



12 March 2024

Notice of a meeting of the Trust Board of the Reigate Learning to be held at the College on Tuesday 19 March 2024 at 5.30pm in 'The Forum'.

Prior to the formal meeting of College the Trust Board, Trustees to attend at 17.00 to receive a presentation on the recent external review of progress made since the last Ofsted inspection. The external review was carried out by the HMI who led the Ofsted inspection.

	Agenda items	Paper Ref:	Action Required	Presenter & Timings
Formal Agenda Matters				
1	<p>Welcomes, Apologies for Absence & Declaration of Interests To welcome Debbie Dalzell (Co-opted Trustee) to her first Board meeting.</p> <p>Apologies have been received from Mr Gerard Weide.</p>		To Note	PF
2	<p>Minutes: Minutes of the Trust Board meeting 05 December 2023.</p>	Paper 1	To Approve	PF – 5 Mins
3	Summary Action List & Matters Arising	Paper 2	To Note	JA – 5 Mins
<p>Board Duties: The main business of the Trust Board is to determine the educational character of the College and to ensure its overall wellbeing, success and financial solvency. Ultimately it is the Trust Board that is fully accountable for the College and therefore the Board must be seen to be directing and leading the Executive to deliver against the strategic objectives agreed by the Trust Board. The focus of Board meetings to;</p> <ul style="list-style-type: none"> • Monitor College performance against agreed headline KPIs; • Deal with strategic matters including the review of the Executive Report; • Monitor risks; • Deal with any non-delegable duties and statutory compliance duties; • Receive Committee reports (primarily for information purposes); • Receive briefings as appropriate on College activities. 				
5	<p>Monitoring of College Performance, Risks & Strategic Matters (i) Review of the Current Risk Register (ii) Chief Executive Report (iii) KPI Monitoring</p>	<p>Paper 3 Paper 4 Paper 5</p>	<p>To Note To Note To Note</p>	<p>CW – 5 Mins CW – 5 Mins CW – 5 Mins</p>

	(iv) Focus Group meeting held between Trustees and Students and future plans for Trustee visits. (v) Co2 Discussion.	Paper 6 Presentation	To Note To discuss	KF/FD – 5 Mins NC – 20 mins
NON-DELEGABLE DUTIES, STATUTORY AND OR COMPLIANCE DUTIES, AND FUNDING GRANT REQUIREMENTS				
6	Health & Safety Report 2022/23 To receive for review the =Health & Safety Report 2022/23	Paper 7	To Note	NC – 10 Mins
7	Safeguarding/Prevent Exceptional Reporting To receive confirmation of any significant Safeguarding/Prevent referrals that need to be brought to the attention of the Trust Board, with the substantive agenda item to receive the Annual Safeguarding Report at the July Trust Board meeting.		To Note	NC – 5 Mins
8	Finance Matters: (i) To receive the report from the Committee covering the meeting held 20 February 2024 (ii) To receive for information purposes the Management Accounts up to 31/12/23 (previously circulated to trustees and were subject to review at the F&R meeting held 20/2/23 (iii) To receive for approval the ' <i>Charging & Remissions Policy 2024/25</i> ' that was subject to review from the F&R Committee meeting held 20/02/24;	Paper 8 Paper 9a & 9b Paper 10	To Note To Note To approve	Chair of F&R – 5 Mins KS – 5 Mins KS – 5 Mins
9	Governance Professional Recruitment To receive the current recruitment timeline, remuneration & contractual suggestions, Job Description and Job Duties	Paper 11	To Approve	PF/CW – 10 Mins
10	External Review of Governance Action Plan	Paper 12	To Note	PF/JA – 5 Mins
Committee Reporting: Committees at the end of each meeting are required to identify the points/issues/risks that need to be brought to the attention of the Trust Board. The Chair of the Committee and Governance Professional to make available a summary report for the Board, and this to include any actions subsequently taken after the meeting. Minutes from the meeting to be attached to the summary report (along with any other key documents considered by the Committee that the Committee agrees should be made available to the Board), <i>but the key document for the Board to consider is the Committee's summary document.</i>				
11	Report from the Reigate College Local Governing Body (LGB) To receive the report from the LGB covering the meeting held 29 January 2024	Paper 13	To note	Chair of Committee – 5 Mins

12	Report from the Audit & Risk Committee meeting To receive the report from the Committee covering the meeting held 11 March 2024	Paper 14	To Note	Chair of Committee – 5 Mins
14	Board Assurance Framework To conduct BAF assessments on reports/agenda items considered at this meeting.	Paper 15	To Note	PF – 5 Mins
15	Meeting Review Are there any new risks including safeguarding identified as a result of decisions made at this meeting that might impact upon the College's effectiveness? <i>(If yes these should be assessed by SLT and added to the College's risk register)</i>		To Discuss	PF
16	Any Other Business		To Note	PF
17	Date of next meeting: Tuesday 09 July 2024 @ 17.30 followed by a social meal for both Trustees and Members at a restaurant in Reigate (Venue to be confirmed)		To Note	PF
18	Confidential Agenda Item (To exclude the CEO and Executive Principal from this agenda item) Report from the Remuneration Committee meeting held 29 January 2024	Paper 16	To Note	PF

Circulation:

Ms Pat Frankland – Chair

Mr Spencer Bowen – Vice Chair

Ms Kate Fulker

Ms Debbie Dalzell

Ms Yvette Robbins

Mr Stephen Hewes

Mr Farouk Durrani

Mr Gerard Weide

Mr Chris Whelan - Chief Executive Officer

Mr Nick Clark – Executive Principal

Ms Kim Saw - Director of Finance

Mr Jon Allen – Governance Professional

Principal's PA

Members (For information only): Michael Jones, Ian Fortune, Charles Hardy, Cathy Lynch

Auditors (For information only)



**MINUTES OF THE REIGATE LEARNING ALLIANCE TRUST BOARD MEETING HELD
ON TUESDAY 05 DECEMBER 2023 @16.30**

Present: Ms Pat Frankland – Chair
Mr Spencer Bowen – Vice Chair
Mr Stephen Hewes
Mr Farouk Durrani
Ms Yvette Robbins
Ms Christine Downton
Ms Kate Fulker
Mr Chris Whelan - Chief Executive Officer
Mr Nick Clark – Executive Principal

In attendance: Ms Kim Saw (Director of Finance)
Mr Jon Allen (Clerk)

EXTERNAL REVIEW OF GOVERNANCE

Prior to the start of the formal Trust Board meeting, Trustees received a presentation from Fiona Chalk (FE 4 Governance) on the findings and recommendations arising from the external review of governance.

Working in groups, Trustees identified 3-5 top priorities for taking forward. Both groups identified similar priorities, and these were summarised as follows:

- Ambassadorial role of trustees
- Stakeholder engagement
- Collaborative working/knowledge exchange – in reports, where appropriate, put the challenge to trustees by asking more strategic questions for trustees to consider rather than reports to say 'To note/discuss'. Such an approach will facilitate a more strategic discussion.

The Governance Professional, working with the Chair, will put together an action plan to address the recommendations made in the report.

SECTION 1: FORMAL AGENDA ITEMS

- 1. WELCOME**
The Chair welcomed everyone to the meeting.
- 2. APOLOGIES**
An apology was received from Mr Gerard Weide.
- 3. DECLARATIONS OF INTEREST**
There were no declarations of interest against any of the agenda items.

4. MINUTES

The minutes of the Trust Board meeting held 19 September 2023 (Paper 1) were agreed as an accurate record of the meeting.

5. SUMMARY ACTION LIST & MATTERS ARISING

The '*Summary Action List*' (Paper 2) provided the meeting with the following progress updates against action points agreed at the last Board meeting:

MIN	ACTION	UPDATE FOR MEETING 05/12/23
4	Risk relating to the transfer of the payroll contract from SCC to Cintra - to keep this risk under review by both the Finance & Resources Committee and the Audit & Risk Committee	The October parallel payroll run between the current payroll provider and the new payroll provider was completed with any errors corrected. The November parallel payroll run is being checked at the moment before final sign off. The new payroll provider is confident the December payroll will proceed as scheduled. The back-up, should there be any issues arising on the December payroll, is to pay staff based on the November payroll.
5	Trustees requested for consideration to be given to presenting the Risk Register in a format that puts any 'Red' risks at the forefront of the Register.	Agenda item
7	Building Surveyors Report on RACC to be made available to the Audit & Risk Committee.	This was reviewed at the meeting of the A&R Committee held 21 November.
11	Annual HR Report - to include in future reports more benchmarking data and year-on-year comparisons.	On-going
12	Governance Review Action Plan - succession planning for both the Governance Professional and Executive Team.	Agenda item
14	To add staff INSET days to the training programme with invitations to attend to be issued to Trustees	Added to the training programme. It was agreed to circulate dates to trustees.

There were no other matters arising.

SECTION 2: MONITORING OF RISK, STRATEGIC MATTERS & MONITORING OF COLLEGE PERFORMANCE.

6. SUCCESSION PLANNING (CONFIDENTIAL AGENDA ITEM)

The Board received a confidential presentation from the Executive Principal on succession planning arrangements for members of the Executive Team.

For information purposes the Board received a report on the College's '*Future Leaders Programme*' (Paper 13).

Arising from a detailed and strategic discussion on succession planning, it was noted, and agreed, for additional work to be done on further developing competences for key posts, to extend succession planning to cover support staff, and business continuity.

7. CHIEF EXECUTIVE OFFICER UPDATE

The report from the CEO (Paper 4) provided updates on the following:

- Student Outcomes
- Funding
- Oxbridge Applications
- DfE Policy
- Student recruitment September 2024.
- Staff recruitment September 2024
- Pay negotiations and industrial action.
- RAAC concrete issues
- Safeguarding – Exception Reporting

The following key points were noted:

Student Outcomes:

A further release of data since the September Board meeting shows course retention rates expressed as a Value Added Score for different categories of student taking A levels. The key message arising from the data was the A level Value Added scores for outcome grades by cohort category shows a higher rate of progress for Reigate students than is average for Sixth Form Colleges.

Funding:

The budget for 2023/24 has been updated to reflect the confirmed ESFA funding increase of £505k and the pay settlement agreed of 6.5% for all staff. The year-end forecast shows a budgeted surplus of £22,000 compared to the original budget deficit of £300,000.

DfE Policy:

The main DfE focus remains vocational education reform. Exam boards will be notified of accepted changes in May 2024 with a short appeals window, and schools and colleges will have this confirmed on 31 July 2024 for implementation from September 2025. There will also be a further round of changes from 2026 with details announced in 2025. As the implementation date is after the next general election it is not clear that this will be implemented to the stated timescales, or even happen at all, given Labour and Lib Dem statements on the reforms.

Student Recruitment 2024:

Open evenings and the application process have been very successful, and interviews have now started. It was noted that at this stage it is too early to spot any particular trends among subject choices.

Staff Recruitment:

It was reported that it was too early to comment on staffing needs for September 2024. However, the problems of staff recruitment continue nationally, with sharp declines in recruitment to teacher training and an increase in the number of staff leaving the profession.

The CEO asked trustees if they had any suggestions, through their own experiences and expertise, to help on the recruitment of teachers. In response, examples were given on how the NHS addressed staff shortages in some clinical areas. Job roles were changed and defined in different ways to enable a different recruitment strategy to be followed. The question asked could such a move be done for the role of a teacher? For example, could the task of marking of students' work be given to a new post to alleviate the work burden on teachers? The CEO felt that was not a viable proposal as the teacher was best placed to mark a students' work as they would have more knowledge of the student in terms of their learning engagement and participation. Trustees asked if Artificial Intelligence (AI) could be used in anyway? The CEO replied that if an AI tool could be developed to mark students' work, then this would be greatly welcomed.

Pay Negotiations:

It was confirmed the pay dispute is now settled with a 6.5% award for 2023 -24. The award will be Implemented from January 2024 and backdated to September 2023.

RAAC concrete issues:

It was confirmed the recent investigation from a building surveyor confirmed there are no RAAC issues, and the surveyor's report was subject to review at the recent meeting of the Audit & Risk Committee.

Safeguarding – Exceptional Reporting:

There were no exceptional matters to be brought to the attention of the Trust Board. It was confirmed all newly appointed staff had received the required safeguarding training and DSB checks.

8. RISK REGISTER 2023/24

The '*Risk Register 2023/24*' was received for review (Paper 3). It was confirmed the Audit & Risk Committee at its meeting on 21 November 2023 undertook a review of the Risk Register. As agreed at the last Trust Board meeting, the Register now lists risks outside of tolerance first, followed by risks in numerical order.

As previously agreed, the Register includes the two risks recently identified, these being:

- Risk 19 - Proposed DfE changes to the range of vocational qualifications impacts student recruitment, course choices and outcomes.
- Risk 20 - Failure to run the payroll due to issues caused by Surrey Payroll services.

Five risks were confirmed as outside of tolerance and the following updated from the CEO were noted against each of the five risks:

<p>Risk 4</p>	<p>Failure to recruit, manage and retain high performing staff – both teaching and support – resulting in poor outcomes.</p>	<p>Outside – CEO Update: The shortage of people applying to PGCE courses remains a problem and there is no sign of this improving. For 2021-2022 the number of new entrants to teacher training was 82% of the target. The quality of applicants has also declined. The College continues to invest in its own teacher training programme and to pay slightly higher than the national average for SFCs.</p>
<p>Risk 7</p>	<p>Failure to produce and implement a strategic plan that effectively addresses the range of changing external challenges</p>	<p>Outside – CEO Update: It was agreed for the AGM to be used for the annual review of the strategic direction of the Trust. It was agreed there was no current need for the RLA Trust to have a separate strategic plan and SWOT analysis as the strategic plan and SWOT analysis for Reigate College were broadly aligned with those for the Trust, on the understanding that the Trust and College should continue to be recognised as two separate entities.</p>
<p>Risk 18</p>	<p>Failure to make appropriate changes to EHCP reviews for High Needs students (follows Ofsted inspection 03.22)</p>	<p>Outside – CEO Update: The college has been visited by the link governor and has reported back on progress to the LGB. The College is still waiting for an Ofsted monitoring visit and are confident that all reviews have either taken place within the specified time or are scheduled to do so.</p>
<p>Risk 19</p>	<p>Proposed DfE changes to the range of vocational qualifications impacts student recruitment, course choices and outcomes</p>	<p>Outside – CEO Update: The main DfE focus remains vocational education reform. Exam boards will be notified of accepted changes in May 2024 with a short appeals window, and Schools and Colleges will have this confirmed on 31 July 2024 for implementation from September 2025. There will also be a further round of changes from 2026 with details announced in 2025. As the implementation date is after the next general election it is not clear that this will be implemented to the stated timescales, or even happen at all, given Labour and Lib Dem statements on the reforms.</p>

Risk 20	Failure to run the payroll due to issues caused by Surrey Payroll services	Outside – CEO Update: The October parallel payroll between the current payroll provider and the new payroll provider was completed with any errors corrected. The November parallel pay run is being checked at the moment before final sign off. The new payroll provider is confident the December payroll will proceed as scheduled. The back-up, should there be any issues arising on the December payroll, is to pay staff based on the November payroll
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A discussion took place on Risk 16 – ‘*Risk of abnormally high level of mental health issues impacting negatively on the welfare of students and staff.*’ It was asked if the mitigation actions were sufficient enough to warrant a change in the risk score from ‘25’ to ‘6’ post mitigation, especially as mental health issues are still very high amongst the student body? In addition, it was felt a lot of the mitigation actions listed were not subject to review, and updating with some being in place for a considerable amount of time. The suggestion made was for mitigation actions to be dated and, where appropriate, with data sources listed. It was **AGREED** to refer the points raised to the Audit & Risk Committee for further consideration.

It was **RESOLVED** to note the ‘*Risk Register 2023/24*’.

9. KPI MONITORING REPORT

The ‘*KPI Monitoring Report*’ was received (Paper 5). The report included tracking showing progress being made against set targets. Where available, the report also included year-on-year comparisons between this year and last year.

Two ‘Red’ assessments were noted. The first was discussed at the September Board meeting and it related to the target of 70% for students on employment pathway to attend a careers interview. Against the target, 67% of students had attended a careers interview. As was discussed at the last meeting, consideration was being given to using new approaches to invite students to attend career interviews, such as the use of text messages.

The second ‘Red’ assessment related to the need to undertake further enquiries following the recent unsuccessful pilot on recycling plastic and paper waste as students continued to ‘mix’ recycling objects in the wrong bins.

The report was noted.

10. OCTOBER MANAGEMENT ACCOUNTS

The October Management Accounts were received for information purposes (Paper 6).

The following headline points were noted from the October Management Accounts:

	October 23 actual Surplus / (deficit) £000	Year to date actual Surplus / (deficit) £000	Year to date Budget Surplus / (deficit) £000

Before non-cash items	154	141	(469)
Retained surplus / (deficit)	154	141	(469)
	Balance at 31.10.23 £000	Balance at 30.09.23 £000	Balance at 31.08.23 £000
Bank & cash	4,816	4,528	4,399
Net assets	21,644	21,490	21,503

Trustees were informed the Executive will be submitting a CIF bid for the new sports hall floor. The total estimated cost is £121k with the College contribution £50k from Summer works budget with a grant of £71k being sought from the CIF bid. Trustees noted and welcomed the application being made.

NON-DELEGABLE DUTIES, STATUTORY AND/OR COMPLIANCE DUTIES, AND FUNDING GRANT REQUIREMENTS

11. DRAFT COLLEGE SELF ASSESSMENT REPORT 2022/23

The draft '*College Self-Assessment Report 2022/23*' was received (Paper 7).

In keeping with the 'judgements' framework used by OFSTED to report on the work of colleges, Reigate College continued to use a similar approach to provide a graded assessment, with each area having a grade and annual targets.

The College's focus on student success includes an emphasis on comparison analysis for the college as a whole and all courses against national retention and achievement data, assessing value added performance and examining raw outcomes.

The process also looks at areas such as lesson observation reports, staff and student opinions, the breadth of curriculum provision, destination data, equality and diversity data as well as the broader experience of students in areas such as enrichment and work experience.

The self-assessment process is intended to be an honest and open analysis of the strengths of the College and areas that are in need of further attention. Although reporting annually, the process is, essentially, continual as there is a process of implementing improvements and monitoring progress towards the completion of the required improvements that takes place throughout the year.

The College's teaching departments, and student facing support departments, all prepare Self-Assessment Reports (SAR) and action plans which are agreed with SLT and monitored during the year. Each course SAR is stored on a database to allow simplified updates and monitoring in-year and between years. The Senior Leadership Team (SLT) evaluated the reports and prepared an analysis of the effectiveness of the College as a whole, awarding grades on a similar basis to that of Ofsted. Individual courses and staff are not graded.

As the College was inspected in 2022 the proposed grades are the grades awarded by Ofsted:

- Overall effectiveness - Good
- The quality of education - Good
- Behaviour and attitudes - Outstanding
- Personal development - Good
- Leadership and management - Good
- Education programmes for young people - Good
- Provision for learners with high needs - Requires Improvement

The Local Governing Body for Reigate College (LGB) is responsible for scrutinising the self-assessment report and overseeing the actions being taken to improve, where necessary.

It was **RESOLVED** to note the draft of the '*Self-Assessment Report 2022/23*'.

12. RISK MANAGEMENT POLICY 2023/24

The Audit & Risk Committee made the following changes to the policy at its meeting held on 21 November 2023:

- (i) The title 'Clerk' amended to refer to the new title 'Governance Professional'.
- (ii) A new section 'Escalation Process' (Page 5) added to the Policy to outline how risks are escalated and reported to the Trust.
- (iii) On the Board Assurance Framework (Appendix I), the review of the Disaster Recovery Policy, Bribery Policy, and Fraud Policy to be undertaken at the summer term meeting of the A&R Committee.
- (iv) On Appendix II, papers to make reference to the purpose of the paper, including links to the Trust's strategic aims and any statutory/compliance requirements.

It was **AGREED** to add to the policy the following sentence – '*The Risk Register will have risks listed showing the highest risks first in the summary section at the start, as well as having the risks listed in numerical order in the detailed section.*' Subject to this amendment, It was **RESOLVED** to approve the '*Risk Management Policy 2023/24*'.

13. AUDIT & RISK COMMITTEE ANNUAL REPORT AND FINANCIAL STATEMENTS YEAR ENDED 31 AUGUST 2023

The Trust Board received the following:

- '*Audit & Risk Committee's Annual Report 2022/23*' (Paper 9).
- Financial Statement & Regularity '*Audit Findings Report*' from the external auditors (Paper 10).
- Letter of Representation (covering the audit of financial statements, regularity audit and accounts return) issued by the external auditors (Paper 11).
- Financial Statements Year Ended 31 August 2023 (Paper 12).

The Audit & Risk Committee is responsible for providing an annual opinion to the Trust Board on the adequacy and effectiveness of the Trust's assurance framework. The Audit & Risk Committee, in forming an annual opinion in their annual report, considered the audit opinions from the internal auditor and the financial statement and regularity auditor for Reigate Learning Alliance. The Audit & Risk Committee also took into account the assurance assessments conducted by the Trust committees as part of the Board Assurance Framework.

Following the review, it was **RESOLVED**:

- (i) To receive and approve the 'Audit & Risk Committee's Annual Report 2022/23' and to note the following annual opinion agreed by the Committee:

The Audit & Risk Committee, through review of auditors' reports and discussion with auditors and college managers, has arrived at the opinion that Reigate Learning Alliance had adequate and effective assurance frameworks, framework of governance, risk management and control processes for the effective use of resources, solvency of the institution and the safeguarding of its assets.

The Audit & Risk Committee recommends the Trust Board approves the Annual Report and Financial Statements for the period ended 31 August 2023 for Reigate Learning Alliance and to authorise the Chief Accounting officer/Chief Executive Officer and the Chair of the Trust Board to sign the Financial Statements.

- (ii) To forward a copy of the 'Audit & Risk Committee's Annual Report 2022/23' to the ESFA;
- (iii) To authorise the Chair to sign on behalf of the Board the 'Letter of Representation', issued by the External Auditor; and
- (iv) To approve the 'Financial Statements for the year-ended 31 August 2023' and to authorise the Chair and Chief Executive Officer (Accounting Officer) to sign the accounts before submission to the ESFA.

14. RECRUITMENT OF GOVERNANCE PROFESSIONAL

The Board received and noted a report outlining the timetable and process to follow for the recruitment of a Governance Professional (Paper 14).

The report was noted.

15. GOVERNANCE REVIEW ACTION PLAN 2022/23

The Board received for signing-off purposes the final completed Governance Review Action Plan 2022/23 (Paper 15).

SECTION 4: COMMITTEE REPORTING

16. REPORT FROM THE REIGATE LOCAL GOVERNING BODY

The minutes from the Reigate Local Governing Body meeting held 10 October 2023 were received for information purposes (Paper 16). The substantive agenda items for the meeting were as follows:

- Admissions & Numbers on Roll
- Draft Outcome Data 2022/23
- Self-Assessment Report 2022/23 & Annual Targets
- Student Voice
- Staff Voice

It was **RESOLVED** to note the minutes.

17. REPORT FROM THE FINANCE & RESOURCES COMMITTEE

The minutes of the Finance & Resources Committee meeting held 14 November 2023 were received for information purposes (Paper 17).

The two substantive agenda items considered by the Committee were the review of the Management Accounts and Financial Statements 2022/23, both agenda items at this meeting.

It was **RESOLVED** to note the minutes.

18. REPORT FROM THE AUDIT & RISK COMMITTEE

The minutes of the Audit & Risk Committee held 15 November 2022 were received (Paper 18).

It was confirmed the substantive agenda items considered by the Committee were agenda items at this meeting, these being:

- Risk Management Policy 2023/24
- Risk Register 2023/24
- Audit Findings Report and Letter of Representation issued by the External Auditor
- Audit & Risk Committee’s Annual Report 2022/23
- Financial Statements 2022/23

The one matter to bring to the attention of trustees was confirmation that, from 01 January 2024, all Board and Committee meeting papers will be emailed directly to the college email address of individual trustees.

