money markets;
- Hardship Fund (part of the funds held in Current Account total) **£41k** (May £11.9k, March £2.9k, October 2019 £3.2k);
- PAC has **73 seats** sponsored (May 71, March 71, October 68);
- Legacy pledges **34** (May 36, March 34, October 2019 34). – **2 legacy gifts received £14k**

##### **Bursaries – 20/20 Campaign status and funds transferred to RGS**

- As of September 2020, 20 pupils have received / are receiving bursary assistance from donated funds since 2015. **£33.1k** paid to the School from the Foundation for bursaries in August 2020 for the past year.

##### **Hardship Awards Update**

- Donations from alumni, parents, staff, ex-staff, and the AOOEs totaled **£90k**
- **£38.3k** was awarded to support **20** pupils across all four RGSW schools in July for the Michaelmas Term from the funds raised in the Hardship Appeal.

	<b>Endorsement Sought from Trustees</b>
<b>E6</b>	For the Lent Term 2021 the Bursary seeks endorsement from Trustees to release £4k from the Hardship Fund to support 2 pupils.

##### **Finance Sub-committee meeting and recommendations to the Board for endorsement**

The Finance Sub-committee met on 23 November to consider its membership, its Terms of Reference, the need for an Investment Policy, a review of the investments held at CCLA and to consider some options open to the Board for investing the £250k held in the Foundation's current account with Lloyds Bank. Minutes and actions from the meeting will be shared with the Trustees ahead of the Board meeting. Gary's slide pack reviewing CCLA will be shared with Trustees to enable them to read it ahead of his summarizing it during the meeting and fielding any questions.

	<b>Endorsement Sought from Trustees</b>
<b>E7</b>	For the Finance Sub-committee's proposed Terms of Reference to be adopted to define its role.
<b>E8</b>	For the Foundation to agree and document its Investment Policy and for it to be reviewed annually by the Finance Sub-committee.
<b>E9</b>	For Gary's review of CCLA to be shared with all new Trustees as part of their 'onboarding'.
<b>E10</b>	For the one page CCLA 'dashboard' report that Gary has created to be used for updating the Board at each term's meeting.
<b>E11</b>	Adopt the Finance Subcommittee's recommendation from Gary's research to continue investing with CCLA by transferring <b>£55k</b> of donations in the Lloyds current account given for the ARW Bursary Fund and the AO Bursary Fund into new accounts to be opened in the COIF Charities Ethical Investment Fund.

<b>E12</b>	The creation of a third account within the COIF Charities Ethical Investment Fund to hold donations given in advance that will be drawn down in future years to fund sponsored bursary places. Agreement to transfer <b>£100k</b> from the Lloyds current account into this account.
<b>E13</b>	For the Foundation Director and School Accountant to explore options for in-year shorter term investments for the remaining funds in the Lloyds current account and for these to be considered by the Finance Sub-committee for a recommendation to be made to the Board.
<b>E14</b>	When the Foundation Director and School Accountant have confirmed the costs that will be incurred by moving the existing ARW and AO Bursary Fund accounts from the COIF Charities Investment Fund to the COIF Charities Ethical Investment Fund for these to be considered by the Finance Sub-committee for a recommendation to be made to the Board.
<b>E15</b>	To continue to hold Trustee Liability Insurance as recommended by the Finance Sub-committee. Current policy is due for renewal on 8 December. Through Sutcliffe & Co. £1m cover for Trustees is being offered at a cost of £383.

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### **5 Fundraising Campaign Updates**

- The School Community will be offered the opportunity to ‘**Buy a Brick**’ at the Hockey Centre ahead of Christmas and this will be run through the alumni website with donations made to the Foundation to be transferred to the School to be used to fund construction costs.
- The link will be emailed to alumni and to parents as well as promoted on social media, the RGS Times and the alumni website.
- A menu of sponsorship and naming opportunities at the Hockey Centre will also be agreed by the Joint Venture for RGS (and WHC) to promote. Foundation Office will promote to alumni and parents in December.
- The DFO is engaged in negotiations with the LTA for the Indoor Tennis and Netball Centre following a postponement in March due to COVID-19.
- The Foundation Office website/database provider has been commissioned to create a dedicated website that can be linked to the database and used to fundraise for the Indoor Tennis and Netball Centre. A draft version is under construction and when ready will be shared with Trustees for feedback ahead of the final version being launched.

