



## MINUTES OF THE STRATEGY AND POLICY COMMITTEE MEETING

Wednesday 15<sup>th</sup> June 2022, at 6.00 pm.

### **Present:**

Tim Oliver (Chair)

Paul Collyer

Dan Dean

Declan Mason

Zara Lyons

Dan Hards (Advising Officer)

Ken Kehoe (Clerk)

### **1. REGISTER OF INTERESTS**

There were no declarations of interests from Trustees.

### **2. WELCOME AND APOLOGIES FOR ABSENCE**

The Chair welcomed Zara Lyons to her first Strategy and Policy committee meeting, in her new role as Student Trustee. Ruth Seabrook and Cindy Dawes had sent their apologies.

### **3. MINUTES OF THE LAST MEETING**

The minutes of the previous meeting of 2<sup>nd</sup> March 2022 were approved as an accurate record.

### **4. MATTERS ARISING**

The Committee reviewed the actions arising from previous meetings:

**S&P2-001** Clerk to add Student Numbers Scenario Planning to the Summer 2022 Finance and Estates Committee agenda. **The committee noted that, at the subsequent March Board meeting, the Board decided that Finance and Estates would look at the scope for further developing the estate in the medium term. The F&E committee will consider next year.**

**S&P2-002** Clerk to add Student Numbers to the Summer Board meeting. **The committee noted that the Board at its March meeting had come to the view that “The College needed a sensible glide path to get back to about 2000 students, which would be sustainable with the current estate.”**

**S&P2-003** Clerk to draw up proposals to bring senior post holder policies into line with those for other staff. **The Clerk advised the committee that proposals will be brought back to the committee next term.**

## 5. STRATEGIC PLANNING

The Principal introduced the paper on strategic planning, noting that the discussion would inform the Strategic Plan that would be put to the Board by his successor in September. Taking each of the Strategic Objectives:

Curriculum and Study Programmes Government policy had moved in a positive direction on BTECs but uncertainty remained. The College would have to respond to changes in student demand but it would not necessarily move towards T-levels.

Quality Assurance and Progression after Esher The Quality Assurance programme will need to build on the results of the OFSTED inspection when it comes. The OFSTED inspections that had already taken place had tended to result in lower judgments; there was a strategic direction. The College would also be introducing and building on a new pilot of changes to lesson observations. Post Esher, the College will need to monitor developments in higher and degree-level apprenticeships. The College will be hosting a higher and degree-level apprenticeships event.

Student numbers This remained the key driver of College income, and the College would need to closely monitor numbers. The optimal level of students (currently judged to be 2000) reflected the size of the estate and the need to ensure the best student experience.

Financial Health The key focus would be investing in teachers. The teachers' pay grant was being rolled into the main grant that the College received. In response to Trustee questions about the impact of higher inflation, the Principal explained that the teachers' pay assumptions that underpinned the budget and 3-year plan would be considered at Finance and Estates committee, and the Board, but that the assumptions were realistic. There may be increased risk of industrial action in the current climate. The Principal confirmed, in response to Trustee questions, that the £30k starting salary for new teachers would have an impact, not least as it would put pressure on pay differentials. The Assistant Principal would be briefing the Board on the ECT programme. Trustees also asked whether there should be reference to Adult Education, particularly counselling training, in the Strategy. The Principal advised that the College's ability to provide counselling training was sensitive to the availability of high-quality personnel; consideration of counselling training would need reflect this.

Resources and Estates The College would probably move from a development phase to a maintenance phase on the Estate. The challenge was to deliver the extra 40 hours of contact time now required. This would also impact teachers' contracts as it would affect the timetable and the contact time. Other priorities would be the development of IT and cyber-security, and the development of a sustainability strategy. The committee also discussed other potential developments affecting the site.

The Chair asked that the Chair of Quality and Standards should be asked to comment.