It was **RESOLVED** to note the minutes.

19. BOARD ASSURANCE FRAMEWORK

The Trust Board agreed the following BAF assessments on the reports and agenda items considered at this meeting:

Subject	RAG Rating	Any Committee Recommendation(s)
Risk Register	AMBER	Risk 16 – referred back to A&R Committee for further review
CEO Report	GREEN	No concerns/recommendations
KPI Monitoring Framework	GREEN	No concerns/recommendations
Management Accounts	GREEN	No concerns/recommendations
Risk Management Policy	GREEN	No concerns/recommendations
Self-Assessment Report	GREEN	No concerns/recommendations
Audit Committee Annual Report	GREEN	No concerns/recommendations

Financial Statements	GREEN	No concerns/recommendations
Succession Planning - Executive	AMBER	Work in progress
Succession Planning – Governance Professional	AMBER	Recruitment in progress
Governance Review Action Plan	GREEN	No concerns/recommendations
Report from LGB	GREEN	No concerns/recommendations
Report from F&R	GREEN	No concerns/recommendations
Report from A&R	GREEN	No concerns/recommendations

20. ANY OTHER BUSINESS

21. DATE OF NEXT MEETINGS

- (i) Annual General Meeting – Members & Trustees - Tuesday 23 January 2024 @ 17.30
- (ii) Trust Board Meeting - Tuesday 19 March 2024 @ 17.30

The meeting closed at 19.10.

Signed: _____ Date: _____

SUMMARY ACTION LIST

Min	ACTION	WHO
5	T&L Training Days and INSET dates – to circulate dates to trustees	19/3/24
6	Succession Planning - further work to be done on further developing competences for key posts, to extend succession planning to cover support staff, and business continuity	19/3/24
8	A discussion took place on Risk 16 – <i>‘Risk of abnormally high level of mental health issues impacting negatively on the welfare of students and staff.’</i> It was asked if the mitigation actions were sufficient enough to warrant a change in the risk score from ‘25’ to ‘6’ post mitigation, especially as mental health issues are still very high amongst the student body? In addition, it was felt a lot of the mitigation actions listed were not subject to review, and updating with some being in place for a considerable amount of time. The suggestion made	19/3/24

	was for mitigation actions to be dated and, where appropriate, with data sources listed. It was AGREED to refer the points raised to the Audit & Risk Committee for further consideration.	
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SUMMARY ACTION LIST

MIN	ACTION	UPDATE FOR MEETING 19/3/24
5	T&L Training Days and INSET dates – to circulate dates to trustees	To receive an update
6	Succession Planning - further work to be done on further developing competences for key posts, to extend succession planning to cover support staff, and business continuity	To receive an update
8	A discussion took place on Risk 16 – <i>‘Risk of abnormally high level of mental health issues impacting negatively on the welfare of students and staff.’</i> It was asked if the mitigation actions were sufficient enough to warrant a change in the risk score from ‘25’ to ‘6’ post mitigation, especially as mental health issues are still very high amongst the student body? In addition, it was felt a lot of the mitigation actions listed were not subject to review, and updating with some being in place for a considerable amount of time. The suggestion made was for mitigation actions to be dated and, where appropriate, with data sources listed. It was AGREED to refer the points raised to the Audit & Risk Committee for further consideration.	To receive an update from the Chair of the Audit & Risk Committee

PAPER 3 - REIGATE LEARNING ALLIANCE RISK REGISTER

Introduction

Strategic Plan: Strategic Aim 10 – Effective Leadership, Management & Governance.

Statutory/Compliance: Academy Trust Handbook 2.6: The academy trust **must** have sound internal control, risk management and assurance processes.

Academy Trust Handbook 2.38: The trust **must** manage risks to ensure its effective operation and **must** maintain a risk register.

A&R Review of RR 11/3/24: The Audit & Risk Committee at its meeting on 11 March 2024 reviewed the Risk Register and the minutes of the meeting noted the following:

It was confirmed four risks were outside the agreed tolerance parameters.

The first related to the recruitment of teaching staff which remains an area of high risk (Risk 4). The shortage of people applying to PGCE courses remains a problem and there is no sign of this improving. For 2021-2022 the number of new entrants to teacher training was 82% of the target. The quality of applicants has also declined. The College continues to invest in its own teacher training programme and to pay slightly higher than the national average for SFCs. The Committee agreed for this risk to remain outside of tolerance.

The second risk (Risk 7) related to the drafting of the strategic plan. As a strategic plan has been approved and is in place for the College and, with the Annual General Meeting agreeing the strategic direction of the Trust to remain as a single entity within the Multi Academy framework with the strategic focus remaining on partner schools, it was agreed Risk 7 is no longer outside of tolerance and to amend the scoring of this risk to '3x1'.

The third risk related to the DfE announcement on vocational qualification reforms (Risk 19). As the proposed vocational qualification reforms, if implemented, would have a significant impact on the College, in terms of availability of BTEC qualifications, it was agreed to add this risk to the Risk Register. It was reported that the DfE has since pulled back on some of the reform proposals, thus reducing the impact on some BTEC qualifications. However, it was agreed for the risk to remain outside of tolerance until final reform details are published.

The fourth risk (Risk 16) related to risk of abnormally high level of mental health issues impacting negatively on the welfare of students and staff. At the December Board meeting it was asked if the mitigation actions were sufficient enough to warrant a change in the risk score from '25' pre mitigation to '6' post mitigation, especially as mental

health issues are still very prevalent amongst the student body? It was also felt a lot of the mitigation actions listed had not been subject to review and updating, with some actions being in place for a considerable amount of time. The suggestion made was for mitigation actions to be dated and, where appropriate, with data sources listed. It was agreed at the Trust Board meeting for these points to be subject to further discussion by the Audit & Risk Committee.

The committee noted and welcomed the dating and updating of the mitigation actions to address Risk 16. It was noted that dates given are dates of the introduction of mitigation measures which are then repeated in the current period. The Committee noted the post mitigation score has been increased from '6' to '9'. The Committee was in agreement the post mitigation score should reflect the good work being taken by the College to lessen the impact of the risk, as reflected in the recent internal audit report, but for the risk to remain outside of tolerance, as the risk requires continuous scrutiny and monitoring. The Committee was therefore assured on the post mitigation score of '9'.

It was agreed the risk relating to payroll (Risk 20) is now dormant, as the transfer to the new payroll provider has been completed with no material impact on payroll runs.

It was agreed the risk relating to Covid is now dormant (Risk 17).

The Committee requested for updates to either be coloured in a different colour to grey or to be presented in italic print to enable changes to be more readily seen.

The Committee was informed the College recently had two cases of scarlet fever amongst the student body and, as a result, had to follow DfE reporting guidelines, as DfE guidelines have to be followed when there are two or more cases. Letters of guidance were issued to all parents and, as a result of increased awareness, there were four additional cases brought to the attention of the College. Against a cohort of some 3,000 students, the number of cases were in line with community reporting on cases of scarlet fever. A discussion took place on whether the risk around scarlet fever and or other infectious diseases should be added to the risk register. As there was in place DfE published guidelines for reporting on scarlet fever cases, and as there was no risk of a College lockdown, it was agreed there was no immediate need to add this risk to the risk register, but to keep the Committee informed on any future reporting from the College to the DfE.

Action/Decision:

The Trust Board is asked **TO NOTE** the Risk Register and the review undertaken by the A&R Committee.

All mitigations listed are currently in operation

Dates on mitigations indicate when the mitigation was introduced or most recently revised

Yellow text indicates new text since the previous circulation of the register

R17 and R20 are dormant

Risk Management Dashboard – Outside risks first

	Risk	Strategic objective(s)	Gross / Net retained risk	Change over Dec 23	Inside/outside risk tolerance
4	Failure to recruit, manage and retain high performing staff – both teaching and support – resulting in poor outcomes.	<ul style="list-style-type: none"> • #1 High quality of teaching and learning • Developing staff and ensuring high staff morale 	25 / 16	=	Outside
16	Risk of abnormally high level of mental health issues impacting negatively on the welfare of students and staff	<ul style="list-style-type: none"> • #2 High quality of pastoral welfare • #7 Ensuring high staff morale 	25 / 9	↑	Outside
19	Proposed DfE changes to the range of vocational qualifications impacts student recruitment, course choices and outcomes	<ul style="list-style-type: none"> • #1 Ensuring a high quality of teaching and learning 	9/9	↓	Outside
15	Risk of having just Reigate College as the sole member of the Multi Academy Trust resulting in either action from the DfE or takeover approaches from other MATs/Academies	<ul style="list-style-type: none"> • #10 Effective Leadership, management and governance 	10/5	↓	Inside
18	Failure to make appropriate changes to EHCP reviews for High Needs students (follows Ofsted inspection 03.22) Audit has taken place and given 'Strong' rating,	<ul style="list-style-type: none"> • #2 High quality of pastoral welfare • Maintaining the College's reputation 	10/5	=	Inside
2	Failure to meet quality targets (outcomes; quality of teaching, learning; personal development) and therefore impacting the College's reputation, the Ofsted grades and its ability to attract and retain students.	<ul style="list-style-type: none"> • #1 High quality of teaching and learning 	20/4	↓	Inside
14	Risk of the 2022 Ofsted inspection result having an adverse effect on the College's reputation	<ul style="list-style-type: none"> • #1 High quality of teaching and learning • #9 Achieving an Outstanding Ofsted grading • #6 Maintaining the College's reputation. 	8/4	=	Inside

8	Failure to proactively address equality and diversity issues and therefore not ensuring appropriately high levels of achievement and support for all groups and members of the College.	<ul style="list-style-type: none"> • #1 Ensuring a high quality of teaching and learning 	8/4	=	Inside
9	Failure to protect students and staff in line with Safeguarding and Prevent guidelines and requirements.	<ul style="list-style-type: none"> • #3 Providing a safe place for teaching, learning and employment 	16/4	=	Inside
11	Failure to meet Health and Safety requirements including property and premises, in all areas of college activities for students, staff and visitors, leading to personal or reputational damage and resulting in the need for a formal H&S Review.	<ul style="list-style-type: none"> • #3 Providing a safe place for teaching, learning and employment • Maintaining the College's reputation 	8/4	=	Inside
1	Failure to meet the minimum target for student recruitment and therefore secure adequate funding required for the effective operation of its mission.	<ul style="list-style-type: none"> • #5 Maintaining Financial viability 	8 / 4	=	Inside
7	Failure to produce and implement a strategic plan that effectively addresses the range of changing external challenges	<ul style="list-style-type: none"> • #10 Effective Leadership, management and governance 	8/3	=	Outside
3	Failure to develop and fully record student learning programmes to attract and maximise appropriate funding.	<ul style="list-style-type: none"> • #5 Maintaining Financial Viability 	6/3	=	Inside
5	Failure to operate financial systems and controls resulting in expenditure exceeding income or to operate financial systems and controls in line with Government and funding body regulations.	<ul style="list-style-type: none"> • #5 Maintaining Financial Viability 	6/3	=	Inside
6	Failure to provide suitable, adequate and robust physical resources , which includes protecting the College from cyber security threats, protecting sensitive data and ensuring GDPR compliance	<ul style="list-style-type: none"> • #8 Providing a safe place for teaching, learning and employment • Maintaining and developing the College estate and resources in an environmentally sustainable way 	8/3	=	Inside
10	Failure to identify and, when necessary, implement an effective Disaster Recovery Plan , resulting in part or full cessation of College activities, and potentially financial and/or reputational damage.	<ul style="list-style-type: none"> • #5 Maintaining Financial Viability • #1 Ensuring a high quality of teaching and learning 	6/3	=	Inside
12	Ineffective risk management increases the likelihood of unanticipated risk occurring	<ul style="list-style-type: none"> • #10 Effective Leadership, management and governance 	4/2	=	Inside
13	Ineffective corporate governance results in non-compliance	<ul style="list-style-type: none"> • #10 Effective Leadership, management and governance 	8/2	=	Inside
20	Failure to run the payroll due to issues caused by Surrey Payroll services	<ul style="list-style-type: none"> • #6 Maintaining the College's reputation. 			

		<ul style="list-style-type: none"> #7 Ensuring high staff morale 			
17	COVID guidance from government changes at short notice and proves challenging to follow resulting in additional costs	<ul style="list-style-type: none"> #5 Maintaining Financial Viability Ensuring a high quality of teaching and learning Maintaining the College's reputation 			

Risk Management Dashboard in risk order

	Risk	Strategic objective(s)	Gross / Net retained risk	Change over Dec 23	Inside/outside risk tolerance
1	Failure to meet the minimum target for student recruitment and therefore secure adequate funding required for the effective operation of its mission.	<ul style="list-style-type: none"> #5 Maintaining Financial viability 	8 / 4	=	Inside
2	Failure to meet quality targets (outcomes; quality of teaching, learning; personal development) and therefore impacting the College's reputation, the Ofsted grades and its ability to attract and retain students.	<ul style="list-style-type: none"> #1 High quality of teaching and learning 	20/4	↓	Inside
3	Failure to develop and fully record student learning programmes to attract and maximise appropriate funding.	<ul style="list-style-type: none"> #5 Maintaining Financial Viability 	6/3	=	Inside
4	Failure to recruit, manage and retain high performing staff – both teaching and support – resulting in poor outcomes.	<ul style="list-style-type: none"> #1 High quality of teaching and learning Developing staff and ensuring high staff morale 	25 / 16	=	Outside

5	Failure to operate financial systems and controls resulting in expenditure exceeding income or to operate financial systems and controls in line with Government and funding body regulations.	<ul style="list-style-type: none"> • #5 Maintaining Financial Viability 	6/3	=	Inside
6	Failure to provide suitable, adequate and robust physical resources , which includes protecting the College from cyber security threats, protecting sensitive data and ensuring GDPR compliance	<ul style="list-style-type: none"> • #8 Providing a safe place for teaching, learning and employment • Maintaining and developing the College estate and resources in an environmentally sustainable way 	8/3	=	Inside
7	Failure to produce and implement a strategic plan that effectively addresses the range of changing external challenges	<ul style="list-style-type: none"> • #10 Effective Leadership, management and governance 	8/3	↓	Inside
8	Failure to proactively address equality and diversity issues and therefore not ensuring appropriately high levels of achievement and support for all groups and members of the College.	<ul style="list-style-type: none"> • #1 Ensuring a high quality of teaching and learning 	8/4	=	Inside
9	Failure to protect students and staff in line with Safeguarding and Prevent guidelines and requirements.	<ul style="list-style-type: none"> • #3 Providing a safe place for teaching, learning and employment 	16/4	=	Inside
10	Failure to identify and, when necessary, implement an effective Disaster Recovery Plan , resulting in part or full cessation of College activities, and potentially financial and/or reputational damage.	<ul style="list-style-type: none"> • #5 Maintaining Financial Viability • #1 Ensuring a high quality of teaching and learning 	6/3	=	Inside
11	Failure to meet Health and Safety requirements including property and premises, in all areas of college activities for students, staff and visitors, leading to personal or reputational damage and resulting in the need for a formal H&S Review.	<ul style="list-style-type: none"> • #3 Providing a safe place for teaching, learning and employment • Maintaining the College's reputation 	8/4	=	Inside
12	Ineffective risk management increases the likelihood of unanticipated risk occurring	<ul style="list-style-type: none"> • #10 Effective Leadership, management and governance 	4/2	=	Inside
13	Ineffective corporate governance results in non-compliance	<ul style="list-style-type: none"> • #10 Effective Leadership, management and governance 	8/2	=	Inside
14	Risk of the 2022 Ofsted inspection result having an adverse effect on the College's reputation	<ul style="list-style-type: none"> • #1 High quality of teaching and learning • #9 Achieving an Outstanding Ofsted grading • #6 Maintaining the College's reputation. 	8/4	=	Inside

15	Risk of having just Reigate College as the sole member of the Multi Academy Trust resulting in either action from the DfE or takeover approaches from other MATs/Academies	<ul style="list-style-type: none"> • #10 Effective Leadership, management and governance 	10/5	↓	Inside
16	Risk of abnormally high level of mental health issues impacting negatively on the welfare of students and staff	<ul style="list-style-type: none"> • #2 High quality of pastoral welfare • #7 Ensuring high staff morale 	25 / 9	↑	Outside
17	COVID guidance from government changes at short notice and proves challenging to follow resulting in additional costs	<ul style="list-style-type: none"> • #5 Maintaining Financial Viability • Ensuring a high quality of teaching and learning • Maintaining the College's reputation 			
18	Failure to make appropriate changes to EHCP reviews for High Needs students (follows Ofsted inspection 03.22) Audit has taken place and given 'Strong' rating,	<ul style="list-style-type: none"> • #2 High quality of pastoral welfare • Maintaining the College's reputation 	10/5	=	Inside
19	Proposed DfE changes to the range of vocational qualifications impacts student recruitment, course choices and outcomes	<ul style="list-style-type: none"> • #1 Ensuring a high quality of teaching and learning 	9/9	↓	Outside
20	Failure to run the payroll due to issues caused by Surrey Payroll services	<ul style="list-style-type: none"> • #6 Maintaining the College's reputation. • #7 Ensuring high staff morale 			

Risk Register

Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R1	<p>Failure to meet the minimum target for student recruitment and therefore secure adequate funding required for the effective operation of its mission.</p> <p>Cause:</p> <ul style="list-style-type: none"> • Loss of reputation, demographic change, increased competition. • COVID conditions restrict marketing activities affecting ability to recruit <p>Effect: Reduced student numbers leading to reduced income</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> • Marketing activities maximise applications / mitigate possible effects of events or results which may result in poor publicity eg open evenings, subject events, gifted and talented events, introduction day/evening, On Route publication (historic) • Effective interviewing and admission processes and activities maximise conversion of applicants eg individualised interviews, follow up advice on introductory day and enrolment (historic) • Positive working relationship with feeder schools eg regular SLT visits/assemblies in schools (historic) • Monitoring of application stats throughout year with a view to increasing number of offers in following year if necessary. (historic) • Larger number of applicants being interviewed for 2024 entry (2023-2024) • Interviews completed before February half term for 2024 entry – ahead of normal to give a better picture of course requests / enrolment onto particular courses (2023-2024) <p>Mitigation timeframe: 12 months eg monthly assessment of numbers from specific schools with historical transition factors</p> <p>Tolerance:</p> <ul style="list-style-type: none"> • Student numbers on roll could fall to breakeven point on EBITDA before impacting liquidity. 	#5 Financial viability	4 (FL)	2	8	High	4 x 1 = 4	Inside

<ul style="list-style-type: none"> • Low intake in a single year could be compensated by recruiting a larger cohort the following year. <p>Governance:</p> <ul style="list-style-type: none"> • SLT oversight and lead on recruitment activity • LGB is advised of application status and indicators such as participation at open evenings • Finance Committee reviews lagged funding in budgets • Board has oversight of both of the above <p>Scoring:</p> <p>Impact would be high, with some protection from lagged funding. Historically not a strong likelihood of occurring, further reduced by mitigations. Additional mitigations highlighted.</p>						
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Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R2	<p>Failure to meet quality targets (outcomes; quality of teaching, learning; personal development) and therefore impacting the College's reputation, the Ofsted grades and its ability to attract and retain students.</p> <p>Cause: inappropriate student course enrolments, reduced standards of teaching and learning, changes to DfE/Ofqual policy, return of COVID conditions restricting face to face teaching time</p> <p>Effect: loss of college reputation, Ofsted inspection</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> The annual quality targets approved by Trustees are contained within the College and Departmental Quality Improvement Plans which are reviewed each term, but may be weekly for areas of concern (historic) Under-performing Departments are set clear developmental targets to improve. Eg specific targets and mentoring / training where needed (historic) The College has established capability and disciplinary policies and procedures which can be invoked in the event of underperforming staff. Eg specific targets and mentoring / training where needed (historic) A proven COVID mitigation action is in place. On-line content developed in advance. All departments are now using Microsoft Teams and have plans for teaching remotely, if there is a reappearance of the problem caused by a spike in cases (2020) <p>Mitigation timeframe: academic: 6 - 12 months. COVID variable Eg The DfE have required that the college has mitigations in place for the collection of TAG type grades in the event of exams not taking place. It is likely that this will become a permanent feature in future and planning for assessment activities next year will be based on this expectation. (2021 revised 2022)</p> <p>Tolerance:</p> <ul style="list-style-type: none"> A-level and BTEC results unexpectedly below par in a sizeable minority of subjects, with corrective actions rapidly deployed <p>Governance:</p>	#1 High quality of teaching and learning	4	5	20	High	2x2=4	Inside

<ul style="list-style-type: none"> • SLT oversight – Department reviews, Academic Directors report to CEO • LGB is advised on enrolments and quality of teaching and learning and any impact on return of Covid conditions • Board has ultimate oversight <p>Scoring: All departments are subject to annual reviews, with those with the greatest need reviewed more frequently and with greater support. Without interventions the score would be high, but this is reduced, though not eliminated, by mitigations.</p>						
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Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R3	<p>Failure to develop and fully record student learning programmes to attract and maximise appropriate funding.</p> <p>Cause: recording errors at enrolment, MIS/admissions procedural errors, insufficient teaching hours</p> <p>Effect: reduced income / clawbacks</p> <p>Mitigation:</p> <ul style="list-style-type: none"> Report run at start of year and then at least termly to list student hours eg student hours report is generated and individual student timetables checked if they appear to be short of hours (2012) SLT Lead meets MIS Manager to review data returns including the ILR (2012) Mitigation timeframe: DfE Data checking is twice per year, Student hours calculation October of each year, DfE Business Case review annually. (historic) <p>Tolerance:</p> <ul style="list-style-type: none"> Only 'low' level findings on funding audits <p>Governance:</p> <ul style="list-style-type: none"> SLT oversight – Monthly monitoring meetings with the MIS Manager Finance Committee review of student numbers reconciliation Audit & Risk Committee through funding audits (Internal and external auditors) 	#5 Financial viability	3	2	6	Medium	3x1=3	Inside

Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R4	<p>Failure to recruit, manage and retain high performing staff – both teaching and support – resulting in poor outcomes</p> <p>Cause: retirement of existing staff, pay differentials with schools, general shortage of teachers, promotion</p> <p>Effect: loss of quality in teaching and learning, course viability affected</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> • Multiple media approaches taken to staff recruitment and interviewees gain a positive experience on the day of interview eg wide advertising, college alumni network, wide variety of staff involved in selection process (historic and broadened since 2016) • CPD may be targeted at individual staff needs, with focused time available. Eg specialist mentoring (historic) • Measures are taken to maintain staff morale eg series of evening social events, end of term lunches, talks, activities (gym, yoga, spin, football) (historic and broadened since 2016) • Broad scope of advertising and engagement with universities. (2012) • Increased number of Teacher Training events and trainee teachers. eg Teacher recruitment event at Sussex University (2013 and expanded since) • Greater use of professional networking sites for support staff. (2020) • Investigating Teacher Training Apprenticeships (2024) <p>Mitigation timeframe: staff recruitment mainly late spring / early summer.</p> <p>Tolerance:</p> <ul style="list-style-type: none"> • Staff shortage for up to 1 term in 10% of teaching subjects, with mitigation through use of supply staff. [This is recognising that situations may arise whereby the college is not fully staffed with permanent staff at all times, or compromises need to be made] <p>Governance:</p> <ul style="list-style-type: none"> • SLT and personnel discuss staffing issues on a weekly basis • LGB is advised of recruitment status and gaps. Ongoing concerns are included in SAR 	#1 High quality of teaching and learning	5	5	25	High	4x4 =16	Outside

