



**Minutes of the meeting of the Trust Board of the Reigate Learning held at the
College
on Tuesday 22 September 2026 at 5.30pm**

Present: Ms Pat Frankland – Chair
Mr Spencer Bowen – Vice Chair
Ms Kate Fulker
Ms Debbie Townley
Ms Yvette Robbins
Mr Farouk Durrani
Ms Christine Downton
Mr Alvin Arumugam
Ms Kathy Bass
Mr Terry Withers
Mr Nick Clark – Chief Executive Officer and Principal

In attendance: Ms Claire Tait (Governance Professional)
Ms Kim Saw (Director of Finance)
Mr Ryan Bull (Deputy Principal)
Ms Laura MacIntyre (Assistant Principal: Curriculum and Quality)

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

- Results overview (Laura MacIntyre)
- Safeguarding Update (KCSIE) (Mel Pearl)

	Agenda item	Action
	Formal Agenda Matters	
1	Welcomes, Apologies for Absence & Declaration of Interests There were no apologies for absence. There were no declared interests against any of the agenda items.	
2	Minutes:	

	It was RESOLVED to approve the minutes of the Trust Board meeting held on 7 July 2026. (Paper 1)									
3	Summary Action List & Matters Arising <table border="1"><thead><tr><th>MIN</th><th>ACTION</th><th>UPDATE FOR MEETING 23.03.26</th></tr></thead><tbody><tr><td>11</td><td>CT to update terms of reference for LGB, F&R, A&R committees</td><td>Complete and in Trustee Handbook</td></tr></tbody></table> TW questioned the value of the test in the grey boxes on the agenda. Action: CT to investigate the origins of these.			MIN	ACTION	UPDATE FOR MEETING 23.03.26	11	CT to update terms of reference for LGB, F&R, A&R committees	Complete and in Trustee Handbook	CT
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4	Monitoring of College Performance, Risks & Strategic Matters (i) <u>Chief Executive Report</u> (paper 3) The report from the CEO provided updates on the following: <u>Exam headlines</u> Trustees received an overview of exam outcomes. Results were pleasing and broadly consistent with last year, and performance remains higher than comparable S7 colleges. There was a slight dip in high-level BTEC outcomes, which is expected to improve over a two-year cycle as the lower sixth cohort progresses. Trustees asked how exam administration had gone. It was confirmed that A-level exams can be facilitated effectively, though the College is operating at maximum capacity. The main complexities arise from students with exam access arrangements, particularly those entitled to rest breaks or extra time, which can make the end of exams challenging to manage. The College employs external invigilators, and the additional rooms in the new building will support future exam delivery. Trustees queried the recent reduction in Value Added (VA). It was noted that the decline is a trend across S7 colleges. Discussions with other Principals indicate that schools are achieving higher prior attainment, leaving less scope for measurable value added once students arrive. NC confirmed they are not concerned, as VA remains positive, and it continues to be a key performance measure. For BTEC, VA is particularly difficult to increase because students often arrive with high grades, and the top grade (<i>*Distinction</i>) <i>cannot be exceeded</i>. <i>The College also has a larger number of high-achieving students; if a student is predicted A* and achieves A*, no additional value can be added.</i> <u>September 2026 entry</u> It was reported that the College currently has 3,052 students, the highest number to date (compared with 2,974 last year). Trustees noted that 3,000 students is considered the comfortable limit, and numbers must not fall below this threshold due to funding implications. Student numbers are enumerated at half term, which determines next year's funding allocation. The Lower Sixth have settled in well. <u>Pay settlement for September 2026</u>									

