

**The RGSW and AOS Foundation Board Meeting
Monday 1st December 2020 Minutes and Actions**

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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)

No Apologies were received and no Declarations of Interest were made

Annual Trustee and AGM Declarations

	The following Annual Submissions were completed and received from all Trustees
S1	Trustee Declaration of Interests
S2	Declaration of Fitness to be a Trustee
S3	Trustee Endorsement of Ethical Fundraising Policy

Trustees noted the following Annual Declarations from the Foundation Director regarding complaints 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.

Endorsements given and decisions taken by Trustees

E1	Trustees endorsed Tim's continued Chairmanship. <i>KW nominated, RW seconded, all agreed</i>
E2	Trustees endorsed Tim's proposal that a Deputy Chair be 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. <i>All agreed.</i>
E3	Trustees endorsed Rosemary as Deputy Chair for 2020-21. <i>All agreed</i>
E4	Ethical Fundraising Policy - to increase the individual gift limit from £5,000 to £15,000 for which the Foundation Director can accept gifts without seeking Trustees approval. <i>All agreed</i>
E5	Update 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. <i>All agreed</i>
E6	For the Lent Term 2021 the Trustees agreed to release £4k from the Hardship Fund to support 2 pupils in response to request received from the Bursary. <i>RW proposed, AF Seconded, All agreed</i>
E7	Finance Sub-committee's proposed <i>Terms of Reference</i> defining its role. <i>All agreed</i>
E8	Foundation to adopt the proposed <i>Investment Policy</i> and for it to be reviewed annually by the Finance Sub-committee. <i>All agreed</i>
E9	GR's review of CCLA to be shared with all new Trustees as part of their 'onboarding'. <i>All agreed</i>

E10	The one-page CCLA 'dashboard' report that GR has created to be used for updating the Board at each term's meeting. All agreed
E11	Adopt the Finance Subcommittee's recommendation from GR's research to continue investing with CCLA by transferring 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. RW proposed, AF seconded, all agreed
E12	To create 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. Trustees agreed to initially transfer £100k from the Lloyds current account into this account. NF questioned the risk by investing in one fund. GR assured Trustees that the broad range of investments reduced the risk and that it was about suitability of the policy and not the level of risk. All agreed
E13	Approved 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. All agreed
E14	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. All agreed
E15	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. All agreed
E16	To use the £3k of donated funds towards creating a bespoke digital archive for RGS with supplier SDS on the condition that what is being offered meets the needs of the School as determined by the Headmaster. All agreed
E17	The Foundation Chair sought endorsement from the Board to instigate an annual review of the Foundation to move from management to governance. All agreed

Actions Recorded to be Taken

	Action recorded	Owner	Completion
A1	Foundation Trustees agreed the need to adopt a Gift Acceptance Policy to formalise the process for receiving gifts. Endorsement to be sought before the next Board meeting.	Trustees	31/1/21
A2	Example of Gift Acceptance Policy to be circulated to Trustees for feedback to enable a final version to be presented in January.	SCM	15/12/20
A3	RH suggested suggested that the Ethical Fundraising Policy should be added to the Alumni Website to be easily accessed by our prospective donors. All agreed.	SCM	15/12/20
A4	TC and SCM to countersign relevant forms from Trustees	TC & SCM	7/12/20
A5	TC to sign minutes	TC	7/12/20
A6	Minutes to be marked as approved and posted of the Foundation section of the Schoolweb	JOW	15/12/20
A7	Bursary to be informed of Hardship request has ben endorsed and to obtain invoice from School Accountant to support the transfer.	SCM & JWR	18/12/20
A8	Finance Sub-committee Terms of Reference and Investment Policy documents to be added to the Foundation section of the Schoolweb	JOW	15/12/20
A9	CCLA dashboard summary page to be updated ahead of future termly Board meetings and circulated to Trustees.	GR & SCM	8/2/21, then ongoing
A10	SCM to ask the School Accountant, JWR , to set up 3 new accounts at CCLA in the Ethical Investment Fund: The ARW Bursary Fund, The AO Bursary Fund, The Pupil Sponsorship Fund.	SCM & JWR	31/1/21
A11	JWR to transfer £100k in The Pupil Sponsorship Fund and £55k into the ARW and AO Funds in the Ethical Investment Fund. To	JWR	31/1/21