<ul style="list-style-type: none"> • Termly CEO reports to Board on any staffing gaps <p>Evidence: This remains an issue based on: A shortage of applications for vacancies A shortage of candidates of an acceptable quality among applications Targets for recruitment to teacher training courses not being met. The DfE have advised that the shortage is not going to abate at any point in the near future.</p> <p>Scoring: This is a serious and worsening problem nationally as well as for the college. Post mitigation score reflects some benefits from broad range of staff recruitment activity; however, this remains a problem with a high likelihood and impact.</p>						
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Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R5	<p>Failure to operate financial systems and controls resulting in expenditure exceeding income or to operate financial systems and controls in line with Government and funding body regulations.</p> <p>Cause: lack of awareness of controls and regulations, deliberate overspend</p> <p>Effect: unauthorised spending leading to ESFA intervention, COVID conditions result in additional expenditure the cost of which is irrecoverable.</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> • College part of networks S7 & SFCA to ensure receive briefings and training on new regulations eg annual SFCA meetings for finance, governance, teaching. S7 teaching conference (historic and broadened since 2016) • Finance staff are well qualified and experienced with additional training provided as and when required eg professional membership paid for (historic) • Monthly actual vs budget spend comparison, with reconciliation of all control accounts and review of these accounts eg SLT / governance monitoring of management accounts / cost centres (historic) • Annual review of financial procedures (historic) • Annual programme of checks of physical inventory via asset registers (historic) <p>Mitigation timeframe: annually, with monthly checking against budget</p> <p>Tolerance:</p> <ul style="list-style-type: none"> • Expenditure up to value of income (breakeven point on EBITDA), expenditure not in accordance with regulations is not subject to materiality <p>Governance:</p> <ul style="list-style-type: none"> • CEO and Finance Committee review of monthly accounts, with budget comparison • Finance Committee review of major contracts. The Audit & Risk Committee oversees the External and Internal Audit and Board Assurance processes, both of which assess the performance of the College's financial systems and controls 	#5 Financial viability	3	2	6	Medium	3x1=3	Inside

Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R6	<p>Failure to provide suitable, adequate and robust physical resources, which includes protecting the College from cyber security threats, protecting sensitive data and ensuring GDPR compliance</p> <p>Cause: lack of investment in appropriate security, lack of awareness of threats, lack of training/ staff awareness of GDPR, careless approach to GDPR</p> <p>(RAAC issue was further investigated and not found to be a problem)</p> <p>Effect: loss of network causing loss of teaching / learning / administrative support, information commissioner intervention</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> • GDPR training for staff and Trustees (2018) • Established bidding process for procurement purposes (historic) • Maintenance agreements are in place for all hardware and insured against damage & theft (historic) • All software is purchased and installed by the fully trained IT Team. (historic) • Access to software, data and programmes and the appropriate use thereof is set according to guidelines set out in the user agreement and signed by all staff and students. (historic) • Password protection and data back-up policies in place eg multi factor authentication, external email warnings, audit checks (historic expanded since 2019) <p>Mitigation timeframe: training and reviews of bidding processes annually</p> <p>Tolerance:</p> <ul style="list-style-type: none"> • Network/system outages of 4 hours maximum, with no subsequent loss of data. No significant data breaches <p>Governance:</p> <ul style="list-style-type: none"> • SLT - weekly resource meeting with the Director of Estates and IT 	#8 Maintaining and developing the College estate and resources	4	2	8	Low	1x3=3	Inside

	<ul style="list-style-type: none">• Audit & Risk Committee review of Disaster Recovery Plans and review of cyber audit reports• Finance & Resources Committee through review of capital spend Trust Board for setting the capital expenditure budget.							
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Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R7	<p>Failure to produce and implement a strategic plan that effectively addresses the range of changing external challenges</p> <p>Cause: insufficient priority given to development of plan, lack of agreed approach at Board level</p> <p>Effect: loss of potential opportunities to develop the College or Trust, lack of targets to enable the Board to monitor executive performance</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> Annual July Trust Board approved Strategic Plan for Reigate College (2017) KPIs for the Strategic Plan to be approved by the Board (2022) The SLT, led by the Principal, to produce for Board review for an annual SWOT and PESTLE analysis to help inform the drafting of the Trust's Strategic Plan (2022) Strategic Plan for the Reigate Learning Alliance was approved at the December 2022 meeting. It was also agreed that a plan for the RLA would be developed once the College plan was established <p>Mitigation timeframe: annually, once fully established</p> <p>Tolerance:</p> <ul style="list-style-type: none"> Strategic Plan for both Reigate College and for the Reigate Learning Alliance in place and being used <p>Governance:</p> <ul style="list-style-type: none"> Trust Board involved in reviewing and approving the Strategic Plan and Annual Objectives 	#10 Effective Leadership, Management & Governance	4	2	8	High	3x1=3	Inside

Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R8	<p>Failure to proactively address equality and diversity issues and therefore not ensuring appropriately high levels of achievement and support for all groups and members of the College.</p> <p>Cause: lack of awareness of statutory regulations and guidance or RLA policy</p> <p>Effect: alienated staff, students, parents, loss of learning outcomes among affected groups, reputational damage</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> • College’s Equality and Diversity Policy reviewed annually by SLT in accordance with legislation and good practise (latest 2023) • College Calendar events for the incorporation of equality and diversity teaching into the curriculum and College procedures. Eg Black History Month, (annually revised, historic) • Equality & Diversity Group eg reports to SLT with recommendations (historic) • All staff and students trained or made aware as appropriate of all pertinent issues relating to equality and diversity issues eg via staff training and student tutorial groups (annually revised, historic, latest 2023) • The performance of ‘at-risk’ groups in the College in terms of relative underperformance is measured and tracked throughout the College year. Eg data analysis looks at free college meals, ethnicity, gender, parents not university educated, SEND, bursary – notwithstanding current issues of data reliability. (historic and most recently extended 2023) Most recent data shows the college performing well on E and D outcome measures <p>Mitigation timeframe: annually when responding to final assessment of performance, each half term via assessment of Interim Reports</p> <p>Tolerance:</p> <ul style="list-style-type: none"> • Levels of achievement for all groups to be in line with set targets • No significant instances of non-compliance with policy reported <p>Governance:</p> <ul style="list-style-type: none"> • SLT - Standing agenda item on SLT meetings 	#1 High quality of teaching and learning	4	2	8	Medium	2x2=4	Inside

	<ul style="list-style-type: none"> LGB receives reports on levels of achievements for all groups 							
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Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R9	<p>Failure to protect students and staff in line with Safeguarding and Prevent guidelines and requirements.</p> <p>Cause: lack of awareness of statutory regulations and guidance or RLA policies, failure to conduct training, individual failures to implement requirements, COVID conditions result in additional safeguarding risks</p> <p>Effect: Damage to individuals, Ofsted intervention, reputational damage,</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> Procedures are set out in the clearly defined Safeguarding Policy and processes are adhered to by all staff and reviewed annually eg via annual training events (annually revised, historic, most recent policy 2023) All staff and students are trained during induction and on an on-going basis to ensure adherence to the policy and reporting of appropriate issues)historic, annually revised) All safeguarding issues are reported to the Trustees / Safeguarding Governor (2017) Covid mitigation plan in place (2020) <p>Mitigation timeframe: termly training and updates, half termly liaison with Safeguarding Governor</p> <p>Tolerance:</p> <ul style="list-style-type: none"> Any shortfall identified against Safeguarding or Prevent requirements would be considered to be 'low level' or even less severe by an internal auditor <p>Governance:</p> <ul style="list-style-type: none"> SLT – Standing agenda item at all SLT meetings, Pastoral Director meets weekly with AP to discuss the most at risk students in the college, Senior Tutors meet weekly with Pastoral Directors to discuss the most at risk students in their faculties 	#3 Providing a safe place for teaching, learning and employment	4	4	16	High	4x1=4	Inside

	<ul style="list-style-type: none"> • Fixed agenda item at all LGB meetings • Board receives annual Safeguarding report and exceptional reporting on safeguarding • Nominated Trustee for Safeguarding 							
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Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R10	<p>Failure to identify and, when necessary, implement an effective Disaster Recovery Plan, resulting in part or full cessation of College activities, and potentially financial and/or reputational damage.</p> <p>Cause: Disaster Recovery Plan is out of date / not appropriate / inadequate</p> <p>Effect: loss of resources causing loss of teaching / learning / administrative support, reputational damage</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> Disaster Recovery Plans in place which are held by all appropriate members of the SLT. The Plan is maintained and updated by the CEO.(2022) Disaster Recovery Plan and Crisis Management Plan reviewed by the SLT.(2022) <p>Mitigation timeframe: as needed</p> <p>Tolerance:</p> <ul style="list-style-type: none"> Weaknesses uncovered during Disaster Recovery Plan testing or actual incidents are considered to be of low significance at worst <p>Governance:</p> <ul style="list-style-type: none"> SLT - weekly resources meeting with the Director of Estates and IT and the Director of Finance Audit & Risk Committee – Disaster Recovery Plans and testing reviewed annually as required by the Board Assurance Framework. 	<p>#5 Maintaining Financial Viability</p> <p>#1 Ensuring a high quality of teaching and learning</p>	3	2	6	Medium	3x1=3	Inside

Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R11	<p>Failure to meet Health and Safety requirements including property and premises, in all areas of college activities for students, staff and visitors, leading to personal or reputational damage and resulting in the need for a formal H&S Review.</p> <p>Cause: Failure to identify and/or act upon potential Health and Safety concerns</p> <p>Effect: personal or reputational damage and resulting in the need for an H&S Review, return of COVID conditions result in significantly increased H&S requirements which might not be met.</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> • Health and Safety Policy in place which covers all procedures to manage Health and Safety (2023) • Staff training made available eg first aid training (historic, takes place annually) • Defined policies and processes are in place and will be actioned in the event of any College member failing to meet health and safety guidelines (most recently 2023) • The Health & Safety performance of the College audited by the Director of Estates and IT and reported to SLT (historic) • Covid mitigation action plan eg amended as per any new DfE instructions (2020, subject to changes in DfE guidance) <p>Mitigation timeframe: as needed</p> <p>Tolerance:</p> <ul style="list-style-type: none"> • Highest severity of any accident or incident for which the College might be considered to be at fault is considered to be low <p>Governance:</p> <ul style="list-style-type: none"> • SLT – weekly meeting with the Resources Team • Board – Ultimate responsibility for all matters relating to H&S, Annual Health & Safety Report presented to the Board and exceptional reporting on H&S made available if required (RIDDOR) • 2024 Audit report gives Substantial assurance 	#3 Providing a safe place for teaching, learning and employment	4	2	8	Medium	2x2=4	Inside

Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R12	<p>Ineffective risk management increases the likelihood of unanticipated risk occurring</p> <p>Cause: lack of awareness of new potential risks, inappropriate reporting / updating of existing risks, lack of appropriate remedial action when risks identified</p> <p>Effect: Unexpected risks crystalize catching RLA unprepared, requiring intervention from ESFA, Information Commissioner, Regional Schools' Commissioner, or resulting in financial or reputational damage</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> • Risk Management Policy subject to annual review and approval. (2017) • Risk management subject to review by the College's Internal Audit Service (2017) • Risk Register and mitigation action plan is a standing agenda item at key meetings – SLT, Audit & Risk Committee, and Board meetings. (2017) <p>Mitigation timeframe: as needed</p> <p>Tolerance:</p> <ul style="list-style-type: none"> • No new risks should impact RLA that have not been identified and discussed ahead of any impact • Unqualified opinion from Auditors and unqualified opinion from the Audit & Risk Committee on the effectiveness of internal control and risk management (Annual Report from the Audit & Risk Committee) <p>Governance:</p> <ul style="list-style-type: none"> • SLT – CEO identified as having overall responsibility for managing risk, fixed agenda item on all SLT and College Board meetings • Nominated member of staff as the 'Risk Champion' with day to day responsibility for managing risk • Board – Risk Register fixed agenda item at all Board meetings. CEO reports on all 'High' risks. Audit & Risk Committee is responsible for overseeing all aspects of risk management. Annual Report from the Audit & Risk Committee provides the Board with an assessment on the effectiveness of internal controls and risk management. 	#10 Effective Leadership, Management & Governance	2	2	4	Low	2x1=2	Inside

Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R13	<p>Ineffective corporate governance results in non-compliance</p> <p>Cause: lack of awareness of new regulations, inadequate updating of existing policies, lack of appropriate remedial action when gaps identified</p> <p>Effect: RLA non-compliant with regulations resulting in interventions from Ofsted, ESFA, Information Commissioner, Regional Schools' Commissioner, reputational damage</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> • College is part of networks such as AOSEC/S7/SFCA who provide briefings and training on corporate governance and the required standards on corporate governance expected from funding bodies and Government (Historic) • Annual review of governance arrangements (2017) • Annual opinion from the College's Internal Audit Service (2017) • Annual opinion from the College's External Audit Service (2017) <p>Mitigation timeframe: as needed</p> <p>Tolerance:</p> <ul style="list-style-type: none"> • Unqualified annual audit opinions <p>Governance:</p> <ul style="list-style-type: none"> • SLT – CEO identified as having overall responsibility for managing risk, fixed agenda item on all SLT and College Board meetings • Board – Annual review of governance, annual audit opinions from the College's Internal and External Audit Services 	#10 Effective Leadership, Management & Governance	4	2	8	Low	2x1=2	Inside

Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R14	<p>Risk of the 2022 Ofsted inspection result having an adverse effect on the College's reputation</p> <p>Cause: Other sixth form education providers with 'Outstanding' ratings are able to capitalise on having a rating higher than RLA's</p> <p>Effect: reputational damage leads to reduced student enrolments</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> Careful analysis of all Ofsted published inspection reports in order to present RLA result in context eg DfE have recognised and accepted the problems of the current assessment and review system (2023) Present positive messages from inspection (2022) Address remaining weaknesses in Ofsted report eg specific staff tasked with addressing work experience, target setting, enrichment with half termly reporting of progress to SLT. Governance oversight and audit of Learning Support area. Appointment of new management to Learning Support (2022) College is part of networks such as AOSEC/S7/SFCA who provide briefings and training on Ofsted inspections (historic) Additional work carried out in enrichment, target setting and careers. Monitored by Trustee visits. (2024) Additional monitoring visit to be carried out by ex Ofsted HMI (2024) <p>Mitigation timeframe: Positive messages ongoing e.g. Open Evening, weaknesses ongoing monitoring and reporting to LGB at each meeting, Audit later this year, Ofsted visit at unknown time – although more than a year has now elapsed since the inspection</p> <p>Tolerance:</p> <ul style="list-style-type: none"> At a minimum a 'Good' Ofsted assessment of Reigate College Be prepared to explain RLA rating <p>Governance:</p>	<p>#1 High quality of teaching and learning</p> <p>#9 Achieving an Outstanding Ofsted grading</p> <p>#6 Maintaining the College's reputation.</p>	4	2	8	Medium	4x1=4	Inside

	<ul style="list-style-type: none"> • SLT – Annual Self-Assessment Report, standing item at College Board meetings, Department reviews and SARs • Board – Local Governing Body reviews at each meeting the Self-Assessment Report and Development Plan, Board approves the annual Self-Assessment Report. 						
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Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R15	<p>Risk of having just Reigate College as the sole member of the Multi Academy Trust resulting in either action from the DfE or take-over approaches from other MATs/Academies</p> <p>Cause: Lack of appropriate growth opportunities, not taking appropriate opportunities as they arise</p> <p>Effect: loss of growth opportunities results in RLA becoming sub-scale, pressure from DfE for take-over of RLA</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> • The SLT, led by the Principal, to produce for Board review an annual SWOT and PESTLE analysis to help inform the drafting of the Trust's Strategic Plan • Strategic Plan for the Reigate Learning Alliance to be approved in 2023. • Annual General Meeting (Members & Trustees) that considers strategic matters appertaining to the Trust • Mitigation timeframe: annual and subject to Members / Trustees review January 2024 • This appears to be of much less importance to the DfE at the moment with no pressure to merge or expand <p>Tolerance:</p> <ul style="list-style-type: none"> • Trust's Strategic Plan includes specific consideration of this risk <p>Governance:</p> <ul style="list-style-type: none"> • Annual General Meeting (Members & Trustees) that considers strategic matters appertaining to the Trust • Board & Members approval of Trust's Strategic Plan 	#10 Effective Leadership, Management & Governance	2	5	10	Low	1x5=5	Inside

Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R16	<p>Risk of abnormally high level of mental health issues impacting negatively on the welfare of students and staff</p> <p>Cause: (most commonly) anxiety. Approximately 20% of the student cohort exhibit some sign of mental health issue. With mitigation measures, there would not normally be more than ten students (0.3% of the cohort who) have very serious on-going issues. The data collection for MH issues is currently under review to provide more clear identification of issues / symptoms.</p> <p>The effect of mitigations is to reduce the number of students who will have continuing MH issues and the impact of the MH issues on most of those students. It is recognised that for some students the mitigations needed to fully address their illness are not within the scope of what the college can provide and may still occur with serious consequences for them.</p> <p>Effect: high workload on pastoral and mentoring teams, lower student retention, staff/student illness and absence.</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> • Appointment of Director of Well Being and two mentors to deal with student mental health issues. (appointed: 2019) • Students receive resilience training. Eg via tutorials, events. (historic) • Webinars for students and parents (2022) • Health Assured app offered to students which is part of the Student Assist Programme (SAP). This is a national initiative to provide MH call help to a live person (2023) • Services such as 1 to 1 meeting, wellbeing appointments, Relate counselling (historic) have been expanded eg plus provision of additional external on line service including a third student well being mentor (2023) • Students who are on long term absence receiving a welfare call from a pastoral member of staff (historic) but enhanced since 2020) • Director of Mental Health organised mental health pop up events around the College (2021) • Pastoral team expanded to include Pastoral Support managers expanded to three (2023) 	<p>#2 High quality of pastoral welfare</p> <p>#7 Ensuring high staff morale</p>	(Rep & MA) 5	5	25	High	3 x 3 =9	Outside

<ul style="list-style-type: none"> • Young carer champions appointed to check in with Young Carers who are at heightened risk of MH issues <p>Mitigation timeframe:</p> <ul style="list-style-type: none"> • on going re MH interventions <p>Tolerance:</p> <ul style="list-style-type: none"> • Pastoral teams are able to cover all significant or high-risk cases (R1 and R2) <p>Governance:</p> <ul style="list-style-type: none"> • Safeguarding and Prevent reporting at each meeting of the LGB and Trust Board. • SAR reporting • LGB and Board receive an Annual Safeguarding Report. <p>Designated Trustee with safeguarding responsibilities - liaises with the College's Safeguarding team.</p> <p>2024 Safeguarding Audit gives Strong assurance</p>						
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Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-mitigation	Inside / outside tolerance
R17	<p>COVID guidance from government changes at short notice and proves challenging to follow resulting in additional costs</p> <p>Cause: DfE unwillingness to fund costs</p> <p>Effect: higher expenditure leading to loss/reduced annual surplus</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> • COVID mitigation action (2020 subject to revised DfE guidance) • College absorbs additional costs without existing funding (2020) • College to continue lobbying the Department for Education for additional funding (2020) <p>Mitigation timeframe: ongoing</p> <p>Tolerance:</p> <ul style="list-style-type: none"> • No unapproved material negative impact on the budgeted operating surplus <p>Governance:</p> <ul style="list-style-type: none"> • SLT - SLT and College Board meetings on a daily and weekly basis • Finance & Resources Committee on financial impact • Audit Committee on risk impact • Trust Board to provide full oversight 	#5 Maintaining Financial Viability						

Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post- audit	Inside / outside tolerance
R18	<p>Failure to make appropriate changes to EHCP reviews for High Needs students (follows Ofsted inspection 03.22)</p> <p>Cause: failure to complete reviews on time and to the required standard</p> <p>Effect: Ofsted intervention</p> <p>Mitigation actions:</p> <ul style="list-style-type: none"> • New SENCO appointed (2022) • EHCP Action Plan in place (2022) • Eg College’s Internal Audit Service conducted an audit of completion of EHCP reviews early in Spring 2023 and gave a ‘Strong’ opinion. We are still waiting for an Ofsted monitoring visit. (2023) • Further training to staff deliver (2023 and 2024) <p>Mitigation timeframe: Positive messages on going e.g. Open Evening, weaknesses on going monitoring and reporting to LGB at each meeting, Audit has taken place and given Strong rating, Ofsted visit at unknown time</p> <p>Tolerance:</p> <ul style="list-style-type: none"> • Unqualified audit opinion from the College’s Internal Audit Service when re-testing is performed in year 2022/23 <p>Governance:</p> <ul style="list-style-type: none"> • SLT – weekly review of the EHCP Action Plan • Governance – Progress update to be provided at each meeting of the LGB; Audit & Risk Committee to receive Internal Auditor’s Report on EHCP reviews; Link Trustee appointed to the area of High Needs. 	#2 High quality of pastoral welfare	5	2	10	Medium	5x1=5	Inside

Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post-	Inside / outside tolerance
R19	<p>Added March 2023</p> <p>Proposed DfE changes to the range of vocational qualifications impacts student recruitment, course choices and outcomes.</p> <p>We are very short of information on this at the moment and the picture is not scheduled to be clear until July 2024. Current opinions from meetings with the Sixth Form Colleges Association and BTEC indicate that the DfE are determined to proceed with the reforms.</p> <p>Most recent DfE comments indicate some softening of the plans together with modelling by the college on the impact and how to respond. More information is expected in July 2024.</p> <p>Cause:</p> <ul style="list-style-type: none"> DfE changes to the vocational curriculum result in the loss of some subjects (possibly: Business, Law, Travel, Criminology) <p>Effect:</p> <ul style="list-style-type: none"> students might need to choose different courses, and might do less well at those course / drop courses. <p>Mitigation:</p> <ul style="list-style-type: none"> The college is reviewing and modelling the curriculum offer from 2025, although we really need more information to do this with any confidence. (2024) Eg Further modelling and discussions are taking place. The college is looking at staff recruitment to areas likely to be removed from the curriculum. (2024) <p>Tolerance</p> <ul style="list-style-type: none"> Some students – running to approx. 15% of student body – may need a different course combination. <p>Governance:</p>	#1 Ensuring a high quality of teaching and learning	3	3	9	Medium	3x3=9	Outside

	<ul style="list-style-type: none">• Updates to LGB								
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Reference	RISK	Strategic Objective	Impact	Likelihood	Total score	Gross priority	Score post- mitigation	Inside / outside tolerance
20	<p>Failure to run the payroll due to issues caused by Surrey Payroll services</p> <p>Cause: Surrey have terminated the payroll services contract and the college is moving to a new provider. Surrey have failed to provide the data required in a timely manner</p> <p>Effect: If the payroll does not run correctly with the new provider, then the college will have to make payments to staff based on November payments and make PAYE / NI / pension deductions afterwards</p> <p>Mitigation: the college will have to make payments to staff based on November payments and make PAYE / NI / pension deductions afterwards (2023)</p> <p>Tolerance</p> <p>Governance: Updates to Finance, Audit and Trust</p> <p>Payroll was successfully run</p>	<ul style="list-style-type: none"> #6 Maintaining the College's reputation. #7 Ensuring high staff morale 						

APPENDIX A: Calculating Risk Ratings

Table One: Rating likelihood

Rating	Rating Scale	Likelihood	Percentage	Frequency
Rare	1	Probably never happen	0 – 5%	20 years or more
Unlikely	2	Do not expect it to happen but is possible	5 – 10%	10- 20 years
Possible	3	Might happen occasionally	10 – 25%	4-10 years
Likely	4	Probably happen but not a persistent issue	25 – 75%	2-4 years
Almost certain	5	Will undoubtedly happen and possibly frequently	75 – 100%	Annually

Table Two: Rating impact

Rating	Rating Scale	Reputation (Rep)	Media attitude (MA)	Legal Action (LA)	Financial loss (FL)	Regulatory (Reg)
Negligible	1	External parties not impacted or aware of problem	No adverse media or trade press reporting.	Unsupported threat of legal action	Between £0-£40,000	Not raised by Ofsted; EFA;
Minor	2	Some external parties aware of the problem, but	“Routine” sniping.	Legal action with limited potential for decision against	Between £40,000 and £100,000	Audit report: low priority

		impact on external parties is minimal.				
Moderate	3	Significant number of external parties aware of problems.	Critical article in Press or TV. Public criticism from industry body.	Probable settlement out of court	Between £100,000 and £200,000	Audit report: medium or high priority
Major	4	Medium term impact (year or more)	Story in multiple media outlets and/or national TV main news over more than one day.	Lawsuit against RLA for major violation with limited opportunity for quick settlement	Between £200,000 and £500,000	Ofsted rating of Requires Improvement; negative HSE report; EFA audit requires repayment
Catastrophic	5	Long term impact (more than two years)	Governmental or comparable political repercussions. Loss of confidence by public.	Action brought for significant violation.	Over £500,000	Ofsted rating of Inadequate;

Table Three: Calculating Total Risk

Impact	Likelihood				
	1 – rare	2 - unlikely	3 - Possible	4 - Likely	5 – almost certain
1 - negligible	1	2	3	4	5
2 – minor	2	4	6	8	10
3 - moderate	3	6	9	12	15
4 - major	4	8	12	16	20
5 - catastrophic	5	10	15	20	25

Paper 4 - CEO Report March 2024

Introduction:

Strategic Plan: Strategic Aim 10 – Effective Leadership, Management & Governance.