**Action:** The Chair of Quality and Standards should be asked to comment on the Strategic Objectives.

## 6. SAFEGUARDING LINK TRUSTEE: TERMS OF REFERENCE

The committee considered the draft Terms of Reference for the Safeguarding Link Trustee. The draft Terms of Reference had been reviewed by the Link Trustee and he was content. The Assistant Principal advised that the Safeguarding Link Trustee would take part in the EDI and Safeguarding SAR that was scheduled for the Autumn term. The role of the EDI Link Trustee would remain. The committee agreed that the reference to Keeping Children Safe in Education should not refer to a specific year, as KCSIE was updated annually.

The committee agreed the Safeguarding Link Trustee Terms of Reference, subject to the deletion of the specific year for KCSIE.

## 7. TRUSTEE SKILLS AUDIT

The Clerk briefed the committee on the outcome of this year's Skills Audit, noting that scores had generally increased, including in those areas where training had been provided.

The committee considered the postponement of this year's training morning from June due to low attendance. The committee asked the Clerk to investigate the option of holding a shortened training session, possibly held just before the September Board meeting. The committee also considered whether the timing and scheduling of future Training Mornings should be reviewed to facilitate greater attendance, including holding the Training Morning in the Spring Term.

**Action:** Clerk to investigate the option of holding a shortened training session, possibly before the September Board meeting, linked to OFSTED and the Strategic Plan and to review the timing and scheduling of future Training Mornings to facilitate greater attendance, including holding the Training Morning in the Spring Term.

## 8. DRAFT GOVERNANCE QUALITY IMPROVEMENT PLAN 2021/22

The Clerk introduced the draft 2021/22 QIP for governance. He was seeking the committee's agreement to the judgements on outturns set out in the draft. The committee were broadly content but noted that the outcome on the target for monitoring the new build projects should be shown as "Partly Achieved" and the outcome for the target on the Strategic Plan should reflect that the committee had discussed the Strategic Plan at its June meeting but that Board approval would take place in the autumn. Looking forward, the committee proposed that that next year's QIP should include targets on Trustee training and the induction of new Trustees.

**Action:** Clerk to amend the draft of the QIP considering the committee's discussions.

## 9. CONSTITUTION

The Chair informed the committee that Zara Lyons and Max Nicholson had been elected as the new Student Trustees.

The committee also discussed the composition of the Board and the need to strengthen the Board in advance of several experienced Trustees reaching the ends of their term.

**Action:** Clerk to circulate a list of Trustees and their term dates.

**10. ANY OTHER BUSINESS**

The Chair thanked Dan Dean for his service on the committee and to the College.

**11. DATE OF NEXT MEETING**

The Chair noted that the next meeting was scheduled for November 2022. *(This was subsequently amended to Wednesday 16<sup>th</sup> November 2022).*

*The meeting closed at 7.10 pm.  
Attendance was 71.4%.*

Signed.....

Date.....

**SUMMARY OF ACTIONS**

<b>S&amp;P2-003</b>	Clerk to draw up proposals to bring senior post holder policies into line with those for other staff.
<b>S&amp;P3-001</b>	The Chair of Quality and Standards should be asked to comment on the Strategic Objectives.
<b>S&amp;P3-003</b>	Clerk to investigate the option of holding a shortened training session, possibly before the September Board meeting, linked to OFSTED and the Strategic Plan and to review the timing and scheduling of future Training Mornings to facilitate greater attendance, including holding the Training Morning in the Spring Term.
<b>S&amp;P3-004</b>	The Clerk to amend the draft of the QIP in light of the committee's discussions.
<b>S&amp;P3-005</b>	Clerk to circulate a list of Trustees and their term dates.

**SUMMARY OF GOVERNOR CHALLENGE [C] / SUPPORT [S]**

<b>C/S</b>	<b>Minute</b>	<b>Topic</b>
C	8	<b>Quality Improvement Plan 2020/21</b> The committee did not consider that the draft QIP properly reflected the outcomes regarding the monitoring of the new builds and the discussion of the Strategic Plan.