



## **MINUTES OF THE SPECIAL MEETING OF THE REIGATE LEARNING ALLIANCE TRUST BOARD MEETING HELD ON TUESDAY 17 MAY 2022**

**Present:** Mr Michael Jones - Chair  
Ms Pat Frankland  
Mr Stephen Hewes  
Mr Spencer Bowen  
Ms Yvette Robbins  
Mr Richard Stephen  
Mr Chris Whelan - Chief Executive Officer  
Mr Nick Clark – Executive Principal

**In attendance:** Mr J Allen (Clerk)

### **WELCOME & CHAIR ANNOUNCEMENT**

1. The Chair welcomed everyone to the meeting.
2. The Chair asked for the minutes to record the passing of a previous Chair of Reigate College, Mr Michael Ormerod.

### **APOLOGIES**

3. Apologies were received from Mr Farouk Durrani and Mr Gerard Weide

### **DECLARATIONS OF INTEREST**

4. Michael Jones declared his interest in being a Member of the Trust. There were no other declared interests.

### **STRATEGIC PLAN**

5. The Chair confirmed the meeting was arranged to enable Trustees to review the draft of the Strategic Plan before final approval is sought at the July Trust Board meeting. The initial draft is from the College's Senior Leadership Team (SLT), but the final draft will be a joint document endorsed by both the SLT and Trustees. To date Trustee input into the draft has been through the Working Group set up by the Trust Board that was tasked to review the draft proposed by the SLT.
6. Trustees were informed that sections of the Strategic Plan had been drafted to meet the requirements of Ofsted and the Education & Skills Funding Agency (ESFA) but, ultimately, the document is for the Trust Board.
7. The methodology and format of the proposed Strategic Plan was confirmed as follows:
  - The Strategic Plan to consist of 10 sections covering 10 Strategic Aims, these being:
    - Aim 1: Ensuring a high quality of teaching and learning
    - Aim 2: Ensuring a high quality of pastoral welfare

- Aim 3: Providing a safe place for teaching, learning and employment
- Aim 4: Ensuring the effective personal development of students
- Aim 5: Maintaining financial viability
- Aim 6: Maintaining and developing the College's reputation and engagement with the local community
- Aim 7: Developing staff and ensuring high staff morale
- Aim 8: Maintaining and developing the College estate and resources in an environmentally sustainable way
- Aim 9: Growth of the Reigate Learning Alliance (RLA)
- Aim 10: Leadership, management and governance

- Each section of the Strategic Plan to follow the same format:

- ⇒ Strategic Aim
- ⇒ Objectives
- ⇒ Assessment of Progress
- ⇒ College policies referenced to the section
- ⇒ Governor links

8. Trustees discussed if the draft was for Reigate College or for the Reigate Learning Alliance (RLA). Sections 1 to 8 were appropriate to Reigate College, with Section 9 on growth being more relevant for the Trust. Section 10, covering Leadership, Management & Governance is appropriate to both Reigate College and the RLA.
9. It was noted Section 10 requires more input from Trustees before this section can be completed.
10. It was **AGREED** there should be two Strategic Plans, one for Reigate College and one for the Reigate Learning Alliance. It was **AGREED** to remove Section 9 and for the remaining sections to apply to Reigate College. A two phased approach was **AGREED**, with Phase 1 focusing on agreeing a Strategic Plan for Reigate College with the target date of seeking Trust Board approval at the July 2022 Trust Board meeting. Phase 2 to consist of a review after the first year of the Strategic Plan for Reigate College and to start work on the drafting of a Strategic Plan for the Reigate Learning Alliance, using Section 9 on growth as the starting point.
11. As work on the draft of the Strategic Plan started before the Ofsted inspection, Trustees asked that given the Ofsted inspection report, does it change anything in the Strategic Plan? In response the SLT confirmed the overall aim is still the same – for Reigate College to be 'Outstanding'. As there was no specific reference in the aims for Reigate College to be 'Outstanding', it was **AGREED** to add to become 'Outstanding' as a strategic aim.
12. Trustees noted there appeared to be no SWOT analysis with no reference to any identified weaknesses. It was asked was there a need to address threats and opportunities and existing weaknesses? In response, the SLT suggested the analysis of threats and opportunities would be better addressed in the Strategic Plan for the RLA. As to identified weaknesses, and how they are to be addressed, this is the purpose of the College's Annual Self-Assessment Report (SAR) where weaknesses are identified through self-assessment with an action plan agreed to address the weaknesses. The action plan is then subject to on-going review by the SLT and the Local Governing Body for Reigate College. It was **AGREED** to make specific reference in Strategic Aim 1 on the weakness identified by Ofsted relating to targets set by students themselves and the monitoring of these targets.

13. Trustees asked if the Strategic Plan has to be made available in the public domain or is the Plan for internal use only? It was agreed the targets and objectives are for internal use, but headline aims from the Strategic Plan could be published on the College's website.
14. Trustees questioned as to whether some of the Strategic Aims could be consolidated to reduce the overall number of Strategic Aims? For example, the two aims (2 & 3) relating to pastoral care and safeguarding, could they be combined into one aim? Similarly, under the Strategic Aim of Leadership, Management and Governance, incorporate Strategic Aims 1, 5, 6 & 8 as these are all requirements of effective leadership and management. In response, it was suggested to consider possible consolidation of the Strategic Aims when the annual review is conducted of the Strategic Plan.
15. To address the use of acronyms, abbreviations and the use of educational terms, Trustees **REQUESTED** either to add an explanation as to what is being said or to add a glossary to the Strategic Plan.
16. Trustees noted the proposed measurement of progress for some objectives were not specific enough therefore making any assessment on progress difficult. For example, against the aim 'students express a high level of satisfaction' there was no definition of what would equate to a high level of satisfaction. SLT **AGREED** to give this further consideration.
17. Under Aim 4, Objective 4, it was **AGREED** to add 'physically healthy'.
18. Under the Aim 'Leadership, Management & Governance', it was **AGREED** to add 'Effective'.
19. Under the Aim 'Leadership, Management & Governance', it was **AGREED** to add an objective to have in place a robust framework of processes to provide assurances to Trustees.
20. Following the review, the following next actions were AGREED:
  - (i) To incorporate the suggestions made at this meeting into the draft of the Strategic Plan:
  - (ii) Trustees to be asked for their input to finalise Section 10 relating to 'Leadership, Management & Governance'; and
  - (iii) For the final draft to be circulated to Trustees for comment before being put to the July Trust Board meeting for approval.
21. The Chair thanked Trustees for their contributions and the Chair and Trustees thanked the SLT for their work in drafting the Strategic Plan.

Signed: \_\_\_\_\_  
(Chair)

Date: \_\_\_\_\_