Statutory/Compliance: Trustees should focus on three core functions, one of which is:

- holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff.

Action/Decision: The Trust Board is asked **TO NOTE** the report.

Student outcomes

The DfE have made a very limited release of data for the annual performance tables. In most years this would contain useful information on a value added basis. For the summer 2023 series of exams the DfE did not consider that value added data could be credibly calculated as this cohort had not taken GCSE exams in 2021. The DfE have produced some 'raw' outcome data which shows, on most measures, the college outperforming local schools and colleges, the average for Surrey and the average for England. It would not be sensible to attach much weight to this as there is no reference back to the starting points of the students, although the college is very pleased with what it does show.

Funding

- The DfE are increasing the contribution rates for the Teachers' Pension Scheme which they will fund. The employer contribution rate is to increase to 28.6%.
- The per learner funding rate for 24/25 will increase by 1.89%
- The changes in the Allocation Statement for 2024 – 25 will an increase of approx. £450k.

Oxbridge applications

	Applicants	Interviews	% interviewed	Offers	% of those applied made offers	% of those interviewed made offers
Oxford	19	13	68.4	6	31.6	46.2
Cambridge	32	21	65.6	5	15.6	23.8
Overall	51	34	66.7	11	21.6	32.4

We do not yet have a useful data set for the whole UCAS application cycle.

DfE Policy

Exam boards have now published draft qualifications to replace existing vocational qualifications from 2025 and 2026. These have a much higher exam content than the qualifications which they are replacing, and also have more demanding content. The college is discussing how to amend entry requirements for courses with teaching departments.

It is important to note that these qualifications have not yet been approved by the DfE.

Student recruitment for September 2024

Open evenings and the application process have been very successful, and the interview process has now completed. The college is now looking at staffing requirements for September 2024 although there are no large changes in the pattern of subjects asked for.

Staff recruitment for September 2024

We are starting to advertise and recruit staff for September 2024, however, the problems of staff recruitment continue nationally with sharp declines in recruitment to teacher training and an increase in staff leaving the profession.

The college is also looking into the availability of Teaching Apprenticeships, although this is likely to draw on the same pool of potential teachers rather than actually expand the number.

Payroll

The college moved to the new payroll system in December 2023. There have been a small number of problems with the new provider, although nothing catastrophic.

Computers

Until the budget cuts became severe, the college had a policy of replacing computers when they were 5 years old, allowing for a predictable cycle of replacement costs. It also meant that computers were replaced when they were still in functioning order. Due to the pressures of the funding cuts it was decided that computers should only be replaced when they were no longer able to perform to an acceptable standard.

Microsoft have recently announced that they will no longer be supporting the Operating System used by many of our computers and these will need replacement. The cost of doing this is likely to be much more than we would normally allow for in annual budget planning, although until Microsoft provide more details about the timing and scope of their plans we do not know how much. It is likely that the college will need to draw on reserves to fund this replacement.

Ofsted

The college has engaged the services of the person who was the lead inspector for the 2022 inspection, who has now left Ofsted and works as a consultant. He has visited the college to help us validate the progress since the inspection to help us to understand how Ofsted is currently viewing the highlighted areas and provide assurance that we are progressing. We are planning for him to do some further development work.

Paper 5 - Strategic aims and KPIs – March 2024 Progress Update

Introduction

Strategic Plan: The KPI report monitors targets set against each of the 10 strategic aims from the Strategic Plan.

Statutory/Compliance: Academy Trust Handbook Clause 1.12:

The trustees should focus on three core functions of setting a strategic direction; holding the executive leaders to account for the educational performance of the organisation, its pupils and management of staff; and overseeing and ensuring effective financial performance.

Action/Decision: The Trust Board is asked **TO NOTE** the KPI Report.

Green text – good progress / target met

Black text – average progress or no update yet from previous report

Red text – area needs improvement

(Previous year values in brackets)

1. Ensuring a high quality of teaching and learning for 2022-23 results

Reporting: September Trust meeting, then updated to Trust / LGB termly as data becomes available

	All students	EHCP students	All SEN students	Disadvantaged students (Bursary)	BAME students (all non-white)
75% of UCAS Students achieve 1st choice place at University	(96.6) 84.2	(100)	(98.8)	(98.5)	(100)
% Students progressing to HE	(62) 66.7	(33)	(45)	(60)	(70)
All ECHPs completed in required timescale		Yes			

Course completion rates >5% above national average	93% which 5% above the average for Sixth Form Colleges			+7%	+8%
SEND students complete courses within 10% of completion rate for non SEND students		All= 91.4% 90%	AI=91.4% 94.68%		
A Levels > 55% A* - B	(68.1) 57.2	59	(65.0) (62.6)	(65.8) (67.0)	(65.0) (68.8)
BTECs etc > 55% D*/D	(64.9) Single 55.7 Double 98.1 Triple 100		57.1	52.4	54.7
Achievements – targets set for GCSE VA scores > 0.5 grades per entry for English	Data not available yet				
Achievements – targets set for GCSE VA scores > 0.5 grades per entry for Maths	Data not available yet				
Value Added – To be in the upper quartile for 6th Form Colleges and national 6th forms A levels	(+0.3 grades) (+0.13) +0.13 A Ranking not available this year but possibly just outside top 25%		+0.01	(+0.07) 0.0	(+0.21) +0.17
Value Added – To be in the upper quartile for 6th Form Colleges and national 6th forms BTECs	(+ 0.1 grades) (+0.41 grades) +0.02 BTEC Ranking not available this year	No separate data available for this	No separate data available for this	+0.12 -0.05	+0.16 +0.61

Student attendance target of 95% 2022-23 adjusted	(97.47) 97.21	(95.74) 95.55	(96.85) 96.55	(96.14) 95.97	(97.06) 96.76
Retention targets – to end of course	(91.0) 91.0		(89.7)# 89.8	(89.0) 90.2	(89.0) 91.1
Students are able to demonstrate knowledge of their targets and how they are responding to them (Focus groups)	A focus group meetings was held in February 2024 – reported back at March 2024 Trust meeting				

2. Ensuring a high quality of pastoral welfare

Reporting: Safeguarding update at each Trust meeting / annual Safeguarding report to Trust in summer term

Safeguarding has effective procedures. (audit / Ofsted?)	The arrangements for safeguarding are effective – Ofsted Report published May 2022. In addition to the Annual Report that is an agenda item at the summer term Board meeting, exceptional reporting on any significant safeguarding issues is a fixed agenda item at all Trust Board meetings. Safeguarding Link Trustee (Gerard Weide) is the trustee link between the Trust Board and the College’s safeguarding team.				
All staff, including Trustees, have completed any required Safeguarding training and updates (100%)	Completed				
Make available Annual Report on Safeguarding reporting on safeguarding data and statistics (including year on-year comparisons), well-being and pastoral welfare arrangements	Agenda item at the July Trust Board meeting				

3. Providing a safe place for teaching, learning and employment

Reporting: to be agreed

Do you feel safe at college? 85% agreement	Presentation on the use of student/parent surveys and outcomes arising was an agenda item at the July Trust Board meeting and is now a standing item in the annual schedule of business. The survey results confirmed over 85% of students felt safe at the College 99.3%
Do you feel that you made the right choice of courses? 85% agreement	Presentation on the use of student/parent surveys and outcomes arising was an agenda item at the July Trust Board meeting and is now a standing item in the annual schedule of business. The survey results confirmed over 85% of students felt they made the right choice of courses. 96%
Do you enjoy coming to college? 85% agreement	Presentation on the use of student/parent surveys and outcomes arising was an agenda item at the July Trust Board meeting and is now a standing item in the annual schedule of business. The survey results confirmed over 85% of students said they enjoyed coming to the college.99%
Trustee/Student Focus Groups	Focus group meeting was held in the summer term with feedback arising from the focus group made available to the Trust Board summer term meeting.
Annual report of Health and Safety is made available	

4. Ensuring the effective personal development of students

Reporting: annual careers report

	EHCP	Bursary (or other disadvantage measure)	Employment pathway
Has had a careers interview 90%	(100%)	(90%)	(70%) This was 67% - Careers are increasing the number of prompts sent to students to attend. More EHCP interviews to be conducted in learning Support department rather than trying to get the students to attend careers.

			For bursary students we are investigating making attendance a requirement to receive payment – as is the case with lesson attendance. For 2024-25 much of this will occur after Get Ahead Day 19.03.2024
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5. Maintaining financial viability

Reporting: Finance Committee and annual budget setting. Monthly management accounts.

Student recruitment should be at least that for funding target	Lagged number = 2871
Operating surplus and or financial performance in line with set budget Surplus before non-cash	31.08.22 = budget £0.176 31.08.22 = actual £1.286m 30.06.23 Year to date actual Surplus £1.482 Previously agreed 23-24 Budget approx. (£300,000) Revised ESFA Allocation provisionally estimated at £22,000 surplus – 31.10.2023 YTD £141,000
Cash reserves to be kept at £2m	31.08.22 = £4.041m 30.04.23 = £3.027m 30.06.23 = £3.832m 31.10.23 = £4.816m 31.12.24 = £5.113m (prior to payment of backdated pay award)

6. Maintaining and developing the College’s reputation and engagement with the local community

Reporting: LGB Admissions report in Autumn term

Application and interview process	In Admissions Report
Attendance at school open and parents' evenings / assemblies	Activity reported to LGB via the Admissions Report
Medical Veterinary Dental prospective students for schools	(4 x MVD sessions for Year 8s 8 x MVD sessions for Year 10s 1 x MVD sessions for Year 11s)
Gifted and Talented enrichment activities for schools	(1 x Oxbridge event for Year 11 students interested in applying to Oxbridge in Dec) (1 x STEM focus Aspire applicants' event for Year 11 in Mar) (1 x Humanities focus Aspire applicants' event for Year 11 in Mar) 6 general G and T sessions 2 additional for Pupil Premium Plus One extra for Priory School)
Annual management visit and data sharing	All partner schools visited
Annual paper reporting on partner school liaison / admissions report	Annual paper on partner school liaison was an agenda item at the July Trust Board meeting and is now a standing item in the annual cycle of business. Admissions report is a standing agenda item at the autumn meeting of the LGB

7. Developing staff and ensuring high staff morale

Reporting: Annual staffing report to Trust in Autumn Term

Analysis of reasons for leaving	Data presented in the HR Annual Report 2022/23 at the autumn Trust Board meeting (September).
Analysis of reasons for sickness	Data presented in the HR Annual Report 2022/23 at the autumn Trust Board meeting (September).
% of staff leaving each year	Data presented in the HR Annual Report 2022/23 at the autumn Trust Board meeting (September).
Annual Report on HR including covering the above data and review of staff well-being activities	Data presented in the HR Annual Report 2022/23 at the autumn Trust Board meeting (September).
Trustee/staff Focus Groups	Focus group meetings to be arranged with feedback arising from the focus groups to be made available to the LGB/Trust Board summer term meetings

8. Maintaining and developing the College estate and resources in an environmentally sustainable way

Annual review of environmental measures	Annual report to LGB (We are currently looking at surveys of carbon emissions)
Offer a board range of nutritional meals to students	Daily availability of: Vegetable soup Hot vegetarian meal Salad bar with approx. 20 options Vegetarian sandwiches
Identifiable steps are taken to address environmental issues	Solar roof quotes £92,722 excl Vat from DfE funding Replacement of lighting with LED lighting Now installed and working Further enquiries re recycling after unsuccessful pilot £1280,000 award for de carbonisation – ASHP awarded March 2024

9. Achieving an Outstanding Ofsted grading

Reporting: Ofsted report, monitoring visit, annual Self-Assessment Report

Achieve 'Outstanding' grade at next inspection	As and when the next inspection takes place
Suitable progression in Ofsted monitoring visit	As and when the monitoring visit takes place

10. Effective Leadership, management, and governance

Reporting: Annual review of governance

Annual self-assessment of governance	Completed - Annual Governance Review Report made available at the December 2022 Trust Board meeting Next review has been commissioned – external review
External assessment of governance	Scheduled to be undertaken in the autumn 2023 term with outcomes reported to the December Trust Board meeting.
College Self-Assessment (SAR) & monitoring of Development Plan	SAR Development plan monitored at LGB

Governors / Trustees have completed any statutory training / updates	Trustee training completed training/updates for 'Keeping Children Safe in education', Safeguarding & Prevent
Annual opinion from auditors and Audit & Risk Committee	(Unqualified opinions confirmed for 2021/22. Annual audit opinions for 2022-23 confirmed in the Annual Report from the Audit & Risk Committee at the December 2023 Trust Board meeting.)
Sign off annual Financial Statements	Completed at the December 2022 Trust Board meeting
Timely completion of SAR	Completed at the December 2022 Trust Board meeting

Type	LLDD	Starters	Joiners	Leavers	Continuers	Retention %
L	Asperger's syndrome	3	0	0	3	100.00%
L	Autism spectrum disorder	20	0	1	19	95.00%
L	Disability affecting mobility	3	0	0	3	100.00%
L	Dyslexia	87	0	7	80	91.95%
L	Hearing impairment	7	0	1	6	85.71%
L	Mental health difficulty	23	1	2	22	91.67%
L	Moderate learning difficulty	6	0	2	4	66.67%
L	NONE	1233	2	85	1150	93.12%
L	Not provided	1	0	0	1	100.00%
L	Other disability	2	0	0	2	100.00%
L	Other learning difficulty	15	0	3	12	80.00%
L	Other medical condition	14	0	2	12	85.71%
L	Other specific learning difficulty	6	0	0	6	100.00%
L	Prefer not to say	2	0	0	2	100.00%
L	Social and emotional difficulties	28	0	3	25	89.29%
L	Speech, Language and Communication Needs	1	0	0	1	100.00%
L	Temporary disability	1	0	0	1	100.00%
L	Visual impairment	2	0	1	1	50.00%
P	Autism spectrum disorder	2	0	0	2	100.00%
P	Dyslexia	11	0	1	10	90.91%
P	Mental health difficulty	2	0	1	1	50.00%
P	Moderate learning difficulty	1	0	0	1	100.00%
P	NONE	62	2	11	53	82.81%
P	Not provided	1	0	0	1	100.00%
P	Other learning difficulty	3	0	0	3	100.00%
P	Other medical condition	1	0	1	0	0.00%
P	Social and emotional difficulties	4	0	0	4	100.00%
T	NONE	1	0	0	1	100.00%
U	Asperger's syndrome	7	0	0	7	100.00%

U	Autism spectrum disorder	17	0	0	17	100.00%
U	Disability affecting mobility	3	0	0	3	100.00%
U	Dyslexia	91	0	1	90	98.90%
U	Hearing impairment	12	0	0	12	100.00%
U	Mental health difficulty	43	0	2	41	95.35%
U	Moderate learning difficulty	1	0	0	1	100.00%
U	NONE	1062	0	18	1044	98.31%
U	Other disability	1	0	0	1	100.00%
U	Other learning difficulty	14	0	0	14	100.00%
U	Other medical condition	95	0	1	94	98.95%
U	Other specific learning difficulty	16	0	0	16	100.00%
U	Prefer not to say	2	0	0	2	100.00%
U	Social and emotional difficulties	22	0	3	19	86.36%
U	Speech, Language and Communication Needs	1	0	0	1	100.00%
U	Visual impairment	12	0	0	12	100.00%
	Total	2941	5	146	2800	95.04%

FOCUS GROUP MEETING BETWEEN STUDENTS AND TRUSTEES

- Strategic Plan:**
- 1 Ensuring a high quality of teaching and learning;
Ensuring a high quality of pastoral welfare;
 - 2 Providing a safe place for teaching, learning and employment;
 - 3 Ensuring the effective personal development of students.

Statutory/Compliance: None

Recommendation: Trustees are asked to review the report and are invited to ask any follow-up questions that they may have.

On February 9th, 2024, Trustees Farouk Durrani and Kate Fulker met with a group of 6 students. The group had been selected from the Lower 6th Aspire cadre. The Aspire programme is designed to support those higher performing students, who typically have a GCSE grade average of 6 and above, and who wish to go to university.

Rationale for Selection of Reigate College

The students were asked which subjects they are studying, and what they would like to do after Reigate College. In all but one case, they wish to go onto further education. One student also referenced the degree apprenticeship programme. Several were considering gap years before moving on. The students were undertaking a wide range of arts and science-based subjects, although none were undertaking any practical creative subjects.

The students provided positive explanations for choosing Reigate College. Most notable were:

- The energy and enthusiasm shown by the tutors for their subjects.
- The modern facilities and mindset of the staff
- The Aspire Programme
- The level of independence given to students serving as a good half-way house between school and university
- Its reputation and feedback from peers' siblings.

One student, who had previously been home schooled noted that the college had provided good support for them during the transition, particularly their tutor, and they noted the structure of the day, which seemed liberating for other students, but seemed more restrictive for them. All agreed that it was the autonomy which had most appealed, in contrast to their schools.

In relation to the Aspire programme, they confirmed that they felt well supported in their university applications and knew where to get advice and guidance on this and degree apprenticeships.

Extended Personal Qualification

Approximately 50% were undertaking the Extended Personal Qualification ("EPQ"), in addition to their A levels and noted a good level of support in choosing their topic. For those who had either commenced an EPQ and then given it up, as well as those who did not do one, the main reason for this was existing workload. Additionally, it was suggested that the earlier

commencement of the EPQ this year impacted on their decision, as starting earlier also coincided with their transition to the much greater expectations and commensurate increase in workload for A levels. However, of those who were continuing with the EPQ, they felt that as it was in a subject that they were interested in, this made the workload manageable. One student noted that the workload when combined with Key Assessments, did impact on their capacity to participate in enrichment activities.

Enrichment Activities

Almost all the students had or continued to participate in enrichment activities. (It was subsequently confirmed by Lianne that figures were 92% of all students). As noted above, one noted that he felt that his workload during the Key Assessment period deterred him from participating, preferring to focus on his studies. The others had enjoyed the activities on offer, and mentioned debating club, although this did have timetabling difficulties for some students. However, the ability to join in late to sessions was helpful. One student had tried more than 20 activities. Pop-up activities, which are printed via the QR codes on the portal and in tutorials were popular, and Ultimate Frisbee was cited as a good example. On the more academic side, it was noted that there was good provision for sciences – Women in STEM, and activities linked to the medical professions (MDV).

Of particular note was the Biotechnology club, where they were learning how to change the DNA of e Coli. The student was enthusiastic about the use of new equipment and complex techniques more akin to university laboratories. Another student noted that they had deliberately joined the Debating Society in order to improve their argumentation techniques.

External speakers also came to the College. Certain subjects also offered optional trips to supplement learning, such as theatre trips, or museum visits. It was noted that these were often oversubscribed. Subsequently, College leadership was pleased to report that participation rates for these was very closely aligned for bursary and non-bursary students.

Work Experience

It was noted before the meeting that the students had not yet participated in their “Get Ahead Day,” which focusses on work experience opportunities. However, some students had already participated in both on-line and in person activities linked to their subject or chosen careers (Psychology and Medicine), another student had arranged this via a family member. In all cases, they knew how the college could help them, and where they could access resources such as the Careers library and the careers newsletter.

Target Setting

This was much improved feedback on last year. All had set targets and understood the purpose, although follow up and accountability varied. For those, whose teachers were proactively enforcing targets, by setting target review as a homework task, or by requiring that students write their targets on the corner of their assessments, this was working well. Some noted that certain subjects were more difficult to evidence targets being addressed, although subsequent discussions with Helen identified that this was typically more due to unclear targets being set. Some students believed it would be useful to have system-generated reminders to review targets, although it was preferred by the leadership team that this be verbally reinforced by the teaching staff. One student suggested the use of tutor group time to go through targets, particularly where their tutor was teaching a relevant subject. Following the achievement of target setting across the student body, a quality review of all targets set to identify areas of improvement.

Conclusion

The students were highly engaged, open and positive about their experience at Reigate College and were clear in their reasons for selecting the college. We found notable improvements in their understanding and participation in enrichment activities and in target setting compared to the prior year, noting that these students came from a different group (Last years were student union members). It is clear that they are finding their time at Reigate College rewarding.

Paper 7 - Health and Safety Report for 2022/23
Reigate Learning Alliance Trust Meeting Tuesday 19 March 2024

Strategic Plan: Aim 3 - Providing a safe place for teaching, learning and employment.
Aim 10 - Effective Leadership, management and governance.

Statutory/Compliance: As an organisation, the Trust has a range of **obligations** under current legislation and statutory guidance. Trusts obligations include health and safety. Ensuring strong governance in this area will be a key priority for the board.

Background: The attached report covers health & safety for 2022/23. To ensure the Trust Board receives an annual update on health & safety, the annual cycle of Board business now includes the requirement to report on health & safety at the spring Trust Board meeting.

In addition to the 2022/23 report, the internal audit service recently undertook a review of the Trust's health & safety arrangements, and their report was presented to the Audit & Risk Committee meeting held 11 March 2024 (See Paper 14 – report from the Audit & Risk Committee).

The purpose of the review was to ensure that the risks surrounding the health and safety arrangements in place at the Trust are appropriately managed and controlled. The review sought to provide assurance to the Trust that the health and safety arrangements are operating effectively.

The report gave a 'Strong' assurance on the Trust's health and safety arrangements and the report noted examples of good practice.

Recommendation: The Trust Board is asked to consider the report and to raise any points for further clarification/debate.

Health and Safety Report for 2022/23

1.0 Reigate College Health and Safety

This document sets out the Health and Safety Report for 2022/3. Reigate College adheres to the Health and Safety at Work Act (1974) and other statutory obligations. This applies to all College employees, students, contractors and visitors to our premises.

The College is committed to ensuring the health, safety and welfare of our employees and of others who may be affected by our activities. We will take all reasonably practicable steps to achieve this commitment, to comply with our statutory obligations and to promote a positive health and safety culture throughout our organisation.

1.1 Accidents

The total number of First Aider attended incidents was 196. The split out of this was 11 members of staff and 185 students.

For comparison, here are the past 5 year's figures:

Year	Number of Incidents	Staff	Students
21/22	147	4	143
20/21*	105	5	100
19/20	160	12	148
18/19	131	7	124
17/18	241	24	217

* The number of incidents was greatly reduced due to the lack of Sports matches/activities taking place due to Covid-19.

The most common location for accidents was the Sports Centre, which is to be expected due to the nature of the activities that take place in that venue. Appropriate risk assessments are undertaken and reviewed for these higher risk activities and most of these incidents are a direct result of participating in the sport, which cannot be further controlled.

1.2 Emergencies

Ambulances were called on 2 occasions and on both occasions, the patient was taken to hospital.

1.3 Insurance claims/liabilities

The College has not had any insurance claims for health and safety reasons.