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### **6 Graham-Pelton Review Update**

- **Appointment of a Development Manager:** following the case for support made to the F&GP on 18 November, this will be considered at the RGS Board meeting on 3 December. Trustees will be notified of the decision outcome.
- **Revised Foundation Office job descriptions:** Pending the outcome of the decision taken by the RGS Board and with the endorsement from the School’s HR Manager, the revised job roles will be shared with Trustees to ensure alignment with KPIs that Trustees wish to be tracked.
- **Case for Support:** The Foundation Director is seeking examples from other schools to benefit from successful work already undertaken and to guide the Case for Support for the fundraising objectives set by the School and Foundation. A draft will be circulated to a working group for review that comprises representatives from the RGS Strategy Group, Governors, Trustees and the AOOEs Committee. After their input this will be then be circulated to Trustees for their review and contribution. The final version will underpin all School and Foundation fundraising activities.
- **Communication Strategy:** The Foundation Director is obtaining examples from other schools to develop a programme that will increase the volume and frequency of alumni news circulated electronically and that will still facilitate a ‘slimmed down’ hardcopy Annual Review and Annual Giving Report. The strategy will be presented to Trustees in December for endorsement to commence from January 2021.
- **Events Programme:** The Foundation Director is reviewing programmes from other schools to develop a Foundation programme that will reflect the feedback from the e-survey such as year group reunions and provide a balance between alumni engagement and fundraising solicitation. The strategy will be presented to Trustees in December for endorsement to commence from January 2021 and will incorporate a range of events.

- **Bursary recipient testimonials:** Details of previous bursary recipients are to be shared with the Foundation Director to enable those alumni to be contacted to request they provide testimonials to support future fundraising and communication literature.
- **Prospect Research:** The Foundation Director has obtained a proposal from a leading provider and the contract is being reviewed by the DFO to ensure GDPR compliance before proceeding.
- **Sixth Form Engagement:** The Foundation Director has initiated discussions to progress the opportunity for alumni to engage with Sixth Formers to provide guidance in careers or for universities. This activity is aimed at raising the profile and purpose of the Foundation within the School. Further planning will take place in December with the Head of Sixth Form with the aim of establishing pilots in the Spring of 2021 to create a template for increasing the activity from September 2021 onwards.
- **Training:** Proposals and quotes are being sought from providers in the school's sector recommended by other Development Directors who have used them successfully to provide a form of mentoring during the implementation of strategy. Possible options will be considered with input from the Foundation Chair, the Headmaster and DFO.
- **Moves Management system:** the database provider used by the Foundation Office has recently added a moves management facility into its database package so this can be utilised when the prospect research has been conducted and used to track fundraising solicitations and stewardship.
- **Stewardship:** The Foundation Director will present a proposal to the Foundation Chair and Headmaster to outline the levels of stewardship that donors can receive based on size of gift, frequency of giving, history of giving, prospective giving and other factors that may influence donating such as age, location, status (parent/alumni/staff). Trustee involvement to be incorporated. Proposal to then be circulated to the Trustees for endorsement.
- **Learning from other Schools:** the Foundation Director has been in contact with counterparts at a number of other schools to understand from their experience in relation to the Case for Support, the communications strategy and their events programmes, amongst other areas in order to adopt best practice. Assistance has also been received through the IDPE (Institute for Development Professionals in Education) forum, the industry body of which RGS is a member.
- **The Foundation Strategy and KPIs:** The Foundation's strategy needs to pull together the Case for Support and the School's strategic fundraising objectives and priorities. It will incorporate the Communications strategy, the Events programme, the findings from the Review and e-survey, as well as the prospect research output. It will reflect the resources available to the Foundation Office and will have KPIs in place to track performance against objectives. A draft strategic plan will be circulated to the Trustees for review and input ahead of endorsement.

## 7 AOB

**Archives:** The Foundation Office has £3k in donations received towards the creation of a digital archive and has been approached by specialist provider SDS to create a bespoke digital archive that can cater for RGS and AOS heritage. It will be compatible with the alumni website.

Endorsement Sought from Trustees	
E16	The Foundation Director seeks endorsement from the Board to use the donated funds on the project if what is being offered meets the needs of the School as determined by the Headmaster.

**Embedding Trustee Governance:** the recommendation from G-P for the Board to move from management to governance through the setting of strategy and the monitoring of performance. Tim has created a Foundation Draft Review document that sets out what Trustees could and should monitor annually to demonstrate sound governance of the charity.

Endorsement Sought from Trustees	
E17	The Foundation Chair is seeking endorsement from the Board to instigate an annual review of the Foundation and to agree the review document to be used.