

**Minutes of the meeting of the Trust Board of the Reigate Learning held at the
College
on Tuesday 9th December 2025 at 5.30pm**

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

In attendance: Ms Claire Tait (Governance Professional)
 Ms Kim Saw (Director of Finance)
 Mr Ryan Bull (Deputy Principal)

Prior to the formal meeting of the Trust Board, Trustees were invited to attend the following briefing/training updates:

16:30 – 16.45 Support for underperforming departments (Laura MacIntyre)
 16.45 - 17:30 Learning Support (Helen Fayers)

	Agenda items	Action						
Formal Agenda Matters								
1	<p>Welcomes, Apologies for Absence & Declaration of Interests</p> <p>There were no apologies for the meeting. The meeting was declared as quorate.</p> <p>AA was welcomed to his first meeting having been appointed by the Members with effect from the 8th December 2025 for a term of 4 years.</p> <p>There were no declared interests against any of the agenda items.</p>							
2	<p>Minutes:</p> <p>(i) It was RESOLVED to approve the minutes of the Trust Board meeting held 23 September 2025</p> <p>(ii) It was RESOLVED to approve the confidential minutes of the Trust Board meeting held 23 September 2025</p>							
3	<p>Summary Action List & Matters Arising</p> <table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th align="center">MIN</th> <th align="center">ACTION</th> <th align="center">UPDATE FOR MEETING 23.09.25</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	MIN	ACTION	UPDATE FOR MEETING 23.09.25				
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4	<p>Constitution</p> <p>(i) Trustees considered the appointment of Julian Simms as a Governor to the Local Board and RESOLVED to APPROVE the appointment of Julian Simms to the LGB.</p> <p>(ii) Trustees noted the appointment by the Members of Alvin Arumugan as a Trustee, effective from 8.12.25</p>										
BOARD DUTIES & MONITORING OF COLLEGE PERFORMAMCE											
4	<p>Monitoring of College Performance, Risks & Strategic Matters</p> <p>(i) Review Current Risk Register (The Register was subject to review at the Audit & Risk Committee meeting)</p> <p>The '<i>Risk Register 2025/26</i>' was received for review (Paper 3). It was confirmed the Audit & Risk Committee at its meeting on 25 November 2025 undertook a review of the Risk Register.</p> <p>It was RESOLVED to note the '<i>Risk Register 2025/26</i>'</p> <p>(ii) Chief Executive Report</p> <p>The report from the CEO (paper 4) provided updates on the following:</p> <ul style="list-style-type: none"> - Pay Settlement for 2025 - Payroll - Ofsted - Curriculum Reform - Exam results headlines <p>The following points were noted:</p> <p>Ofsted is prioritising outcomes for disadvantaged pupils. Value Added (VA) scores now include both qualifications and retention rates. It was observed that all students surpass expectations regarding qualifications, which indicates strong student retention and performance. Nearly all courses exceed expectations for completion rates, with the exception of Textiles. The underperformance in Textiles may be attributed to the increased demands compared to GCSE level, which can be overwhelming for some students. Many 'R' category students choose Textiles but later decide they cannot manage the workload, although the qualification score for the course remains high. The aim is for all courses to be positioned in the upper-right quadrant of performance metrics. Monitoring year-on-year trends would provide valuable insights into progress.</p> <p>SD asked whether any S7 colleges have undergone an Ofsted inspection. One sixth form college has participated as a pilot; there is now a focus on tracking students rather than courses. No significant concerns were reported.</p>										



	<p>AA inquired about History and Chemistry which appear to be underperforming. History will participate in a support programme this year, and while Chemistry is currently experiencing a decline in performance it is not expected to continue.</p> <p>It was RESOLVED to note CEO report.</p> <p>(iii) KPI Monitoring The '<i>KPI Monitoring Report</i>' 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.</p> <p>It was RESOLVED to note the KPI Monitoring Report.</p>	
5	<p>Management Accounts Trustees received for review Management Accounts 2 Months up to 31 October 2025, this had previously been scrutinised by the Finance Committee and there were no further questions.</p> <p>It was RESOLVED to note the Management Accounts.</p>	
6.	<p>Feedback</p> <p>(i) Trustees received information regarding staff feedback (Ryan Bull). A new survey designed to monitor staff wellbeing has been introduced, providing a useful benchmark. The second cycle of the survey has recently been completed; it is anticipated that three or four cycles will be necessary to collect meaningful data. Findings from the survey will be reported back to the Trust Board.</p> <p>In response to a query about whether the platform offers an AI tool to analyse themes within written feedback, it was noted that such a feature is not available, but the feedback can be exported and theming conducted manually. Initial results will be brought forward in March. The frequency of ongoing feedback to staff is yet to be determined, with plans to share updates around Easter. Focus groups may be organised in areas identified as requiring attention, and a further update will be provided to staff during the Summer INSET.</p> <p>The process for utilising the collected information is still under development. To date, no major issues have been identified, and support has been provided where needed. Results indicate performance above the national average on the vast majority of questions and points, demonstrating that the survey represents a valuable additional tool.</p> <p>(ii) Trustee feedback on Department reviews (Farouk) FD attended the Politics Department review, where the Head of Department provided a comprehensive overview of departmental performance. The meeting was highly effective, with clear responses to questions and constructive feedback from the CEO and Principal. Trustees will be invited to additional reviews next year.</p> <p>Each Trustee reported that they have met with their link SLT staff member for an introductory meeting.</p> <p>(iii) Trustees to feedback on staff INSET they have attended Trustees were encouraged to attend the INSET on the 17th December.</p>	