1.4 Most common issues

The most common issues remain similar to previous years:

- Feeling faint
- Panic/anxiety attack
- Generally feeling unwell

2.0 Infrastructure and processes

The College has 61 First Aid qualified staff, of which 14 hold the full qualification, 8 have taken the Basic One Day course and a further 39 hold the Emergency First Aid at Work qualification.

Each incident is recorded electronically on the College network and each serious accident is recorded in the HSE Accident Book.

2.1 Health and Safety Executive (HSE)

Throughout the 2022/23 academic year, there were no visits to the College by HSE or other formal health and safety investigations e.g. insurance company.

2.2 Health and safety policy

The current policy was updated in September 2023 in consultation with the College Health and Safety Consultant.

2.3 Training

The following is a breakdown of health and safety training completed throughout 2022/23.

Training course	Number of staff trained
Working at Heights	6
Midas minibus training	10

First aid	30
qualification/requalification	
Fire extinguisher training	2
Manual Handling	11

3.0 Health and safety compliance

The College Health and Safety Consultant has confirmed there are no compliance issues.

3.1 Water hygiene

The WCS Group (formerly Clearwater) carry out testing, cleaning and risk assessments of all the College water systems.

3.2 Statutory inspections

The following inspections have taken place this year:

- Fire inspection
- Workshop inspection
- Lift inspection
- Fire systems
- Electrical appliances
- Fixed Wiring
- Gas Safety
- Pest Control
- Air conditioning
- Mansafe system on Sports Centre roof
- Water hygiene

No issues were raised as a result of these inspections.



COMMITTEE REPORT FOR THE ATTENTION OF THE BOARD

The report provides a summary of the key points from the meeting with the minutes providing further information. The Chair of the Committee will take any questions arising from Governors' review of the report and minutes.

Committee: Finance & Resources

Chair: Farouk Durrani

Date of meetings: 20 February 2024

1. Substantive agenda Items:

- Management Accounts up to 31 December 2023
- Review of Funding Factors
- Annual Review of Financial Regulations
- Charging & Remission Policy 2024/25
- Review of Contracts
- Board Assurance Framework
- Meeting Review

2. Decisions being asked of the Board:

- To approve the Charging & Remissions Policy 2024/25

3. Any other key points/key risks from the meeting that need to be brought to the attention of the Board:

- None

4. Attached reports for the attention of the Board:

- Minutes of the F&R meeting held 20 February 2024



**MINUTES OF THE MEETING OF THE FINANCE & RESOURCES COMMITTEE
HELD 20 FEBRUARY 2024**

Present: Mr Farouk Durrani (Chair)
Mr Spencer Bowen
Ms Christine Downton
Mr Chris Whelan

In Attendance: Mr Jon Allen - Governance Professional
Ms Kim Saw – Director of Finance

The meeting commenced at 17.25.

APOLOGIES, WELCOMES, QUORACY & DECLARATIONS OF INTEREST

1. There were no apologies. The Governance Professional confirmed the meeting was quorate.

MINUTES

2. The minutes of the meeting held 14 November 2023 were approved as an accurate record of the meeting (Paper 1).

MATTERS ARISING

3. The Chair asked for an update on the transfer of payroll to the new provider that took place from December. It was confirmed staff were paid but there were some incorrect payments in the December and January payrolls that were identified and rectified by the College's Personnel Department. There were no material issues arising from the payrolls and the minor issues that were identified will be resolved prior to the next payroll run.

4. The Chair asked the CEO to update the Committee on the telephone meeting recently held with an official from the ESFA to discuss the College's 3-year financial forecasts that were submitted to the ESFA following Trust Board approval last July of the forecasts. The meeting was called because the third year of the forecast indicated a large deficit and the ESFA sought assurances that the College was able to address the forecast deficit. Once the ESFA noted the prudent approach adopted by the College in its forecast assumptions and, with College reserves in the region of £4m, the ESFA raised no concerns and were assured.

5. The Committee asked if there were any adverse comments from the ESFA on the amount of reserves held by the College and it was noted no concerns were raised.

6. There were no other matters arising from the minutes.

MANAGEMENT ACCOUNTS UP TO 30 DECEMBER 2023 (FOUR MONTHS)

7. The Management Accounts for four months of the financial year up to 31 December 2023 were subject to review (Paper 2). The following headlines were noted from the review:

	December 2023 actual Surplus / (deficit) £000	Year to date actual Surplus / (deficit) £000	Year to date Budget Surplus / (deficit) £000
Before non-cash items	179	567	(86)
Retained surplus /(deficit)	179	272	(386)
	Balance at 31.12.23 £000	Balance at 30.11.23 £000	Balance at 31.08.23 £000
Bank & cash	5,113	4,912	4,399
Net assets	21,775	21,597	21,503

8. The budget for 2023/24 has been updated to reflect the confirmed funding increase from the ESFA of £505k for the teachers' pay award settlement. As a result of this additional income, the year-end forecast is for a surplus before non-cash items of £22k against the budget deficit of £300k, a positive variance of £322k.

9. Staff pay costs showed a positive variance of £354k. This was due because the pay award of 6.5%, backdated to 1 September, will be processed in the January payroll.

10. It was **RESOLVED** to note the Management Accounts.

ESFA FUNDING FACTORS

11. It was reported the ESFA have only just made available the funding factors for 2024/25. Based on a preliminary analysis of the funding factors received, the main ESFA funding allocation to the College will be £16,418m compared to £16,069 for 2023/24, resulting in additional funding of £349k. The ESFA is due to issue the allocation statement using these funding factors by the end of March and will be fully incorporated in the draft budget that will be an agenda item at the June meeting of the Committee.

ANNUAL REVIEW OF THE FINANCIAL REGULATIONS

12. The '*Financial Regulations*' were made available for annual review and approval as regulatorily required by the ESFA (Paper 3). It was noted there were no material changes being proposed with no changes to the current authorisation amounts and current tendering parameters. The only changes proposed were to clarify wording and to update dates from 2023/24 to 2024/25.

13. As there were no material changes to the Financial Regulations to bring to the attention of the Trust Board, it was **RESOLVED** to approve the '*Financial Regulations (March 2024)*'.

CHARGING AND REMISSIONS POLICY 2024/25

14. The '*Charging and Remissions Policy 2024/25*' was made available for review (Paper 4) and recommending to the Trust Board to approve as regulatorily required by the ESFA.

15. It was noted there were no material changes proposed compared against the policy approved for 2023/24. The only area still requiring finalisation was on examination fees and it was noted this should be finalised prior to the March Trust Board meeting. It was **AGREED** to circulate to Committee members the updated policy for comment prior to the Trust Board meeting.

16. Subject to examination fee charges being finalised, it was **RESOLVED** to recommend for the Trust Board to approve the '*Charging and Remissions Policy 2024/25*'.

REVIEW OF CONTRACTS

17. A table confirming all current and historical contracts was made available (Paper 5). As part of the Board Assurance Framework, it was agreed for the Finance & Resources Committee to review the list of contracts each term, concentrating on the renewals coming up in the following three months (or time until the next meeting of the Committee) that were over the value of £1,000.

18. It was noted the contract with the RBB Council for waste management continues to be on a rolling month by month basis. We are waiting for RBBC to introduce a mixed recycling service for businesses before considering alternative contractors.

19. There were no issues arising from the review and the Committee noted the report and proposed actions to be taken on contract renewals.

BOARD ASSURANCE FRAMEWORK - ASSURANCE ASSESSMENT TO BE CONDUCTED BY THE COMMITTEE

20. Under the Board Assurance Framework (BAF), each Committee is asked to conduct, at the end of their meeting, an assessment on the level of assurance agreed against each report received (including briefings and verbal updates), and for the assessment to be reported to the Audit Committee and Trust Board

21. The following assessments were agreed on reports considered at this meeting:

Agenda item	Subject	RAG rating	Any Committee Recommendation(s)
6	Management Accounts	Green	No concerns/no recommendations
8	Financial Regulations	Green	No concerns/no recommendations
9	Charging & Remissions Policy 2024/25	Amber	Examination fees to be finalised for inclusion in the policy.
10	Review of Contracts	Green	No concerns/no recommendations

MEETING REVIEW

22. The Committee was asked if there were any new risks including safeguarding identified as a result of decisions made at this meeting that might impact upon the College's effectiveness? It was agreed no such issues were identified.

ANY OTHER BUSINESS

23. There was no other business.

DATE OF NEXT MEETING

24. Tuesday 11 June 2024 @ 17.30

The meeting closed at 18.15.

Signed: _____ Date: _____

SUMMARY ACTION LIST

MIN REF	ACTION POINT	NEXT REVIEW
15	Charging and Remissions Policy 2024/25 – to circulate to Committee members prior to the March Trust Board meeting.	11/6/24

Paper 9a

MANAGEMENT ACCOUNTS

4 months to 31 December 23

Strategic Plan: Strategic Aim 5 - Maintaining financial viability.

Statutory/Compliance: Trustees need to focus on three core functions, one of which is:

- overseeing and ensuring effective financial performance.

Academy Trust Handbook paragraph 2.18: The trust must prepare management accounts, including an income and expenditure account, variation to budget report, cash flows and balance sheet every month setting out its financial performance and position.

Academy Trust Handbook 2.19: Management accounts must be shared with the chair of trustees every month and the board must consider these when it meets and be assured that it has appropriate oversight of the trust's financial position.

Academy Trust Handbook 2.20: The board must ensure appropriate and timely action is being taken to maintain financial viability, including addressing variances between the budget and actual income and expenditure.

Recommendation: **The Committee is asked to review the Management Accounts and to inform the Trust Board of any concerns arising from the review.**

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Catering Summary	9 - 10
Income & Expenditure Account Detail	Appendix 1 <i>attached</i>

Prepared by	Kim Saw, Director of Finance	22 January 2024
Reviewed by	Chris Whelan, Chief Executive	22 January 2024
Distributed to	Trustees and Members	22 January 2024

Headlines – 4 months to 31 December 23

	December 23 actual Surplus / (deficit) £000	Year to date actual Surplus / (deficit) £000	Year to date Budget Surplus / (deficit) £000
Before non-cash items	179	567	(86)
Retained surplus /(deficit)	179	272	(386)
	Balance at 31.12.23 £000	Balance at 30.11.23 £000	Balance at 31.08.23 £000
Bank & cash	5,113	4,912	4,399
Net assets	21,775	21,597	21,503

Points to note

- The budget for 2023/24 was approved by the Board at the July 2023 meeting and submitted to the ESFA in August 2023.
- 2023/24 main programme funding receivable from the ESFA is confirmed as £16,068k (this amount was increased in September 23 from £15,563k used in the budget following the teachers' pay award settlement; 22/23 £15,280k), and is based on lagged student numbers of 2,871 (22/23 2,828).
- The budget for 2023/24 has been updated to reflect the confirmed funding increase of £505k and the pay settlement agreed November 23 – 6.5% for all staff.
- ESFA budget income also includes:
 - Devolved capital maintenance grant of £75k
 - Academy rates relief of £70k
 - Element 2 High Needs Funding £54k (9 places)
 - Teachers' Pensions grant £578k
 - 16-19 Tuition Fund £41k
- Non-cash items comprise:
 - Depreciation expense charged on fixed assets, which is posted quarterly (November, March, May and August)
 - Pensions adjustments required by FRS 102 which are posted annually at the end of the financial year on receipt of the actuarial valuation.
- The employers' contribution rate to the Teachers' Pension Scheme increased from 16.48% to 23.68% with effect from 1st September 2019. For the period from September 2023 to August 2024, the DfE has confirmed that this increase will be fully funded by a grant. The employer contribution rate will rise by a further 5% to 28.68% from 1 April 2024. The DfE has confirmed that additional funding will be in place for the period 1 April 2024 to 31 March 2025.
- The employers' contribution for the Surrey LGPS reduced from 18.2% to 18.0% for the period 1 April 2023 to 31 March 2026, with no annual deficit contribution.

Summary Income & Expenditure Account 4 months to 31 December 23

12 months to Aug 23		Sep-23	Oct-23	Nov-23	Dec-23	YTD Total	Budget YTD	YTD Variance	Budget 12 months to Aug 24	Move from budget to forecast	Forecast 12 months to Aug 24	Note
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
16,803	ESFA current year income	1,341	1,385	1,681	1,343	5,750	5,579	171	16,327	505	16,832	1
573	Other income	72	68	56	70	267	216	51	443	0	443	2
17,376	Total Income	1,413	1,452	1,738	1,414	6,017	5,794	223	16,770	505	17,275	
11,878	Pay	1,008	1,011	1,028	1,037	4,084	4,438	354	13,527	183	13,710	3
859	Teaching & Education Services	33	30	284	23	371	364	(6)	885	0	885	4
111	Support Services	8	8	13	13	42	74	32	129	0	129	5
599	Administration & Central Services	168	123	78	63	432	451	19	1,015	0	1,015	6
1,442	Premises Costs	209	125	87	99	520	552	32	1,672	0	1,672	7
14,889	Total costs before interest	1,426	1,299	1,490	1,235	5,449	5,880	431	17,228	183	17,411	
0	Year end capital expenditure adjustment	0	0	0	0	0	0	0	(158)	0	(158)	8
2,488	Surplus before non cash items	(13)	154	248	179	567	(86)	653	(300)	322	22	
(1,108)	Non cash items	0	0	295	0	295	300	5	1,200	0	1,200	9
1,380	RETAINED SURPLUS / (DEFICIT)	(13)	154	(47)	179	272	(386)	658	(1,500)	322	(1,178)	
2,828	Student Numbers (lagged)								2,871		2,871	

Variance analysis: + is favourable, (-) is adverse

Budget for 23/24 as per Budget Forecast Return submitted to the ESFA in August 2023, approved by the Board in July 2023; now adjusted for additional funding of £505k and final pay settlement of 6.5% for all staff.

Income & Expenditure Account for the 4 months to 31 December 23- commentary

Income generating activities-

August	Income £000	No. of days Trading	Actual YTD £000	Budget 23/24 £000
Refectory gross profit	13	6 (+ 4d staff only)	120	180
Lettings	-		5	12
Sports Hall	1		5	15
Shop sales	2		11	12

Pay costs

12 months to Aug 23 £'000		Sep-23 £'000	Oct-23 £'000	Nov-23 £'000	Dec-23 £'000	YTD Total £'000	Budget YTD £'000	YTD Variance £'000	Budget 12 months to Aug 24 £'000	Move from budget to forecast £'000	Forecast 12 months to Aug 24 £'000
Additional information on pay costs											
8,985	BASIC PAY (including overtime)	763	768	782	787	3,100					
911	NATIONAL INSURANCE	76	76	78	79	310					
1,952	PENSION COSTS (TPS & LGPS)	166	164	166	168	664					
30	APPRENTICE LEVY	3	3	3	3	11					
11,878		1,008	1,011	1,028	1,037	4,084	4,438	354	13,527	183	13,710

The pay award of 6.5%, backdated to 1 September 23, will be processed in the January payroll.

Major supplier payments (>£30k pa)

Spend 21/22	Spend 22/23		Sep-23	Oct-23	Nov-23	Dec-23	YTD Total
£'000	£'000		£'000	£'000	£'000	£'000	£'000
310	400	PEARSON EDUCATION LTD - EXAMS (+TRAINING/BOOKS)	1	0	252	14	267
199	241	BRAKE BROS LTD - CATERING SUPPLIES	23	23	29	9	84
-	137	TRAVELBOUND STUDENT TOURS - TRIPS	0	33	24	44	101
196	219	HAYWARD SERVICES LTD - CLEANING	20	20	20	20	80
240	403	KENT COUNTY COUNCIL - GAS AND ELECTRICITY	27	31	35	43	136
140	208	BUCHANAN & CURWEN - ELECTRICAL WORKS	8	21	1	3	33
2,650	2,030	STANTON CONSTRUCTION LTD - BUILDING WORKS	0	0	0	0	0
77	67	HEATWELL HEATING & PLUMBING - PLUMBING	13	16	1	4	34
97	106	AON LTD - INSURANCE	0	0	0	0	0
80	94	JJ FOOD SERVICE LTD - CATERING SUPPLIES	5	3	3	0	11
67	86	AQA - EXAMS (+TRAINING/BOOKS)	0	5	3	0	8
161	66	SIEMENS FINANCIAL SERVICES LTD - COPIER LEASES	27	1	7	12	47
23	30	BROWNS BOOKS FOR STUDENTS - BOOKS	3	0	1	0	4
23	49	OCR - EXAMS	0	0	0	0	0
31	19	REDINET LTD - IT FIREWALLS AND EQUIPMENT	0	93	1	0	94
86	163	VERY PC - IT EQUIPMENT AND LICENCES	0	0	23	0	23
129	46	STONE COMPUTERS LTD - IT EQUIPMENT	0	12	0	0	12
61	75	PEAC - COPIER LEASES	18	11	0	7	36
46	14	ABINGER MARQUEE - MARQUEE HIRE	0	0	0	0	0
27	34	PHOENIX - IT LICENCES	25	0	12	0	37
39	52	SUPERCUPS - VENDING SUPPLIES	2	5	7	0	14
31	37	WJECCBAC - EXAMS	0	0	0	0	0
46	58	DFE UK LTD - FURNITURE	1	0	0	0	1
36	28	REACH PUBLISHING - JOB ADVERTISING	3	0	3	2	8
35	33	TES - JOB ADVERTISING	3	3	2	3	11
9	96	CATERCALL - CATERING REPAIRS/EQUIPMENT SUPPLIES	0	0	0	0	0
-	5	FE PROTECT - INSURANCE	56	0	0	0	56
-	33	TENAV - AV SYSTEM	0	0	0	0	0
5	15	URBAN FOOD SERVICE - CATERING SUPPLIES	10	10	17	4	41

Cashflow

During the 4 months to 31 December 23, the College generated cash **inflow** of £714k as detailed below:

	£'000
Retained surplus / (deficit) for the period per management accounts	272
Add back: Depreciation	295
Add back: loss on disposal of fixed assets	0
(Increase)/decrease in stock	(7)
(Increase)/decrease in debtors	238
Increase/(decrease) in current liabilities	(84)
Less: Interest receivable	(79)
Other	0
Cash inflow from operating activities	635
Returns on investments and servicing of finance	
Interest receivable	79
Purchase of fixed assets	0
Sale of fixed assets	0
Increase/(decrease) in cash in the period	714
Opening cash & investments	4,399
Closing cash & investments	5,113
Movement in net funds for the period	714

Analysis of Cash & Investments

Bank of England Base Rate increased to 5.25% on 3 August 2023 (from 5.0%)

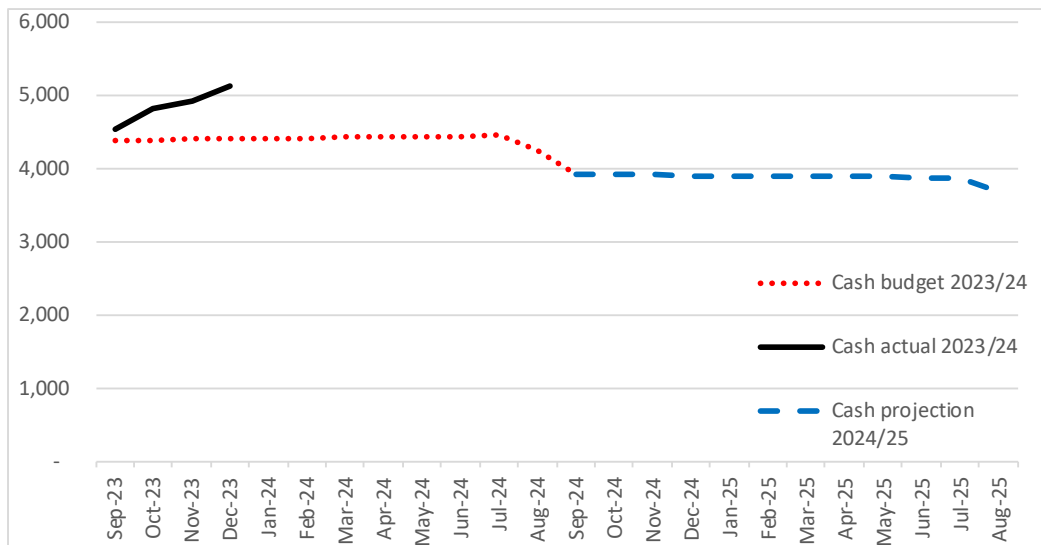
	31 Dec 2023 £'000	Interest rate %	30 Nov 2023 £'000	31 August 2022 £'000
Bank & Cash				
<u>Barclays Bank</u>				
Current account	3	-	(249)	(307)
Barclays 32 Day Notice Account	964	5.20%	960	916
Barclays 65 Day Notice Account	525	5.25%	525	525
Barclays 95 Day Notice Account	525	5.30%	525	525
Instant access interest bearing current account	3,095	5.00%	3,150	2,380
	5,112		4,911	4,039
Petty cash	1		1	2
Total cash	5,113		4,912	4,041
Minimum cash reserves required	2,000		2,000	2,000
Excess cash balance	3,113		2,912	2,041

Cashflow projections

The graph below shows the actual year to date and projected cash balances monthly for this financial year.

These are based on the year to date results, the budget for 2023/24 and the projection for 2024/25.

£'000



Balance Sheet

	At 31 Dec 2023 £'000	At 30 Nov 2023 £'000	Movement over month £'000	At 1 September 2023 £'000	Movement over year £'000
Fixed Assets					
Cost	28,482	28,482	0	28,482	0
Accumulated Depreciation	(10,823)	(10,823)	0	(10,528)	(295)
Net Book Value	17,659	17,659	0	17,954	(295)
Current Assets					
Bank & Cash	5,113	4,912	201	4,399	714
Stock In Hand	14	16	(2)	7	7
VAT recoverable	149	126	23	162	(13)
Debtors & prepayments	92	93	(1)	317	(225)
	5,368	5,147	221	4,885	483
Creditors < 1 year					
Creditors	(389)	(356)	(33)	(394)	5
Payments on account	(56)	(56)	0	(102)	46
Tax & social security	(468)	(459)	(9)	(429)	(39)
Accruals	(118)	(118)	0	(216)	98
Refundable book deposits	(216)	(216)	0	(182)	(34)
Other	(5)	(4)	(1)	(13)	8
	(1,252)	(1,209)	(43)	(1,336)	84
Creditors > 1 year					
Defined pension scheme asset not recognised	0	0	0	0	0
Net Assets	21,775	21,597	178	21,503	272
Unrestricted funds	632	632	0	632	0
Restricted funds	2,917	2,917	0	2,917	0
Restricted fixed asset funds	17,954	17,954	0	17,954	0
Pension Reserve	0	0	0	0	0
Current year I&E	272	94	178	0	272
Total Reserves	21,775	21,597	178	21,503	272

Balance Sheet commentary

This balance sheet has been prepared on the same basis as the management accounts. There are a number of disclosure adjustments which are made for the preparation of the statutory accounts which are not reflected in the balance sheet as at 31 December 23.

Prepayments and accruals are only posted on to the balance sheet as at 31 August each year. For statutory disclosure purposes, some debtors and creditors are re-categorised as at 31 August.

Defined Pension Scheme Asset – The accounting valuation of the LGPS scheme at 31 August 2023 resulted in a pension asset of £1,187k. This is not a recoverable amount, so has been written off against the Pensions reserve.

Current year I & E of 272k is the retained deficit per the management accounts, which excludes any adjustments required by FRS 102 in respect of pensions, which are included only in the preparation of the statutory accounts.