	confirm action to RGS Director of Finance & Operations, ITR, and to the Foundation Finance Sub-committee.		
A12	SCM to confirm the cost of transferring existing ARW and AO Bursary Fund accounts from the COIF Charities Investment Fund to the COIF Charities Ethical Investment Fund. <i>Post meeting note: GR confirmed with CCLA account manager that the cost of doing this now would be 0.4% of the value of the funds but in July 2021 the cost will be temporarily reduced to 0.01%. Finance Sub-committee can review this option in Q2 2021.</i>	SCM	15/12/20
A13	Trustee Liability Insurance to be purchased through Sutcliffe & Co. £1m cover for Trustees is being offered at a cost of £383	SCM	8/12/20
A14	Share the SDS Archive proposal with the Headmaster for agreement to proceed	SCM	31/1/21
A15	Making use of the information provided by JG, TC to refine the Foundation Board review plan and circulate to Trustees for feedback and then final endorsement.	TC	31/1/21
A16	Circulate Annual Accounts and Audit findings to Trustees for review	SCM	When they are ready
A17	Send invitations to meetings: 3 rd week January, Michalemas Term Board Meeting in October	SCM	15/12/20

Graham-Pelton Review Next Steps Update and Actions

GP1	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. <i>Post meeting note: the RGS Board has endorsed the request for an additional fundraiser to be appointed.</i>	RGS Board	3/12/20
GP2	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	SCM	31/1/21
GP3	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.	SCM	15/1/21
GP4	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 for endorsement to commence post Covid in 2021.	SCM	31/1/21
GP5	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	SCM	31/1/21

	<p>presented to Trustees for endorsement to commence post Covid in 2021 and will incorporate a range of events.</p> <p><i>RGS Governor, John Peters, may be able to get access to the RAF Club at discounted rates for London gatherings, SCM is liaising.</i></p> <p><i>TC reinforced the concept of Year Group reunions for young alumni. His daughter's cohort will be 5 years out from RGS in 2021 and would value an event.</i></p> <p><i>JG advised that companies cannot spend Christmas party funds and may donate to charities. He recommended a digital initiative to request donations.</i></p>		
GP6	<p>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.</p> <p><i>Currently no list available of bursary recipients. Bursary will collate and JDP can help with this information if needed</i></p>	Bursary	31/01/21
GP7	<p>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.</p>	DFO & SCM	31/1/21
GP8	<p>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</p> <p><i>SCM shared that other Development Offices are getting involved with these aspects to reinforce that they represent more than just fundraising requests when interacting with alumni and parents.</i></p>	SCM & Head of Sixth Form & Head of Careers	31/1/21
GP9	<p>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.</p>	SCM	31/1/21
GP10	<p>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.</p>	SCM, JOW and A N Other	Launch when additional fundraiser is appointed
GP11	<p>Stewardship: The Foundation Director will present a proposal 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.</p>	SCM	31/1/21
GP12	<p>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. Best practice to be shared with Trustees.</p>	SCM	Ongoing

GP13	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.	SCM	31/1/21
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Any Other Business recorded

The Foundation's Annual Accounts and audit findings will be available shortly from the auditors. Trustees will be asked to review the documents and to raise any queries ahead of a final version being signed off by the Chair on behalf of the Board.

AOEs: Meeting with AOOEs scheduled for 10/12/20 to discuss the future relationship between the AOOEs and the School / Foundation. **JP** and **TC** have already had discussions with Shelley Evers and are building towards a list of proposals. Trustees will be updated when there is definitive information. **JP** has suggested that those Trustees who are members of the AOOEs should aim to attend the AGM on 22 May 2021 when significant proposals will be put to the membership.

Next Meeting Dates

- Meeting 3rd week of January to endorse Next Step actions
- Michaelmas Term Board Meeting 21 October 4pm

Invitations to be sent via calendars

Information Noted by Trustees

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 previously deferred and that are now being captured within the Next Steps strategic planning following the Graham-Pelton Review

- 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.

Actions to be carried forward

- 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.

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.

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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