NON-DELEGABLE DUTIES, STATUTORY AND OR COMPLIANCE DUTIES, AND FUNDING GRANT REQUIREMENTS	
7	<p>Draft Self-Assessment Report 2024/25 The draft Self-Assessment Report was received for review</p> <p>This has been realigned to the new Ofsted Framework and still needs more work. The CEO is creating a four-page crib sheet for Trustees. Trustees were asked to email if they felt anything was missing from this report.</p> <p>A query was raised about the SEND funding noting that funding was received for 10 students, but the college has 22 EHCP students. It was confirmed that the funding for 10 students is received automatically, the college then claims the rest from the Local Authority, but that this can take time. It has been suggested increasing the automatic funding from 10 to 16 next year.</p> <p>It was RESOLVED to approve the draft of the '<i>Self-Assessment Report 2024/25</i>'.</p>
8	<p>Risk Management Policy 2025/26 Trustees received for review the Risk Management Policy, this had previously been reviewed by the Audit and Risk Committee and there were no further questions.</p> <p>It was RESOLVED to APPROVE the Risk Management Policy</p>
9	<p>Audit & Risk Committee Annual Report and Financial Statements Year Ended 31 August 2024</p> <p>The Trust Board received the following papers:</p> <ul style="list-style-type: none"> - Audit and Risk Committee Annual Report 2024/25 - Post Audit Report - Letter of Representation - Financial Statements and Year-end Accounts 2024/25 <p>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.</p> <p>It was noted that the management override of controls needs to be kept under close control.</p> <p>Following the review, it was RESOLVED:</p> <p>(i) To receive and approve the '<i>Audit & Risk Committee's Annual Report 2024/25</i>' and to note the following annual opinion agreed by the Committee:</p> <p style="padding-left: 40px;"><i>The Audit & Risk Committee, through its review of auditors' reports and discussion with auditors and Reigate Learning Alliance managers, has arrived at the opinion that the 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.</i></p>



	<p><i>The Audit & Risk Committee recommends the Trust Board at its meeting to be held on 9 December 2025 be asked to approve the 'Annual Report and Financial Statements for the year ended 31 August 2025' 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.</i></p> <p>(ii) To forward a copy of the 'Audit & Risk Committee's Annual Report 2024/25' to the ESFA.</p> <p>(iii) To authorise the Chair to sign on behalf of the Board the 'Letter of Representation', issued by the External Auditor; and</p> <p>(iv) To approve the 'Financial Statements for the year-ended 31 August 2025' and to authorise the Chair and Chief Executive Officer (Accounting Officer) to sign the accounts before submission to the ESFA.</p>	
10	<p>Internal Review of Governance report Trustees received a report from the Governance Professional with the results of the Annual Governance review</p> <p>Action: CT to check if Members need to do safeguarding training.</p> <p>It was RESOLVED to note the Review of Governance report.</p>	CT
COMMITTEE REPORTING		
11	<p>Governance:</p> <p>(i) Governance responsibilities around SEND, including receiving a SEND report. The SEND report has been provided to the board to give a broad overview of SEND and assurances. Trustees were asked to consider if they would like anything extra added to the report in future. It was recognised that the report highlights the importance of area of SEND to college and the work that covered. The report enables the Trustees to have a good understanding.</p> <p>It was also noted that further SEND statistics can be found in multiple reports such as enrichment and engagement etc.</p> <p>The high correlation of students with SEND to be referred with a safeguarding concern was noted and it was suggested that this data should be in this report in future. This report will come to the board once a year in September if the data is ready, with oral updates as required throughout the year.</p> <p>YR has conducted monitoring and is assured of the robust system for annual reviews; the audit demonstrated the system was fit for purpose. As part of her monitoring visits YR is assured that the support from college is good, she met with key workers, learning facilitators, and 10 students with EHCPs who all reported high levels of satisfaction and gratitude to the college, several noting that they had excelled due to the support they have received.</p> <p>YR conducted a piece of work using the Ofsted inspection framework and looked at questions Ofsted may ask. She is assured that the college is in a strong position in identifying students' needs and that the SEND policy and Information report is on the website and reviewed by SLT.</p> <p>YR has identified the next steps as formalising reporting in annual schedule of business, working closely with the SENDCO, possibly meeting with more students, or parents, and evidencing the funding and allocation of SEND money.</p>	