Catering Summary – 4 months to 31 December 23

Actual 12 months to Aug 23		Sep-23	Oct-23	Nov-23	Dec-23	YTD Total	Budget YTD	YTD Variance	Budget 12 months to Aug 23
		£	£	£	£	£	£	£	£
	<u>Refectory & College recharges</u>								
455,057	Refectory Sales	51,018	53,836	75,390	22,681	202,926			
44,960	Refectory Sales to Staff	4,877	3,964	5,557	1,874	16,272			
20,513	College recharges	1,253	3,709	592	5,099	10,653			
391,892	Cost of Sales incl Other Costs	34,016	41,282	53,167	19,866	148,332			
128,639	Gross Profit	23,132	20,227	28,372	9,789	81,519			
	<u>Vending</u>								
90,692	Sales	8,409	9,731	12,343	3,810	34,294			
50,359	Cost of Sales	1,568	4,007	7,682	260	13,517			
40,333	Gross Profit	6,842	5,724	4,662	3,551	20,778			
	<u>Outside Catering</u>								
916	Sales	-	-	-	60	60			
1,687	Cost of Sales (incl extra staff pay)	-	-	-	40	40			
(771)	Gross Profit	-	-	-	20	20			

Notes	Dec-23
1	Students were on-site for only 6 days of December and the College was completely closed for 2 weeks.
2	Vending figures do not give a clear picture as some stock is sold via both vending machines and the Refectory.

Catering Summary – 4 months to 31 December 23 *continued*

Actual 12 months to Aug 23		Sep-23	Oct-23	Nov-23	Dec-23	YTD Total	Budget YTD	YTD Variance	Budget 12 months to Aug 23
£		£	£	£	£	£	£	£	£
	Total catering Income								
612,138	Sales	65,558	71,240	93,882	33,525	264,205			
443,938	Cost of Sales incl Other Costs	35,584	45,290	60,849	20,166	161,888			
168,200	Gross Profit	29,974	25,951	33,033	13,359	102,317	74,000	28,317	180,000
12,980	Rebates on food purchases	-	18,029	-		18,029	-	18,029	-
	Expenditure								
306,042	Staff Costs	25,429	24,592	26,690	24,759	101,471	109,517	8,047	328,552
(124,861)	Net profit / (loss)	4,545	19,388	6,343	(11,399)	18,876	(35,517)	54,393	(148,552)
	Exceptional staff costs	-	-	9,000	-	9,000	-	(9,000)	-
	Net profit / (loss) after exceptional costs			(2,657)	(11,399)	9,876	(35,517)	45,393	(148,552)
	<i>Refectory sales per student £</i>	<i>18</i>	<i>19</i>	<i>26</i>	<i>8</i>				
	<i>Food Wastage £</i>	<i>537</i>	<i>558</i>	<i>805</i>	<i>242</i>				
	<u><i>Stock at month end</i></u>								
5,099	<i>Food plus packaging stock</i>	11,417	11,485	12,564	10,221				
2,251	<i>Vending stock</i>	2,882	4,066	3,823	3,563				
7,350	Total	14,300	15,551	16,387	13,784				

12 months to Aug 23 £'000	Sep-23 £'000	Oct-23 £'000	Nov-23 £'000	Dec-23 £'000	YTD Total £'000	Budget YTD £'000	YTD Variance £'000	Budget 12 months to Aug 24 £'000	Move from budget to forecast £'000	Forecast 12 months to Aug 24 £'000	Note
15,226 ESFA MAIN GRANT 16 - 19	1,292	1,377	1,335	1,335	5,338	5,170	168	15,509	505	16,014	
54 ESFA HIGH NEEDS STUDENT FUNDING	5	5	5	5	18	18	0	54		54	
1,404 ESFA OTHER INCOME	44	4	342	4	394	391	3	764		764	
119 LA - HIGH NEEDS STUDENT FUNDING	0	0	0	0	0	0	0	0		0	
16,803 Total ESFA current year income	1,341	1,385	1,681	1,343	5,750	5,579	171	16,327	505	16,832	1
158 INTEREST RECEIVED	9	9	9	52	79	25	54	75		75	
15 LETTINGS OTHER	2	1	1	0	5	4	1	12		12	
15 SHOP SALES	6	2	1	2	11	4	7	12		12	
48 COLLEGE FUND (INCL. GIFT AID)	6	2	8	0	16	12	4	35		35	
78 TEACHER TRAINING FUNDING	0	0	0	2	2	61	(60)	61		61	
51 OTHER INCOME	18	9	3	0	30	31	(1)	48		48	
9 REVISION COURSE FEES	0	0	0	0	0	0	0	5		5	
182 REFECTORY GROSS PROFIT	30	44	33	13	120	74	46	180		180	
18 SPH INCOME	2	1	1	1	5	5	0	15		15	
573 Total other income	72	68	56	70	267	216	51	443	0	443	2
17,376 Total Income	1,413	1,452	1,738	1,414	6,017	5,794	223	16,770	505	17,275	
Pay expenditure											
11,878 Total pay	1,008	1,011	1,028	1,037	4,084	4,438	354	13,527	183	13,710	3
Teaching & Education Services											
195 TEACHING DEPARTMENT COSTS	28	16	25	5	74	80	6	190		190	
57 CURRICULUM SUPPORT	3	4	2	3	12	14	2	37		37	
14 DEPT EXP. (incl. Dept Review Actions)	2	1	2	1	6	8	2	23		23	
566 EXTERNAL EXAMINATIONS	(3)	8	255	14	274	250	(24)	600		600	
0 INFORMATION LEARNING TECH	0	0	0	0	0	2	1	5		5	
26 ILC INC. BOOKS	3	1	1	0	5	11	6	30		30	
859 Total Teaching & Education Services	33	30	284	23	371	364	(6)	885	0	885	4

12 months to Aug 23 £'000	Sep-23 £'000	Oct-23 £'000	Nov-23 £'000	Dec-23 £'000	YTD Total £'000	Budget YTD £'000	YTD Variance £'000	Budget 12 months to Aug 24 £'000	Move	Forecast	Note
									from budget to forecast £'000	12 months to Aug 24 £'000	
Support Services											
39 STAFF TRAINING & DEVELOPMENT	2	4	4	2	12	12	(1)	35		35	
36 TEACHER TRAINING	0	0	5	1	6	35	29	38		38	
3 ADDITIONAL LEARNING SUPPORT	0	0	0	8	9	9	0	5		5	
6 CAREERS	2	0	0	0	3	5	2	15		15	
28 ACTIVITIES	4	4	3	1	12	14	1	36		36	
111 Total Support Services	8	8	13	13	42	74	32	129	0	129	5
Administration & Central Services											
15 STUDENT SERVICES	4	1	2	0	7	11	4	33		33	
PASTORAL	12	1	2	3	18	10	(8)	31		31	
28 STAFF INCENTIVISATION	1	3	1	6	12	10	(2)	29		29	
2 WELLBEING AND COMMUNITY	0	0	0	1	1	1	(0)	3		3	
65 MARKETING	10	2	6	1	18	20	2	60		60	
50 HR (INC PAYROLL)	1	11	7	7	26	18	(7)	55		55	
79 RECRUITMENT COSTS	6	6	6	5	23	27	4	82		82	
54 FINANCE (INC AUDIT FEES)	(20)	25	2	7	14	18	4	68		68	
185 PRINT SERVICES	54	30	16	20	120	99	(21)	187		187	
(145) REPRO RECHARGES	(13)	(10)	(18)	(1)	(42)	(60)	(18)	(150)		(150)	
32 STATIONERY COSTS	5	4	4	2	15	11	(4)	32		32	
(30) STATIONERY RECHARGES	(6)	(4)	(2)	(1)	(13)	(11)	2	(24)		(24)	
53 SUBSCRIPTIONS	28	15	0	0	43	51	8	58		58	
25 PRINCIPAL & DP EXPENSES	2	4	2	7	13	13	(0)	36		36	
0 INITIATIVES & OTHER EXPENSES	0	0	0	0	0	8	8	75		75	
15 IT (ITEMS <£1,000)	1	13	25	1	39	80	41	240		240	
172 LICENCES & CONTRACTS	84	23	25	7	139	145	6	200		200	
599 Total Administration & Central Services	168	123	78	63	432	451	19	1,015	0	1,015	6

12 months to Aug 23 £'000	Sep-23 £'000	Oct-23 £'000	Nov-23 £'000	Dec-23 £'000	YTD Total £'000	Budget YTD £'000	YTD Variance £'000	Budget 12 months to Aug 24 £'000	Move from budget to forecast £'000	Forecast 12 months to Aug 24 £'000	Note
Premises Costs											
111 INSURANCE	56	0	0	0	56	70	14	110		110	
460 UTILITIES	33	35	42	47	157	182	25	545		545	
220 CLEANING	20	21	20	20	79	83	4	250		250	
32 GROUNDS	2	2	2	2	6	11	5	33		33	
91 RATES & REFUSE	40	2	2	2	46	49	3	98		98	
34 CONSUMABLES AND EQUIPMENT	1	3	1	3	9	13	4	38		38	
323 MAINTENANCE	57	60	19	25	162	139	(23)	366		366	
149 SUMMER WORKS / PROJECTS	0	1	0	0	1	0	(1)	210		210	
21 VEHICLES	0	2	2	1	5	5	1	22		22	
1,442 Total Premises	209	125	87	99	520	552	32	1,672	0	1,672	7
3,010 Total non-pay costs before interest	418	287	462	199	1,365	1,442	77	3,701	0	3,701	
Year end capital expenditure adjustment					0	0	0	(158)		(158)	8
2,488 Surplus / (deficit) before non cash items	(13)	154	248	179	567	(86)	653	(300)	322	22	

12 months to Aug 23 £'000	Sep-23 £'000	Oct-23 £'000	Nov-23 £'000	Dec-23 £'000	YTD Total £'000	Budget YTD £'000	YTD Variance £'000	Budget 12 months to Aug 24 £'000	Move from budget to forecast £'000	Forecast 12 months to Aug 24 £'000	Note
Non cash items											
1,108 DEPRECIATION	0	0	295	0	295	300	5	1,200		1,200	
(1,185) FRS 102 ADJUSTMENTS					0		0	0		0	
(77) Total non cash items	0	0	295	0	295	300	5	1,200	0	1,200	9
2,565 RETAINED SURPLUS / (DEFICIT)	(13)	154	(47)	179	272	(386)	658	(1,500)	322	(1,178)	
2,330 EBITDA for financial health calculation					488			(375)		(53)	
13.41% EBITDA as % of income					8.12%			-2.23%		-0.31%	



Charging and Remission Policy 2024/25

<u>Strategic Plan:</u>	Strategic Aim 5 - Maintaining financial viability.
<u>Statutory/Compliance:</u>	Trust Boards are required by the funding agency and DfE to approve a ' <i>Charging and Remission Policy</i> ' for each academic year.
<u>Background:</u>	<p>The F&R Committee reviewed the proposed '<i>Charging and Remission Policy 2024/25</i>' at its meeting held on 20 February 2024.</p> <p>The Committee resolved that subject to examination fee charges being finalised, to recommend to the Trust Board to approve the policy.</p> <p>Since the F&R meeting, examination fee charges have been finalised – see page 4, paragraph 6, in the section "Public Examinations".</p>
<u>Recommendation:</u>	The Trust Board is asked to approve the '<i>Charging and Remission Policy 2024/25</i>'

This policy should be read in conjunction with the College Deposit Scheme information sheet

https://www.reigate.ac.uk/wp-content/uploads/2021/11/college_deposit_scheme_2024-25.pdf

This policy is compliant with the ESFA Funding Guidance for Young People

Charges will not be incurred for the following:

1. Admissions

There is no charge for admissions.

2. Tuition

There is no charge for tuition fees for students aged 16 to 18 in full time or part-time education.

For the purposes of the funding agreement, '18', means under 19 on 31 August in the teaching year when the student commences a study programme.

3. Equipment and materials

Students will not be charged for:

- the use of text books
- the use of PCs, laptops and tablets in lessons and in the ILC for independent study
- clothing or equipment which is necessary for the student's health or safety, unless the clothing and equipment is retained by the student
- printing within the allowance allocated to each student to cover printing and photocopying costs (currently £10 per year)

4. ID cards

Students will not be charged for ID cards, except for replacement cards for which a £5 charge is payable. If a student fails to return their ID card and lanyard when they leave the College, £5 will be deducted from their College deposit.

5. Public examinations

There is no charge for examinations/coursework assessment where the student has been prepared for the subject by the College.

All normal costs associated with prescribed public examinations are paid by the College. This includes any costs associated with re-marks or re-sits where the College has requested that these take place.

See section below: Charges will be incurred Point 6 for details of when charges apply.

6. Instrumental Tuition

Students who are studying A level music may apply to the College Music Bursary Fund for support for the cost of private instrumental or vocal tuition. The support is available only for the first 30 minutes of tuition per week in the student's main instrument. The amount of financial assistance given each term will not exceed the cost of 10 individual 30 minute lessons which are offered by Surrey Arts (currently £230). Successful applicants will be reimbursed termly in arrears on production of a music teacher's paid invoice.

7. Activities

There is no charge for most College Activities.

All Reigate College students are entitled to free membership of the gym subject to a successful induction.

Charges may be incurred for the following:

1. Equipment and materials

Students will need to provide their own:

- Stationery (folders, paper, pens)
- Art materials
- Sports kit
- Musical instruments
- Revision guides
- Some courses may sell printed copies of revision packs, exam papers etc.

2. College Community Fund

This annual voluntary contribution, currently £80 (or £130 for 2 years), is intended to contribute to the cost of activities and facilities specific to Reigate College which are not funded through the funding body or another funding source e.g. the College minibuses and Student Union. **This is non- refundable.**

College Deposit Scheme

A College deposit scheme operates for all students starting a new programme of study.

- Students will be required to pay a deposit, currently £75, on enrolment. This deposit will cover the core textbooks for each subject and acts as a deposit against daily loaning of laptops from the College's Independent Learning Centre (ILC) or specialist equipment from a department.
- Students who do not pay the deposit and who have not been granted an exemption will not be issued with textbooks, allowed to borrow a daily loan laptop from the ILC or equipment from a department, or use the College gym.
- The deposit will be returned to the student when they leave the College less any money owed to the College (e.g. unpaid Refectory bills, lost or damaged books or equipment, borrowed lanyards that have not been returned or any other amount of money owed to the College for any other reason). If it is necessary to make any deduction from the deposit, an administration fee of £5 will also be charged.

Charges will be incurred for the following:

1. Revision Courses

Students will be charged to attend optional Revision courses which may take place during the Easter holiday or May half term.

2. Equipment and materials

- Additional printing and photocopying if the print allowance (currently £10 per year) is exceeded
- clothing or equipment which is necessary for the student's health or safety and is retained by the student

3. ID cards

Students will be charged £5 to replace lost or damaged ID cards

4. Activities

There is a charge for some extra-curricular College Activities

5. Trips

Any charges for trips are in accordance with ESFA regulations.

- Students will be charged for travel, board and other additional costs, including any tuition costs, associated with residential trips, field trips and day trips that form an integral part of the requirement of the course syllabus or agreed study programme.
- Students will be charged for travel, board and other additional costs, including any tuition costs, associated with optional extra-curricular residential trips and day trips that take place outside a required part of an agreed study programme. Examples of these optional extra trips include overseas trips or day trips to theatres, galleries or museums that are offered to enrich and enhance the requirements of the course syllabuses.
- If a student is not meeting College expectations as outlined in the student code of conduct, and subsequently loses their place on a trip, refunds will only be considered if a replacement student can be found. An administration fee of £5 will be deducted from any refund made.

6. Public examinations

A student may be charged a fee where:

- the required attendance (as outlined in the Student Code of Conduct) or completion of work has not been achieved. Students and parents will be informed by the College if we believe there is unsatisfactory attendance.
- a student who previously had non-entry status is entered for the examination incurring late entry fees
- the student fails without good reason to sit the examination for which the institution has paid
- where a student re-sits an examination resulting from an initial examination failure
- where a student re-sits an examination with the aim of achieving an improved grade

For all re-sits (whether paid for by the College or by the student), an exams administration fee of £10 will be charged. However, this will be fully refundable if the student sits the

exam. If the student does not sit the exam, the exams administration fee of £10 will be deducted from the student's College deposit (see page 3 for details).

Charges applicable to a Review of Results or Access to Scripts can be found on the Post Results Services Form on the College website

<https://www.reigate.ac.uk/reigate-portal/exams-and-revision/post-result-services/>

There may be occasions when another College requests that one or more of their students sits an examination at Reigate College. Where this request is accepted, all costs associated with the examination, and an administration fee of £5, will be charged to the parent/guardian of those students.

7. Damages

Charges will be made to cover the cost of

- repair for damages to the fabric of the College premises (such as a broken window)
- replacement of defaced, lost or broken equipment, including PCs, laptops and tablets

An administration fee of £5 will be added to all such charges

Bursary

The Reigate College 16-19 Bursary Fund is designed to help and support any student who faces financial barriers to participation in education and training, such as costs of transport, food or equipment.

Further information can be found on the College website.

<http://www.reigate.ac.uk/finance-and-travel>

College cards

Students are encouraged to spend all remaining funds on their cards before their last day in College. Processes are in place to transfer any unspent funds to the College Deposit balance before that is refunded when a student leaves the College. If this is not possible (for example, where no College Deposit was paid or no refund is due because of outstanding returns of books and equipment), then refunds will be made only on request and an administration fee of £5 will be deducted from any refund made.

PAPER 11 - RECRUITMENT OF GOVERNANCE PROFESSIONAL AS AT 19 MARCH 2024

Strategic Plan: Strategic Aim 10 - Effective Leadership, management and Governance.

Statutory/Compliance: The Articles of Association requires the Board to have in post a Governance Professional.

Background: The March Trust Board meeting agreed the process and timeline for the recruitment and appointment of the Governance Professional.

The Selection Panel has met and agreed a draft of the job description and job duties – copies attached to the timeline.

The Selection Panel proposed to keep the contractual arrangements as they are for the current post holder – 40/50 days at a salary of £20k (see notes attached to the timeline).

The Selection Panel agreed the format of the interview (see notes attached to the timeline).

Recommendations: **The Trust Board is asked to approve the Job Description, Job duties, contractual arrangements and salary.**

Who	What	When
Trust Board	To review and approve recruitment process. To approve Selection Panel Membership – Propose membership of 6, these being the Chair, Vice Chair, Chair of F&G, CEO, EP, & Governance Professional	Completed - Trust Board Meeting 05/12/2023
Selection Panel with HR advice	To agree: <ul style="list-style-type: none"> • Job Description & Person specification • Remuneration and contractual arrangements • Interview format 	Completed – see attached note.
Trust Board	To approve recommendations from the Selection Panel – Job Description & Person Specification, remuneration and contractual arrangements for the postholder (Attached).	To be approved at the Trust Board meeting 19/03/2024
HR to arrange	Placing of advert on College website and any other sources used by the College to advertise vacancies.	From 20 March 2024
Current Governance Professional to circulate vacancy details	To Clerks' network NGA's new job noticeboard - https://www.nga.org.uk/governance-	From 20 March 2024

PAPER 11 - RECRUITMENT OF GOVERNANCE PROFESSIONAL AS AT 19 MARCH 2024

	professional-jobs/find-governance-professional-jobs/ Chartered Governance Institute UK: https://www.cgi.org.uk/jobs/	
	Closing date for applications	Friday 19 April 2024
HR	Circulate to Selection Panel received applications	Friday 19 April 2024
Selection Panel	Shortlisting meeting and final agreement interview format	Tuesday 23 April 2024
Interview panel	Interviews	Tuesday 30 April 2024 @ 2pm
Trust Board	Approval of recommendation from the Selection Panel	Tuesday 30 April 2024 - Trust Board meeting via Zoom to be held after the interviews to approve the appointment recommendation.
Start Date		01 September 2024

Key points.

Need to be clear from applicants what their view is re employee or self-employed. It would be a good idea to identify from Trustees whether they have a preference for employed or self-employed, although in the end the requirement of HMRC might be the deciding factor. Initially our preference would be self-employed, but this is not essential.

- In terms of contractual arrangements, to keep the role similar in approach to the current arrangement.
- If we are looking at like for like replacement, then probably 40-50 days per year and £20K seems to be the going rate. One college pays much less than this, but I think the clerk might be more of a general admin person. Some colleges have a larger number of days, but differing roles. Days would best be annualised rather than one per week.

This is an outline of how to proceed on the interviews with the preference being for multiple panels.

Panel	Question area	Time allocation
Jon plus Farouk	Technical knowledge of governance role, academies, legal requirements, meeting management etc	40 Mins
Nick plus Spencer	College staffing / management / who does what in education. Safeguarding / Whistleblowing.	40 Mins
Chris plus Pat (s)	Understanding of education Role of DfE / ESFA	40 Mins

Head of Governance Duties

Organising meetings, hearings and appeals

The Governance Professional prepares for and administrates meetings, allowing the board to make effective use of their time and focus on strategic matters. The Governance Professional supports the effective running of meetings by:

- Working with others to prepare agendas and liaising with those preparing papers to make sure they are available on time
- Convening meetings and distributing papers as required by legislation
- Ensuring meetings are quorate, inclusive and well structured
- Overseeing election of officers
- Recording attendance/apologies and taking appropriate action in relation to absences
- Taking minutes indicating who is responsible for any agreed actions with timescales, and circulate as agreed with the governing board
- Circulating draft and approved minutes to all governors/trustees/members of the committee, the headteacher and other relevant bodies within the timescale agreed with the board
- Following up on agreed action points with those responsible and informing the chair of progress

Providing advice and guidance

- Advising on legal duties and governing practice
- Advising on constitutional requirements
- Advising on board procedures
- Advising on statutory guidance and policies
- Advising on annual tasks and decisions
- Advising on governor/trustee CPD
- Accessing external advice as appropriate
- Supporting issue resolution
- Ensuring that new governors are aware of the web address of the DfE *Guide to the Law* and other relevant information
- Giving advice and support to governors taking on new roles such as chair or chair of a committee

Administration and record keeping

The Governance Professional supports the board in maintaining records of policies and procedural documents and ensures these are accessible. This includes:

- Maintaining membership records including contact details of board members, terms of office and informing any relevant authorities of changes to membership details
- Advising governors/trustees and appointing bodies in advance of the expiry of a governor/trustee's term of office and the impact of this on the board's capacity, diversity and skills mix
- Establishing, in discussion with the board, open and transparent vacancy filling processes and efficient procedures for election and appointment
- Giving procedural advice and assisting with the management of governor/trustee elections
- Advising the board on succession planning for all board roles
- Maintaining governing documents such as terms of reference and signed minutes
- Collating, maintaining and ensuring correct publication of information about governors/trustees such as any pecuniary interests
- Maintaining a record of board CPD
- Ensuring Disclosure and Barring Service (DBS) and other relevant checks are carried out on any members of the board where it is appropriate to do so
- Maintaining records of board correspondence
- Maintaining governance communication portal
- Drafting correspondence on behalf of the board
- Initiating a welcome pack/letter being sent to newly appointed governors including details of terms of office

Maintaining relationships and communication

Good relationships between the Governance Professional and members of the board are essential for open communication. Governance Professionals also have a role to play in supporting and advising the governing or trust board on their self-review and development. The Governance Professional should fulfil these responsibilities, whilst maintaining independence, by:

- Maintaining professional working relationships with the chair, the board and school leaders
- Communicating on board matters outside of meetings
- Where appropriate, liaising on behalf of the board (such as for external reviews of governance)
- Contributing to the coordination of learning and development opportunities for those involved in governance, including induction and continuing professional development
- Participating in regular performance management with the chair
- Advising absent governors of the date of the next meeting
- Maintaining a file of signed minutes within the College, as an archive record
- Maintain archive materials, including minutes on the RLA website
- Liaising with the chair, before the next meeting, to receive an update on progress of actions agreed previously by the governing body
- Producing a Governing Body Year Planner, which includes an annual calendar of meetings and the cycle of agenda items for meetings of the governing body and its committees

Ensuring compliance

- Ensuring meetings are quorate
- Overseeing the review of required policies
- Publication of governance information on school websites
- Advising on data protection requirements
- Overseeing board recruitment processes
- Co-ordinating safeguarding checks on board members
- Monitoring eligibility of board members to serve, including on committees
- Notifying disqualifications, expiry of office etc
- Statutory registers and filing returns
- Keeping up to date with current educational developments and legislation affecting school governance
- To Chair the part of a meeting at which the Chair is elected
- Informing the governing body (via an agenda item 'To consider membership') and the Department of Education of any changes to its membership

Continued Professional Development (CPD)

- Successfully complete the National Training Programme for Governance Professionals to Governing Bodies or its equivalent

REIGATE LEARNING ALLIANCE

Job Description for a Head of Governance

Name:

Responsible to: Chair of Reigate Learning Alliance Trust

Job Purpose: To ensure the Trust Board complies with relevant legislation and regulations, providing the Chair and Trust Board with objective, professional and independent advice on governance, regulatory and legal matters

To oversee the effective operation of sound governance processes and procedures, ensuring that meetings of the Trust Board and its committees run efficiently and effectively, are properly recorded and that Trustees receive appropriate support to fulfil their legal duties

Job Responsibilities

Supporting the Trust Board

1. To provide objective, professional and independent advice to the Chair, the Trust Board, sub-committees, the Principal, the CEO and senior management on existing and evolving governance/regulatory/legal requirements.
2. To maintain a balance between the independence of the role and having sufficient capacity to deal with day-to-day governance operational matters.
3. To act as the link between governance, staff, parents and students and to promote the work of the Trust Board to stakeholders.
4. To ensure compliance, where appropriate, with governance aspects of company law, charity law and regulatory requirements.
5. To advise the Trust Board on an appropriate approach to reviewing Trust Board performance, facilitating an annual review of governance, including self-assessment.
6. To monitor and update the Trust Board and Executive on its legislative and statutory responsibilities in respect of governance.

Training and Development

1. To ensure arrangements are in place for there to be a nominated governor with safeguarding responsibilities and, working with the College's Personnel Department, to ensure all Trustees undertake required training including, but not limited to: Prevent, Safeguarding and Keeping Children Safe In Education (KCSIE).
2. To ensure that there is an induction programme in place for new Trustees, Members and governors, in addition to an ongoing programme of training and briefing sessions for the Trustees.
3. To provide ongoing support to the Student Governors.

Administering the Trust

1. To manage and attend all meetings of the Trust Board and sub-committees, ensuring they are properly called, prepared for, quorate and that an accurate record of attendance and proceedings is taken.

2. To ensure that good governance is embedded throughout the Trust Board and the College, and that the Trust Board acts in accordance with its key governing document (Memorandum of Association), as well as in line with current governance related legislation and best practice.
3. To keep key records up to date, notably the register of declarations of interest, annual statements of eligibility and attendance/training records of Trustees.
4. To ensure a skills analysis of Trustees' expertise and experience is undertaken annually and updated as and when Trustees leave and join.
5. To keep a record of the Trust Board and sub-committee membership, ensuring that the terms of office are noted and that there are succession plans in place for the recruitment of new Trustees and governors.
6. To ensure arrangements are in place to conduct the annual election of the Chair and Vice Chair(s).
7. To manage, coordinate and support processes for the appointment of new Trustees and Members, and for the election/appointment of the staff, student and parent governors.
8. To develop and maintain a governance handbook for Trustees, which contains all key information on roles and responsibilities.
9. To work with internal and external stakeholders, draft an annual calendar and schedule of Trust Board and Committee business. Arrange the administration of those meetings and ensure the timely circulation of high-quality agendas and papers, minutes and action follow up sheets and other relevant documentation.
10. To draft clear and concise governance related reports as required for the Trust Board and its sub-committees.
11. To facilitate in liaison with the Principal's PA, any appeals that require Trust Board inclusion.
12. To ensure that all duties are executed in line with requirements of GDPR.
13. To undertake any other particular duties, which may be reasonably assigned to you by the Chair of the Trust Board.

The post will involve regular evening work, for which contracted hours will be adjusted

Person Specification

The person appointed is expected to have:

1. An awareness of, and responsiveness to, the needs of students in the 16-19 age range.
2. A general awareness of the strategic direction of the College and an understanding of the environment in which it operates.
3. Excellent organisational skills, together with a willingness to be flexible and adaptable, according to the priorities of the Trust.
4. Excellent people skills and an ability to develop and maintain constructive professional partnerships and working relationships, and to establish a good rapport with a range of client groups.
5. Experience of governance in the post 16 sector or an academic/charitable organisation.
6. A clear understanding of key charity and company legislation and the impacts for compliance and regulation.

7. Experience of preparing and recording agendas, reports and minutes.
8. Excellent minute taking skills and the ability to produce documents to a high standard of accuracy.
9. Qualification or a willingness to obtain a qualification with the Institute of Chartered Secretaries and Administrators (or equivalent).
10. A high level of discretion, confidentiality and diplomacy when dealing with sensitive data in accordance with GDPR and confidential matters.
11. Excellent organisational, interpersonal and IT skills (particularly knowledge of Microsoft Office including Outlook and Excel).
12. The ability to communicate effectively both verbally and in writing.
13. The ability to stay positive and meet deadlines even when working under pressure.
14. The ability to prioritise and manage workload and respond to complex demands.
15. The ability to use one's initiative and work without direct supervision.
16. A commitment to personal development, training and equality of rights and opportunities.

February 2024

Signed:
Post holder

Date:

Signed:
Chair of Trust

Date:

PAPER 12 - EXTERNAL REVIEW OF GOVERNANCE - ACTION PLAN

Introduction:

Strategic Plan:

Strategic Aim 10 – Effective Leadership, Management & Governance.

Statutory/Compliance:

The Funding Agreement with the DfE requires Trusts to undertake an annual review of governance, and, once every 3 years, to arrange for an external review of governance to be undertaken by a DoE accredited agency/company.

The 3 year schedule for the review of governance agreed by the Trust identified the second year of the 3 year cycle to be designated for the external review of governance.

Academic year 2021/22: Annual Review of Governance undertaken in Autumn 2022

Academic year 2022/23: External Review of Governance undertaken in Autumn 2023

Academic year 2023/24: Annual Review of Governance undertaken in Autumn 2024

Background:

The report and recommendations arising from the external review of governance undertaken by ‘Governance4FE’ were presented to the Trust Board at its meeting December 2023. In group work trustees were asked to identify their 3-5 top priorities from the list of recommendations made with

Group one identified their priorities being recommendations 1, 2, 6,7, and 11.

Group two identified their priorities being recommendations 1, 2, 4, 6, and 10.

Action/Decision:

Trustees are asked to give their support for the direction of travel as outlined in the proposed action plan to implement all the recommendations arising from the external review of governance.

Trustees to note the presentation of the action plan will be an agenda at all Trust Board meetings until all the actions have been fully implemented.

	Recommendation	Agreed Action	Lead	Timescale	Completed Yes/In Progress
1	An annual conversation between trustees and executives would help clarify what each expects from the governance function, how they can best support each other, and where the key focus of the Board and local governing body will be each year. This will increase trust and confidence and support impactful reporting.	To be an agenda item at the first Trust Board meeting in the academic year to enable such a discussion to take place. The Governance Professional to add the item to the annual cycle of Board business.	Governance Professional	To implement from September 2024. Now added to the annual cycle of business.	In progress Yes
2	The role of trustees when not sat around the table (the Ambassadorial role) should be more clearly defined, particularly at induction, and supported by the executive – who the key stakeholders are, what messages are to be conveyed, etc.	To add to the existing induction programme for new trustee a section on the ambassadorial role and who are the key partners/key stakeholders. To add to the published trustee person specification a section on the ‘Ambassadorial role’ of a trustee and who are the key partners/stakeholders.	Governance Professional	Implemented - New section covering the Ambassadorial role has been added to the induction programme and Trustee person specification.	Yes
3	To note/discuss’ a report is not a focused recommendation with a defined outcome and does not sufficiently encourage trustee engagement. Report authors should take the opportunity to pose some questions for trustees to consider as they are reviewing materials – perhaps where executives would like a different perspective, support, confirmation of direction of travel etc. Report authors have a responsibility to critically analyse the data they are providing and detail their findings. This turns an ‘information dump’ into a guided discussion, typically resulting in far more productive and focused dialogue in meetings, stimulating new thinking and improving decision-making	Report authors to implement this approach in their reports	Report authors	With immediate effect	In progress and on-going
4	Building on the culture of trust within the boardroom, a move away from the traditional ‘presentation and tell’	Behaviour governance – Chair to continue to lead and to build on the existing culture of trust with a collaborative	CEO & All Trustees	On-going	In progress and on-

	style of meeting towards a 'collaborative oversight' approach, where all participate in a process of thinking and reflecting together in way that better harnesses the Board/committee's collective intelligence, would bring greater insights and diversity to dialogue, discussion, and decisions.	oversight approach involving all trustees and executive members.			going.
5	Covid had a detrimental effect on the ability of boards and executives to build strong relations. Making time for this activity would contribute to further building trust.	Introduced in 2022/23 was the holding of a social meal for all trustees and members after the July trust Board meeting. Trustees and Members have been invited to attend a social meal after the July 2024 Trust board meeting.	Chair & Governance Professional	Implemented and actioned.	Yes
6	Bringing external stakeholders into the Boardroom to hear more about the external environment in which the college operates, what the challenges are and how they are changing over time, and how relevant the college's strategy and curriculum delivery is, would support discussions and decisions. Having the Board hear directly from policymakers/sector bodies such as the Association of Colleges/Sixth Form College Association/National Governance Association, either through newsletters, in-house presentations, or at national training and development events, would enable triangulation of internal information. The Board should aim for a 50/50 split of information between internal and external means.	Currently, prior to trust Board meetings, a training/briefing section is held on key educational matters. To further expand this to include inviting external stakeholders to enable trustees to hear more about the external environment in which the college operates. External stakeholders to include partner schools, SFCA, Local Authority and ESFA. Schedule to be agreed between the CEO, Chair & Governance Professional	CEO, Chair & Governance Professional	To implement from September 2024 for 2024/25.	In progress
7	Greater informal engagement with staff and students outside of board meetings should be encouraged.	A programme of engagement is already in place with focus group meetings arranged between trustees/students and trustees/staff with outcomes of the focus group meetings reported to the Trust Board	CEO, Chair and Focus group	Already implemented.	Yes
8	Trustees should go beyond their fiduciary and oversight responsibilities and engage in generative governance. Generative thinking is a cognitive process for deciding what to pay attention to, what it means, and what to do about it. In the generative mode, the board's principal role is as a "sense maker.," framing the situation. The board discerns challenges and opportunities and probes assumptions, logic, and the values behind strategies.	Through restructuring the agenda for Board meetings that was introduced in 2022/23, there is a stronger focus at Trust Board meetings on strategic direction and holding the Executive to account on educational performance, as well as overseeing and ensuring effective financial performance	Chair & Governance Professional	Implemented and on-going	Yes

9	Further oversight of the organisation's culture should be considered, particularly in relation to staff wellbeing and workload – where it is at and where it should be, and whether the values are delivering the required outcomes.	Staff well-being and workload is subject to annual review through the Annual HR report and is subject to discussion during trustee/staff focus group meetings.	CEO, Chair and Focus group	Already implemented	Yes
10	Trustee oversight is oversight of impact rather than simply oversight of activity. Including 'strategic implications/strategic considerations' in reports, can help meeting dialogue to remain at a strategic level.	To enhance more strategic oversight, Board agendas have been split into sections with the first part of meetings focusing on strategic implications/strategic considerations' when reviewing the CEO's Executive Report, Risk Register, and the monitoring of agreed KPIs.	Governance Professional	Already implemented	Yes
11	Succession planning for the Executive (and Governance Professional) should be more formally planned and recorded as this is potentially a big risk area for the Board.	Succession planning for the Executive is now more formally planned with a succession plan presented in a presentation made to trustees at the July trust Board meeting. The succession plan to be subject to continuous review over the next 3 years	CEO, EP & Chair	Already Implemented	Yes
12	A review of the workload and time allocation for the role of the governance professional should be undertaken before succession takes place, to ensure the role can act as a strategic leader, supporting the Board and Executive in driving governance improvement.	Already being addressed in the current recruitment process for the appointment of a new Governance Professional.	Chair & CEO	New GP to be in post from September 2024	In progress
13	Annual business calendars should be reviewed and potentially revised to ensure there is a balance of forward and backward-looking activity – strategic thinking, strategic planning, and strategic oversight.	Annual cycle of business is already subject to annual review with the schedule for the year ahead an agenda item at the first Trust Board meeting at the start of the academic year.	Governance Professional	Already implemented	Yes
14	Trustees to state more clearly their ask when requesting more information – what, when, how, and the strategic reason for the request.	Trustees have already been making such requests and are encouraged by the Executive to provide in advance of reports being authored, or after review of reports received, any specific requests for more information. Papers are reviewed at each meeting for the assurance they provide. The Board Assurance Termly Report enables Committee/Board meetings to comment on the papers themselves, i.e., usefulness and what, if any, improvements could be made to improve the paper	Trustees	Already in place	Yes
15	The Executive would welcome more challenge on educational matters.	A key priority for trustee recruitment during 2023/24 was increase educational knowledge by recruiting a trustee with an extensive educational background.	Trustees	Already implemented and in place	Yes

		The use of briefing and training sessions on educational matters prior to the start of Board meetings has also helped trustees to challenge more on educational matters.			
16	Any self-assessment of governance to include input from the Executive on the impact of the Board and trustees.	To add to the agreed framework for the self -assessment of governance	Governance Professional	Implemented – Self assessment framework amended to add for Executive input.	Yes
17	Reviews of long-term strategic planning should continue to be undertaken regularly, particularly in regard to the Multi Academy Trust position of currently only having one institution within it.	Already a standing agenda item at the Annual General Meeting for members and trustees to ensure there is an annual review on long-term strategic planning for the MAT	Chair, CEO & Governance Professional	Already implemented and in place	Yes
18	Sharing of bios/skills audit/related party transaction details between trustees and executives would help everyone understand who they have around the table in more detail than just the ‘financial/educational/legal’ trustee.	Trustee bios/skills audit and register of interests, including the CEO and EP, published on the RLA website.	Governance Professional	Already implemented and in place	Yes
19	The Board should consider agreeing on principles for DE&I at board (and executive level) and including these in the formal Appointment policy/process.	Diversity, Equality & Inclusivity – when seeking to appoint new trustees, the selection process always considers DE&I principles. For Executive appointments a similar process is in place.	Chair & CEO	On-going	In progress



COMMITTEE REPORT FOR THE ATTENTION OF THE BOARD

The report provides a summary of the key points from the meeting with the minutes providing further information. The Chair of the Committee will take any questions arising from Governors' review of the report and minutes.

Committee: Local Governing Body

Chair: Spencer Bowen

Date of meeting: 29 January 2024

1. Substantive agenda items:

- Skills Agenda
- Development Plan
- Curriculum Development
- Student Voice
- Staff Voice
- Board Assurance Framework
- Meeting Review

2. Decisions being asked of the Board:

- None

3. Any other key points/key risks from the meeting that need to be brought to the attention of the Board.

- None

4. Attached reports for the attention of the Board:

- Minutes of the LGB meeting held 29 January 2024



**MINUTES OF THE REIGATE LEARNING ALLIANCE LOCAL GOVERNING BODY
MEETING HELD ON 29 JANUARY 2024 AT 16.30**

Present: Mr Spencer Bowen- LGB Member/LGB Chair
Mr Chris Whelan - Chief Executive Officer & LGB
Member

Mr Nick Clark – Executive Principal & LGB Member
Mr Gerard Weide – LGB Member
Mr Jeremy Garner – LGB Member
Ms Nicola Thompson- LGB Staff Member
Ms Claire Hassan – LGB Staff Member
Ms Jenny Sharma – LGB Parent Member
Ms Cheryl Agius – LGB Member
Ms Amelia Rolt – LGB Student Member
Ms Eva Da Silva – LGB Student Member

In attendance: Mr Jon Allen – Governance Professional
Ms Sarah Walters - Deputy Principal
Ms Ellen Walkinshaw - Director of Progression & Skills
(Agenda item 6 only)

1 WELCOME

The Chair welcomed everyone to the meeting of the Reigate Learning Alliance Local Governing Body (LGB).

Jenny Sharma, the recently elected parent governor, was welcomed to her first meeting.

2 APOLOGIES & QUORACY

Apologies were received from Yvette Robbins. The Governance Professional confirmed the meeting was quorate.

3 DECLARATIONS OF INTEREST

Spencer Bowen, Gerard Weide, Chris Whelan, and Nick Clark declared an interest in being members of the Reigate Trust Board.

4 MINUTES

The minutes of the Local Governing Body meeting held 10 October 2023 (Paper 1) were received and approved as an accurate record of the meeting.

5 MATTERS ARISING

There were no matters arising from the minutes.

6. SKILLS AGENDA

The report provided governors with an update on the skills agenda and its impact on Reigate College (Paper 2).

Sixth form colleges that are not academised have to prepare an Accountability Agreement (AA) outlining their contribution to meeting the identified local skills gaps. The AA is a 12-14 page document in two parts:

- Part 1 – Terms and conditions to accept government funding similar to existing model agreements from ESFA
- Part 2 – Prepared by Colleges to identify aims for year that reflect the College's priorities which need to link with Local Skills Improvement Plan (LSIP).

When Ofsted inspect those colleges in scope the inspection will cover the skills agenda and a separate sub-judgement in the inspection report will make a judgement on whether the college makes a limited, reasonable or strong contribution to meeting skills needs.

Although an academy and, therefore, not required to meet the new accountability requirements, the expectation is that Reigate College will have to demonstrate accountability in the near future. To this end, the College has already put in place an action plan.

The action plan included in the report listed a number of aims (intents), actions (implementation) and target outcomes (impact) for the year ahead that reflected how the College is responding to national, regional and/or local priorities and skills needs. The listed actions covered green skills, digital skills, health, STEM, and cross cutting employment skills.

Governors welcomed the proactive action being taken by the College in addressing identified local skills.

The report also provided an update on the number of students attending work experience.

For all Upper Sixth students, 94.4% have undertaken work experience. It was confirmed those Upper Sixth students who have made an UCAS application will not be required to undertake work experience.

For Lower Sixth students the deadline date for students to have planned work experience is 19 March 2024. To date, 19.9% of Lower Sixth students have undertaken work experience. The LGB was informed the College is ahead of where it was this time last year and is on target for all Lower Sixth students to have undertaken work experience.

After completing their work experience, students are asked to complete a short evaluation. Governors asked if the evaluations were showing any positive impact on students arising from undertaking work experience? In response, it was stated that a third of students were able to confirm their work experience reinforced their preferred employment destination decision whereas another third confirmed their experience helped them to re-evaluate their employment options. The two student governors spoke positively about their own work experience. One confirmed her work with an architect firm reaffirmed her wanting to be an architect and the second student reported she has been offered an Apprenticeship with the firm where she undertook her work experience.

Governors welcomed the good progress being made in making available work experience opportunities for students, especially as this was an area identified by Ofsted as being in need of further development.

7. REIGATE COLLEGE DEVELOPMENT PLAN

The report (Paper 3) provided governors with a progress update on performance against annual targets listed in the College's Self-Assessment Report (SAR).

The key priority of the Development Plan was to address the areas of development identified by Ofsted, these being:

- Work experience opportunities for students
- Enhancement activities for students
- EHCP
- Target setting for students

The good progress being made on work experience opportunities for students was outlined in the previous agenda item.

The Development Plan confirmed 89.74% of all students enrolled have taken part in a form of enrichment at the College.

It was confirmed the internal auditor has undertaken a full audit of EHCP and the audit confirmed the actions taken have addressed the areas for development identified during the Ofsted inspection.

Further to the Ofsted report, arrangements were put in place to improve the ability of staff and students to set and monitor academic targets. A new target setting system was introduced in September with staff setting students their targets. The SLT monitoring of progress is on-going and student focus group meetings will be held in February/March to check student engagement and understanding of target setting. The two student governors both confirmed they have had targets set but there were some issues expressed on the robustness of follow-ups and monitoring of targets once set.

In summary the CEO stated there is now in place a robust system for target setting that is understood and used by staff. The next step is to further embed the process of target setting to make sure staff and students continue to review student targets and their performance.

8. CURRICULUM DEVELOPMENT

A report from the CEO was received for information purposes that provided governors with a briefing on current developments of the curriculum available to 16-19 year olds (Paper 4).

In response to the low take up of T levels, lobbying by education and employers and criticism from Ofsted, the DfE have modified their approach on proposed curriculum reform.

T levels and Technical Certificates are still the DfE preferred route for vocational education. This has the same size as three A levels plus substantial work placement. Technical Certificates are intended to be shorter and much more specialised qualifications that might be used in apprenticeships.

Alternative Academic Qualifications (AAQ): As BTECs have their funding withdrawn the DfE has agreed that some subject areas may still have a 'BTEC successor' qualification subject to the following considerations (a) not having an A level equivalent (b) they support employment in the NHS (c) they are STEM subjects. There are several considerable inconsistencies in the approach with some subjects that are not A levels (Travel and Tourism) still being defunded and others that do not meet any of the criteria (Performing Arts) being funded.

The AAQ will have a much higher formal examination content compared to BTECs and it is significant that they are described as 'academic' rather than 'vocational'. Some draft courses have been published and the DfE will confirm approval in summer 2024 and summer 2025 with courses starting in 2025 and 2026 depending on subject.

Advanced British Standard (ABS): This was recently unveiled by the Prime Minister. The intention is that this will replace A levels (and possibly replace or incorporate T levels) from the mid 2030s. The central ideas are:

1. Students should take more subjects.
2. Students should have more hours per week of teaching as Britain is a long way behind comparable countries in this respect.
3. Maths and English should be taught to 18.

The Labour Party has said that they may pause or modify the reform process, although it is not clear what this means in terms of any practical consideration. It is also evident that the DfE have set a timeline for implementation to ensure that a different government might find it very difficult to make changes.

The College took an early decision that it would not be practical to run T levels as the College could not guarantee the work placement element. Experience from other colleges and evidence from Ofsted have shown that this was the correct decision.

The following College vocational qualifications will potentially be defunded from 2025 and 2026 without a replacement: Law, Criminology, Travel and Tourism. In addition, Business is defunded but with some more specialist replacement possible in the form of a Finance qualification.

Some of the students currently taking the defunded qualifications will easily be able to take A level equivalents, others will probably not.

The College is currently discussing how this will be managed with the relevant departments based on the draft (ie not yet DfE approved) qualifications. Initial staff reaction to the draft courses is positive.

Final approval for courses starting in September 2025 will be given during the summer of 2024.

Governors asked what was the impact on students on the proposed curriculum reform outlined in the paper? The CEO replied it has the potential to reduce student choice and possible limitations on their choices compared to now. There are a number of College students who are undertaking three BTEC subjects. Under the reforms this would not be possible as students would be

required to undertake one A Level plus two other subjects. BTEC subjects follow a modular approach with each module subject to an exam once the module has been completed with course work being part of their overall assessment. This approach on learning suits those students who are less academic and not all BTEC students would be able to do A Levels.

9. STUDENT VOICE

No matters were raised by the two student governors.

10. STAFF VOICE

No matters were raised by the two staff governors.

11. BOARD ASSURANCE ASSESSMENTS

Under the Board Assurance Framework (BAF), each Committee is asked to conduct, at the end of their meeting, an assessment on their level of assurance agreed against each report received.

The Chair sought from Governors their overall view on the level of assurances provided from the reports received at this meeting. The Local Governing Body confirmed the following assurance assessments:

Agenda Item	Subject	RAG rating	Any recommendation(s) or action(s) arising from discussions on the agenda item; Any comment(s) on the quality of the paper(s)/presentation(s) made available for the agenda item.
6	Skills Agenda		No recommendations
7	Development Plan		No recommendations
8	Curriculum Development		No recommendations
9	Student Voice		No recommendations
10	Staff Voice		No recommendations

12. MEETING REVIEW

Governors were asked if there were any new risks, including safeguarding, identified as a result of decisions made at this meeting that might impact upon the College's effectiveness? *(If yes, these should be assessed by SLT and added to the College's risk register).*

It was noted curriculum reform was already a risk identified on the risk register, along with the areas of development identified by Ofsted (work experience, enhancement, EHCP, and target setting).