	<p>SB formally recorded his, and the Trustees thanks to the SENCO for her training before this meeting, which was highly informative and very useful.</p> <p>(ii) Link trustee roles Trustees received role descriptors and a monitoring template and were asked to add their monitoring reports to the 'Visit' section on GovernorHub. It was agreed to have a standing item for Trustee Monitoring for feedback. Action: CT to add to agenda.</p>	CT																																
12	<p>Report from the Reigate College Local Governing Body (LGB) Trustees received the minutes from the LGB covering the meeting held 21 October 2025.</p> <p>It was confirmed that the parent governor election closed at 4pm, CT will be receiving the results tomorrow and the new parent governors will be invited to the next LGB.</p>																																	
13	<p>Report from the Finance & Resources Committee</p> <p>(i) Trustees received the minutes from the Committee covering the meeting held 1 December 2025.</p> <p>(ii) Trustees approved the change of energy supplier, discussed and agreed in principle by the F&R Committee after discussing the following: KS stated that the current supplier, Lazer, has been engaged for the past ten years; however, a change is being considered due to service concerns. A high-level price comparison indicated that alternative options are less expensive. TEC, which has provided water services for several years, is now being considered for energy supply. As a member-owned, non-profit organization, TEC returns all benefits to its members through discounted rates and improved service. Several other S7 colleges have also utilized their services and have found them to be more cost-effective. SH inquired whether there would be a termination clause in the event that forward buying proved unsuccessful or resulted in unfavourable pricing. It was noted that they employ a comprehensive risk management strategy and possess expertise in this area. The company would require a commitment to the agreement; otherwise, it may become necessary to engage a consultant to identify alternative suppliers. Pricing is regularly monitored, and entering into a three-year contract will enable operations at an optimal level and support securing the most competitive prices for the college.</p>																																	
14	<p>Report from the Audit & Risk Committee meeting Trustees received the minutes from the Committee covering the meeting held 25 November 2025.</p>																																	
15	<p>Board Assurance Framework The Trust Board agreed the following BAF assessments on the reports and agenda items considered at this meeting:</p> <table border="1"> <thead> <tr> <th>Agenda item number</th> <th>Subject</th> <th>RAG rating</th> <th>Recommendations</th> </tr> </thead> <tbody> <tr> <td>4i</td> <td>Risk Register</td> <td>Green</td> <td></td> </tr> <tr> <td>4ii</td> <td>CEO report</td> <td>Green</td> <td></td> </tr> <tr> <td>4iii</td> <td>KPI monitoring</td> <td>Green</td> <td></td> </tr> <tr> <td>5</td> <td>Management Accounts</td> <td>Green</td> <td></td> </tr> <tr> <td>6i</td> <td>Staff feedback report</td> <td>Green</td> <td>To be brought back to TB in March</td> </tr> <tr> <td>7</td> <td>Draft Self-Assessment report</td> <td>Amber</td> <td>Ongoing document</td> </tr> <tr> <td>8</td> <td>Risk Management Policy</td> <td>Green</td> <td></td> </tr> </tbody> </table>	Agenda item number	Subject	RAG rating	Recommendations	4i	Risk Register	Green		4ii	CEO report	Green		4iii	KPI monitoring	Green		5	Management Accounts	Green		6i	Staff feedback report	Green	To be brought back to TB in March	7	Draft Self-Assessment report	Amber	Ongoing document	8	Risk Management Policy	Green		
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	9i	Audit and Risk Committee Annual Report	Green		
	9ii	Audit Findings report	Green		
	9iii	Letter of Representation	Green		
	9iii	Financial Statements and Year end accounts 2024/25	Green		
	10	Internal Governance Review report	Green		
	11ii	Trustee Role Descriptors and monitoring template	Green	Trustees to report back next meeting	
	12	LGB minutes	Green		
	13	Finance minutes	Green		
	14	Audit and Risk Minutes	Green		
16	Date of next meetings: (i) Annual General Meeting with Members to discuss strategic direction: 27 January 2026 (4.30pm) on Teams (ii) Tuesday 24 March 2026 (5.30pm)				
16	Confidential Agenda Item: Estate planning – See Part B minutes				
17	Confidential Agenda Item (To exclude the CEO and Executive Principal from this agenda item) Report from the Remuneration Committee meeting held 28 November 2025 – See Part Bi minutes				

The meeting was closed at 7.40pm