No new risks were identified as a result of discussions and decisions made at this meeting.

13. ANY OTHER BUSINESS

There was no other business.

- 14. DATE OF NEXT MEETING**
Tuesday 07 May 2024 at 16.30.

The meeting closed at 17.45.

Signed: _____ Date: _____



COMMITTEE REPORT FOR THE ATTENTION OF THE BOARD

The report provides a summary of the key points from the meeting with the minutes providing further information. The Chair of the Committee will take any questions arising from Governors' review of the report and minutes.

Committee: Audit & Risk Committee

Chair: Stephen Hewes

Date of meeting: 11 March 2024

1. Substantive agenda Items:

- Audit Progress Report
- Internal Audit Report on Safeguarding
- Internal Audit Report on Health & Safety
- School Resource Management Checklist
- Board Assurance Assessments from Committees
- Risk Register
- Disaster Recovery, Fraud & Bribery Policies
- Board Assurance Framework
- Meeting Review

2. Decisions being asked of the Board:

- None

3. Any other key points/key risks from the meeting that need to be brought to the attention of the Board:

- None

4. Attached reports for the attention of the Board:

- Minutes of the Audit & Risk Committee held 11 March 2024



**MINUTES OF THE AUDIT & RISK COMMITTEE MEETING HELD
11 MARCH 2024**

Present: Mr Stephen Hewes (Chair)
Ms Kate Fulker
Ms Debbie Dalzell

In Attendance: Ms Kim Saw - Director of Finance
Mr Jon Allen - Governance Professional
Mr Scott McCready - Wylie & Bisset (W&B) – Via

Teams

Mr Chris Whelan - Chief Executive Officer
Mr Stuart Wilcox - Risk Champion

The meeting commenced at 17.30.

WELCOME, APOLOGIES & DECLARATIONS OF INTEREST

1 The Chair welcomed everyone to the meeting. Debbie Dalzell was welcomed to her first meeting and introductions were made. There were no apologies. There were no declared interests against any of the agenda items.

MINUTES

2. It was **RESOLVED** to approve the minutes of the Audit & Risk Committee meeting held 21 November 2023 (Paper 1).

SUMMARY ACTION LIST & MATTERS ARISING

3. The ‘*Summary Action List*’ (Paper 2) was received that reported on the following action points from the previous meeting:

MIN REF	ACTION POINT	UPDATE FOR MEETING ON 11/3/24
4	Circulate revised policies – Disaster Recovery, Bribery, and Fraud Policies, to A&R committee members	Circulated to A&R members in advance of the meeting for comment and an agenda item at this meeting.
4	The annual review of Health & Safety is required to be an agenda item at the spring term meeting of the Trust Board, including a review of the Health & Safety Policy.	Scheduled to be an agenda item at the March Trust Board meeting with confirmation received from the Governance Professional that the report will be available in the Board papers.

4	Trustees to be reminded at the December Trust Board meeting to use their college email address for conducting college matters.	All trustees are now using their College email address
9	<p>Risk Management Policy – to make the following changes:</p> <ul style="list-style-type: none"> (i) To add a new section ‘Escalation Process’ to outline how risks are escalated and reported to the Trust. The Governance Professional to draft a set of words for inclusion within the policy. (ii) On the Board Assurance Framework to confirm the review of the Disaster Recovery Policy, Bribery Policy, and Fraud Policy to be undertaken at the summer term meeting of the A&R Committee. (iii) On Appendix 1, make reference that papers now make reference to the purpose of the paper, including links to the Trust’s strategic aims and any statutory/compliance requirements. 	The requested changes have been made and the Risk Management Policy 2023/24 was approved at the Trust Board meeting held 05 December 2023.
29 & 34	<p>Amendments to The Financial Statements & Annual Report:</p> <p>Minute 33: Buzzacott to consider using the phrase ‘negative assurance conclusion’ in the text ‘The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity.’</p> <p>Minute 34: for a comment to be included in the Annual Report on the reasons why the College holds reserves over and above the amount set in the College’s ‘Treasury Management Policy’.</p>	The amendments were made, and the Trust Board approved the Financial Statements at the Trust Board meeting held 05 December 2023
December Trust Board meeting	A discussion took place on Risk 16 – ‘ <i>Risk of abnormally high level of mental health issues impacting negatively on the welfare of students and staff.</i> ’ It was asked if the mitigation actions were sufficient enough to warrant a change in the risk score from ‘25’ to ‘6’ post mitigation, especially as mental health issues are still very high amongst the student body? In addition, it was felt a lot of the mitigation actions listed were not subject to review and updating, with some actions being in place for a considerable amount of time.	To discuss at today’s meeting the points raised at the Board meeting when the Committee reviews the Risk Register.

	The suggestion made was for mitigation actions to be dated and, where appropriate, with data sources listed. It was AGREED to refer the points raised to the Audit & Risk Committee for further consideration.	
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AUDIT PROGRESS CHECK

4. The 'Audit Progress Check' report was received (Paper 3).
5. It was confirmed the two audit recommendations arising from the Health & Safety audit report, a later agenda item, will have been fully implemented by the March Trust Board meeting.
6. There was a total of five recommendations (4 medium and 1 low) arising from the financial audit on the year-end accounts 2022/23 undertaken by Buzzacott, the College's financial auditor.
7. The recommendation related to payroll authorisation will be implemented from March 2024 with the Executive Principal counter-signing the March payroll report and will sign-off payroll reports thereafter.
8. The recommendation related to the annual review of the fixed assets register and the review of depreciation rates remains on-going with an implementation date of August 2024.
9. The recommendation on fund accounting cannot be fully addressed as the split of income and expenditure into the relevant funds is carried out manually as the SAGE accounting system used by the College does not support fund accounting. Assurances were sought, and received, that this has no impact on the financial statements and that there is an audit trail to show manual adjustments are undertaken. The Committee agreed to accept the risk as there is a manual process in place with an audit trail with no impact on the annual financial statements.
10. The final 'medium' recommendation related to the need to have in place a process for the annual review of the Trust's Scheme of Delegation that covers the governance framework, roles and responsibilities. The Governance Professional confirmed the annual review has been added to the annual cycle of Board business, with the review scheduled to take place annually at the September Trust Board meeting.
11. The 'low' recommendation on cyber essentials remains on-going with an implementation date of December 2024. The Trust is not currently Cyber Essentials certified although management are in the process of obtaining certification. It was agreed to achieve certification in time for confirmation of certification to be recorded in the Audit & Risk Committee's Annual Report to the Trust Board in December.
12. The Audit & Risk Committee were assured that good progress is being made on addressing all outstanding audit recommendations.
13. It was **RESOLVED** to note the report.

INTERNAL AUDIT

14. Two internal audit reports were available for the Committee to review, these being:

- Safeguarding Report (Paper 4)
- Health & Safety Report (Paper 5)

Safeguarding Report:

15. The purpose of the review was to assess whether the Trust's systems and procedures for safeguarding are fully compliant with legislation and the Trust are taking all necessary steps to protect its students. The review sought to provide assurance to the Trust, via the Audit & Risk Committee, that the safeguarding and prevent arrangements are adequate and in line with best practice.

16. The report gave a 'Strong' assurance (the highest assurance rating possible) and the following assessment from the auditors was noted:

Following our review, we can provide the Trust with an overall strong level of assurance surrounding the controls in place for safeguarding in relation to legislation and that the Trust are taking all necessary steps to protect its students. This is further highlighted as we have raised several good practice points and have not raised any recommendations for improvement.

17. The Committee noted and welcomed the 'strong' assurance.

Health & Safety Report:

18. The purpose of the review was to ensure that the risks surrounding the health and safety arrangements in place at the Trust are appropriately managed and controlled. The review sought to provide assurance to the Trust that the health and safety arrangements are operating effectively.

19. The report gave a 'Strong' assurance on the Trust's health and safety arrangements and the report noted examples of good practice. However, the report raised two medium grade recommendations to improve on the current practices in place.

20. The Trust has an agreement in place with their health and safety consultant Howlett who complete bi-annual safety, health, and welfare workplace inspections. However, the last inspection report was dated December 2019. The report recommended the Trust ensure the November 2023 inspection goes ahead and any areas of non-compliance are highlighted and addressed. Management response confirmed that after the delay caused by COVID, bi-annual inspections have now been re-instated from November 2023.

21. The Trust should annually provide an annual Health and Safety Report to the Trust Board. However, due to covid, the last report to the Trust Board was dated September 2021. Management response confirmed the annual Health & Safety Report for 2022/23 is an agenda item at the March Trust Board meeting and, will would be made available annually thereafter.

22. The Committee noted and welcomed the 'substantial' assurance.

23. It was **RESOLVED** to note the two internal audit reports.

SCHOOL RESOURCE MANAGEMENT SELF-ASSESSMENT CHECKLIST

24. The completed self-assessment checklist (Paper 6) was circulated to Committee members for comment and review in advance of the meeting, as the deadline date for submission to the ESFA is 14th March.

25. It was confirmed the completion of the checklist is a mandatory requirement of the funding agency (ESFA) and is now in its fifth year of operation. The checklist asked questions in six areas of resource management to help provide assurance that resources are being managed effectively. It was noted there were no material changes to previous submissions made by the College.

26. It was **RESOLVED** to approve the completed checklist.

COMMITTEE BOARD ASSURANCE ASSESSMENTS

27. The Local Governing Body made the following assurance assessments on the reports received and reviewed at its meeting held on 29 January 2024 (Paper 7):

Agenda Item	Subject	RAG rating	Any recommendation(s) or action(s) arising from discussions on the agenda item; Any comment(s) on the quality of the paper(s)/presentation(s) made available for the agenda item.
6	Skills Agenda	GREEN	No recommendations
7	Development Plan	GREEN	No recommendations
8	Curriculum Development	GREEN	No recommendations
9	Student Voice	GREEN	No recommendations
10	Staff Voice	GREEN	No recommendations

28. The Finance & Resources Committee made the following assurance assessments on the reports received and reviewed at its meeting held on 20 February 2024:

Agenda item	Subject	RAG rating	Any Committee Recommendation(s)
6	Management Accounts	Green	No concerns/no recommendations
8	Financial Regulations	Green	No concerns/no recommendations
9	Charging & Remissions Policy 2024/25	Amber	Examination fees to be finalised for inclusion in the policy.
10	Review of Contracts	Green	No concerns/no recommendations

29. The Governance Professional confirmed examination fee charges have been finalised and are now included in the '*Charging & Remissions Policy 2024/25*,' and the Trust Board will be asked to approve the policy at its meeting on 19th March.

30. It was **RESOLVED** to note the board assurance assessments undertaken by both the Local Governing Body and the Finance & Resources Committee.

RISK REGISTER 2023/24

31. Received for review was the current version of the '*Risk Register 2023/24*' (Paper 8).
32. It was confirmed four risks were outside the agreed tolerance parameters.
33. The first related to the recruitment of teaching staff which remains an area of high risk (Risk 4). The shortage of people applying to PGCE courses remains a problem and there is no sign of this improving. For 2021-2022 the number of new entrants to teacher training was 82% of the target. The quality of applicants has also declined. The College continues to invest in its own teacher training programme and to pay slightly higher than the national average for SFCs. The Committee agreed for this risk to remain outside of tolerance.
34. The second risk (Risk 7) related to the drafting of the strategic plan. As a strategic plan has been approved and is in place for the College and, with the Annual General Meeting agreeing the strategic direction of the Trust to remain as a single entity within the Multi Academy framework with the strategic focus remaining on partner schools, it was agreed Risk 7 is no longer outside of tolerance and to amend the scoring of this risk to '3x1'.
35. The third risk related to the DfE announcement on vocational qualification reforms (Risk 19). As the proposed vocational qualification reforms, if implemented, would have a significant impact on the College, in terms of availability of BTEC qualifications, it was agreed to add this risk to the Risk Register. It was reported that the DfE has since pulled back on some of the reform proposals, thus reducing the impact on some BTEC qualifications. However, it was agreed for the risk to remain outside of tolerance until final reform details are published.
36. The fourth risk (Risk 16) related to risk of abnormally high level of mental health issues impacting negatively on the welfare of students and staff. At the December Board meeting it was asked if the mitigation actions were sufficient enough to warrant a change in the risk score from '25' pre mitigation to '6' post mitigation, especially as mental health issues are still very prevalent amongst the student body? It was also felt a lot of the mitigation actions listed had not been subject to review and updating, with some actions being in place for a considerable amount of time. The suggestion made was for mitigation actions to be dated and, where appropriate, with data sources listed. It was agreed at the Trust Board meeting for these points to be subject to further discussion by the Audit & Risk Committee.
37. The committee noted and welcomed the dating and updating of the mitigation actions to address Risk 16. It was noted that dates given are dates of the introduction of mitigation measures which are then repeated in the current period. The Committee noted the post mitigation score has been increased from '6' to '9'. The Committee was in agreement the post mitigation score should reflect the good work being taken by the College to lessen the impact of the risk, as reflected in the recent internal audit report, but for the risk to remain outside of tolerance, as the risk requires continuous scrutiny and monitoring. The Committee was therefore assured on the post mitigation score of '9'.
38. It was agreed the risk relating to payroll (Risk 20) is now dormant, as the transfer to the new payroll provider has been completed with no material impact on payroll runs.

39. It was agreed the risk relating to Covid is now dormant (Risk 17).
40. The Committee requested for updates to either be coloured in a different colour to grey or to be presented in italic print to enable changes to be more readily seen.
41. The Committee was informed the College recently had two cases of scarlet fever amongst the student body and, as a result, had to follow DfE reporting guidelines, as DfE guidelines have to be followed when there are two or more cases. Letters of guidance were issued to all parents and, as a result of increased awareness, there were four additional cases brought to the attention of the College. Against a cohort of some 3,000 students, the number of cases were in line with community reporting on cases of scarlet fever. A discussion took place on whether the risk around scarlet fever and or other infectious diseases should be added to the risk register. As there was in place DfE published guidelines for reporting on scarlet fever cases, and as there was no risk of a College lockdown, it was agreed there was no immediate need to add this risk to the risk register, but to keep the Committee informed on any future reporting from the College to the DfE.
42. It was **RESOLVED** to note the '*Risk Register 2023/24*'.

DISASTER RECOVERY, BRIBERY, AND FRAUD POLICIES

43. Following updates agreed at last Audit & Risk meeting, revised policies were circulated to Committee members for review and comment (Paper 10). It was confirmed the next scheduled review of these policies is due at the summer term meeting. However, as the policies have been subject to review at both this and the last meeting, to defer the next review date to the summer term meeting in 2025. The dates on the cover pages of the policies are to be updated accordingly.
44. The annual review of College statutory policies is scheduled for the summer term meeting. It was agreed to ask committees to review, at their summer term meeting, those statutory policies that fall within the remit of their terms of reference, and to report the outcomes of their review to the Audit & Risk Committee.
45. It was agreed at the next meeting of the committee to review the College's complaints policy.

AUDIT & RISK COMMITTEE'S BOARD ASSURANCE ASSESSMENT

46. The Board Assurance Framework (BAF) requires each Committee to conduct at the end of the meeting an assessment on their level of assurance agreed against each report received.
47. The following assurance assessments were agreed on reports considered at this meeting:

Agenda item number	Subject	RAG rating	Issues/Recommendations
6	Audit Progress Report	Green	No issues/No recommendations
7	Internal Audit Report – Safeguarding	Green	No issues/No recommendations

8	Internal Audit Report – Health & Safety	Green	No issues/No recommendations
9	School Management Resource Checklist	N/a	Not applicable
10	BAF Assessments conducted by Committees	Green	No issues/No recommendations
11	Risk Register 2023/24	Green	No issues/No recommendations
12	Disaster Recovery, Bribery, and Fraud Policies	Green	No issues/No recommendations

MEETING REVIEW

48. The Committee was asked if there were any new risks including safeguarding identified as a result of decisions made at this meeting that might impact upon the College’s effectiveness. It was agreed no such issues or risks were identified.

ANY OTHER BUSINESS

49. The CEO informed the Committee that an external review on the progress made since the last Ofsted inspection has just been completed. The external review was carried out by the HMI who was part of the inspection team, and the report is due to be received by the end of this week. The CEO confirmed a full update would be made available at the March Trust Board meeting.

50. A discussion took place on whether the Risk Champion is required to attend every meeting of the Committee. It was agreed attendance was not required at every meeting and, instead, the Risk Champion would be invited to attend as, and when, required.


DATE OF NEXT MEETING

51. Tuesday 18 June 2024 @ 17.30.

The meeting closed at 18.45

Signed: _____ Date: _____
(Chair)

MIN REF	ACTION POINT	WHEN
11	Cyber Essentials - The Trust is not currently Cyber Essentials certified although management are in the process of obtaining certification. It was agreed to achieve certification in time for confirmation of certification to be recorded in the Audit & Risk Committee's Annual Report to the Trust Board.	November 2024
40	Risk Register - Committee requested for updates to either be coloured in a different colour to grey or to be presented in italic print to enable changes to be more readily seen.	18/6/24
43	Disaster Recovery, Fraud & Bribe policies - the next scheduled review of these policies is due at the summer term meeting. However, as the policies have been subject to review at both this and the last meeting, to defer the next review date to the summer term meeting in 2025.	18/6/24
44	The annual review of College statutory policies is scheduled for the summer term meeting. It was agreed to ask committees to review, at their summer term meeting, those statutory policies that fall within the remit of their terms of reference, and to report the outcomes of their review to the Audit & Risk Committee.	18/6/24
45	It was agreed at the next meeting of the committee to review the College's complaints policy.	18/6/24

 <p>Reigate Learning Alliance</p>		<p>Meeting</p>	<p>Trust Board</p>
<p>Committee's/Trust Board Assurance Assessment on Agenda items</p>		<p>Date of meeting</p>	<p>19 March 2024</p>

Introduction:

Strategic Plan: Strategic Aim 10 – Effective Leadership, Management & Governance.

Statutory/Compliance: Academy Trust Handbook 2.6: The academy trust **must** have sound internal control, risk management and assurance processes.

Action/Decision: The Trust Board is asked **TO CONFIRM** Board Assurance Assessments for each of the agenda items considered at this meeting.

Board Assurance Is this item a component of the Board Assurance Framework assigned to this meeting and therefore requiring Governors to rate their level of assurance?

Levels of Assurance – guidance. Having reviewed the papers or reports and taken into consideration any management comments or actions, Governors are asked to agree their level of assurance:

- Green = high assurance - no additional actions or monitoring are recommended at this point
- Amber = medium assurance – a further report is likely to be required at the next meeting
- Red = low assurance - additional actions are likely to be required and reported at the next meeting

Paper 15

Agenda item number	Subject	Report prepared by	Board Assurance (yes/no)	RAG rating	Any recommendation(s) or action(s) arising from discussions on the agenda item; Any comment(s) on the quality of the paper(s)/presentation(s) made available for the agenda item.
5(i)	Risk Register	CW	Yes		
5(ii)	CEO Report	CW	Yes		
5(iii)	KPI Monitoring Framework	CW	Yes		
5(iv)	Student Focus Group Meeting	KF/FD	Yes		
5(v)	CO2 Discussion	N/A	No		
6	Annual Health & Safety Report	NC	Yes		
7	Safeguarding Exceptional Reporting	N/A	Yes		
8(i)	Report Minutes from the F&R Committee	RS	Yes		
8(ii)	Management Accounts	KS	Yes		
8(iii)	Charging & Remissions Policy 2024/25	KS	Yes		
9	Governance Professional Recruitment	PF	Yes		
10	External Review of Governance Action Plan	JA	Yes		
11	Report/Minutes from the LGB	JA	Yes		
12	Report/Minutes from the Audit & Risk Committee	SH	Yes		



CONFIDENTIAL COMMITTEE REPORT FOR THE ATTENTION OF THE BOARD

The report provides a summary of the key points from the meeting with the minutes providing further information. The Chair of the Committee will take any questions arising from Governors' review of the report and minutes.

Committee: Remuneration Committee
Chair: Pat Frankland
Date of meeting: 29 January 2024

1. **Substantive agenda Items:**
 - Senior Post Holders Appraisal
 - Senior Post Holders Remuneration

2. **Decisions being asked of the Board:**
 - Following agreement reached with the Trade Unions on a national pay award of 6.5%, the agreed pay award was awarded to all staff, including the two senior post holders, and this was actioned with effect from 01 September 2023.

 - A discussion took place on whether there was any scope to award an additional payment to both the senior post holders in recognition of their performance and achievements.

 - It was agreed a one off bonus payment was not the preferred course of action. Instead, an additional pay award in the region of 1.5% would be more appropriate for consideration.

 - The Remuneration Committee was minded to recommend to the Trust Board to approve an additional pay award of 1.5%, back dated to 01 September 2023, but felt it should be open to a further conversation involving all trustees at the next Trust Board meeting.

 - It was therefore **RESOLVED** to recommend for trustees to give further consideration to award an additional pay award of 1.5% to both the CEO and Executive Principal, back dated to 01 September 2023.

3. **Any other key points/key risks from the meeting that need to be brought to the attention of the Board:**
 - None

4. **Attached reports for the attention of the Board:**
 - Minutes of the Remuneration Committee meeting held 29 January 2024



**CONFIDENTIAL MINUTES OF THE REIGATE LEARNING ALLIANCE
REMUNERATION COMMITTEE MEETING HELD ON TUESDAY 29 JANUARY
2024 @18.00**

Present: Ms Pat Frankland - Chair
Mr Spencer Bowen
Mr Gerard Weide

In attendance: Mr Jon Allen – Governance Professional

1 WELCOME

The Chair welcomed everyone to the meeting.

2 APOLOGIES

There were no apologies.

3 DECLARATIONS OF INTEREST

There were no declared interests against any of the agenda items.

4. MINUTES

The minutes of the Remuneration Committee meeting held 31 January 2023 were agreed as an accurate record of the meeting.

5. MATTERS ARISING

There were no matters arising.

6. SENIOR POST HOLDERS' APPRAISAL

The Chair confirmed separate appraisal meetings were held recently with both the Chief Executive Officer (CEO) and the Executive Principal (EP). The appraisal meetings covered the past academic year and the following KPIs from the Strategic Plan were used to guide discussions:

- Student Recruitment
- Outcomes for Year 13 Leavers
- Actual against Budget
- Staffing Retention
- OFSTED
- Exam Results Data.
- Maintaining and developing the College's reputation and engagement with the local community.

The Chair confirmed there were no issues of concern arising from the appraisals to report to the Remuneration Committee and the Trust Board.

The Chair confirmed both post holders were in receipt of the completed appraisal documentation with copies submitted to the HR department.

7. SENIOR POST HOLDER REMUNERATION – CHIEF EXECUTIVE OFFICER AND EXECUTIVE PRINCIPAL

Following agreement reached with the Trade Unions on a national pay award of 6.5%, the agreed pay award was awarded to all staff, including the two senior post holders, and this was actioned with effect from 01 September 2023.

A discussion took place on whether there was any scope to award an additional payment to both the senior post holders in recognition of their performance and achievements.

It was agreed a one off bonus payment was not the preferred course of action. Instead, an additional pay award in the region of 1.5% would be more appropriate for consideration.

The Remuneration Committee was minded to recommend to the Trust Board to approve an additional pay award of 1.5%, back dated to 01 September 2023, but felt it should be open to a further conversation involving all trustees at the next Trust Board meeting.

It was therefore **RESOLVED** to recommend for trustees to give further consideration to award an additional pay award of 1.5% to both the CEO and Executive Principal, back dated to 01 September 2023.

The meeting concluded at 18.30.

Sign: _____

Date: _____