	Trustees received an update on the ongoing pay settlement discussions for September 2026. It was noted that the settlement is expected to be mostly fully funded, although negotiations are still in progress. Trustees asked whether the College has any influence over the final agreement. It was confirmed that the College does not undertake local bargaining and instead aligns with the SFCAs national agreement, which it has committed to match. <u>Building works</u> Trustees were informed that all scheduled works are progressing well, with the project team reporting that everything is on track, moving forward positively and that they are pleased with the quality of work completed so far. The summer works, as listed in the estates report, were completed to a good standard and have already had a positive impact across the College. Further quotes are being obtained for additional solar panels on the new building. Trustees discussed whether battery storage should also be considered; however, it was confirmed that selling surplus energy back to the grid remains the more advantageous option at present. <u>V-levels</u> Trustees received an update on the forthcoming V-Level qualifications, with three scheduled for introduction next September. It was noted that the timeline is unrealistic, and of the three, only one will need to be implemented by the College in the first instance. There will be no restrictions on qualification combinations, allowing students to take V-Levels alongside other programmes. The qualifications will be graded A to E*, and early indications suggest strong similarities to existing courses. The College plans to promote the new qualification at open evenings. Trustees asked whether V-Levels should be added to the Risk Register. It was agreed that even though the College has no control over the rollout, that Exam boards will release specifications, and staff will respond accordingly that it ought to be considered a risk due to the changes expected. Further V-Levels will be introduced through to 2031, after which A-Levels are expected to change. Action: NC/ CT to add this as a new risk. It was RESOLVED to note the 'CEO Report'. (ii) Review of last year's SAR (paper 4) Trustees received the most up-to-date version of the SAR, which remains a working document and covers a substantial amount of retrospective information. It was noted that the SAR is written specifically against Ofsted's key themes, and its primary audience is Ofsted. Beyond that purpose, Trustees agreed it is not particularly useful for other stakeholders. NC outlined a proposal to restructure SAR reporting into two distinct documents: • A new, streamlined SAR focused tightly on the Ofsted Framework, clearly setting out the College's self-assessment supported by evidence. • An executive summary SAR, designed for Trustees, Governors and staff, highlighting: ○ What the College is strong at ○ What needs development or improvement ○ Key data presented clearly and succinctly ○ How these areas link to the College's aims and objectives This summary would be accompanied by a targeted action plan, with progress updates provided at each meeting.	NC/ CT
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	Trustees asked how the new approach would reflect departments performing less well. NC confirmed that: • Key assessment data would show where improvements are needed. • The detail and accountability would sit within the action plan, with SLT reporting on progress towards objectives. Trustees also requested clearer visibility of: • How the College is working to reduce risks • How actions align with Ofsted criteria and expectations NC acknowledged that Ofsted priorities, staff priorities, and Board priorities do not always align, and the aim of the new structure is to ensure each group receives the right information at the right level. NC asked Trustees whether they were supportive of this direction. Trustees agreed that this is the right time for change, though they requested more information and a draft template before final approval. They were supportive of the proposal and appreciated the clarity it would bring. Action: RB to present a draft template at the December meeting. (iii) Confirmation of College aim and objectives 2026/27 (paper 5) Trustees reviewed the proposed aims and objectives for 2026/27, noting that these sit within three levels of organisational intent: • RLA Trust objectives • Aims of the Trust Board • Operational aims and objectives for College staff, focused on areas that will make the greatest difference (staff, infrastructure, outcomes, and whole-student development) NC presented the four proposed College objectives for the year: 1. To develop a confident, capable and supported workforce, with staff and managers equipped to perform effectively, manage workload and take responsibility for their own development and wellbeing. 2. To develop secure, sustainable and resilient infrastructure that supports effective College operations and responds to future needs. 3. To equip all students with the skills, experiences and targeted support they need to progress successfully beyond College. 4. To secure excellent and equitable outcomes for all students through high-quality teaching, effective intervention and sustained progress. Trustees discussed the ordering of the objectives, querying whether students should appear first. NC confirmed that staff wellbeing was placed first deliberately, as it is strategically important for staff to know their roles and wellbeing were very important. The objectives have been designed with a clear purpose and audience, intended to speak to the “hearts, minds and focus” of staff and to be accessible and meaningful across the College. They will be embedded into reporting throughout the year. It was noted that these objectives are operational rather than strategic and will be reviewed at year end. Trustees were supportive of the aims but emphasised the importance of clarity and alignment across reporting. (iv) Review of the current Risk Register (paper 6) The ‘<i>Risk Register 2026/27</i>’ was received and the following risks highlighted:	RB
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	Risk 20: Failure to run the payroll accurately due to issues with the payroll contractor Trustees were updated that the payroll issue with the contractor has now been resolved, and the risk level has been reduced accordingly. It was noted that this risk did not exist prior to the change in payroll provider, but the decision has been taken to retain it on the register at a lower level for continued oversight. NC and KF will meet to review the Risk Register in detail before the next cycle of updates. Trustees noted the risks on the register associated with AI but asked how the College is supporting students to understand the benefits of AI. It was confirmed that the College is actively exploring productive and safe uses of AI for both students and staff. Examples shared included: • Departmental RAG-rating guidance ◦ Green: appropriate uses (e.g., planning, organisation) ◦ Red: areas where academic integrity may be at risk • Student support ◦ Demonstrations on how to use AI to write a weekly study plan ◦ Guidance on using AI for revision structuring ◦ Education on using AI within safe parameters • Staff pilots ◦ Trials of AI-detection software for coursework ◦ AI tools to support marking and workload reduction ◦ Collaboration with Carrington, who are using the same provider The College is aiming for a balanced approach: encouraging students to use AI positively and responsibly, while ensuring staff have tools that reduce workload without compromising academic standards. An example shared was from Art, where AI was used to plan a trip to a local gallery, helping staff make better use of time. Trustees noted the importance of continuing to educate students and staff on appropriate, ethical and effective AI use. It was RESOLVED to note the '<i>Risk Register</i>'. (v) <u>Staff organisation Chart (paper 7)</u> Trustees have agreed to receive at the first Board meeting in the academic year a staff structure/organisation chart. The report outlined the key responsibilities of each member of the Senior Leadership Team (SLT) and Senior Management Team (SMT).	
5	Results Review The Trustees were given a presentation on the A-level and BTEC results from 2025/26. The following main points were highlighted: • A Level Biology and Business remain in the top 10% of Colleges in England for Value Added. French, German and CTEC IT have joined them. 13 courses are in top 20% • BTEC Extended Diploma in Performing Arts 96.2* DS*/DS • GCSE outcomes: English 88%.2% pass rate, 5 high grades. Maths 71.7% pass rate	

	Trustees were updated on progress within Quality Improvement Plan (QIP) departments: • Computer Science has shown consistent improvement over the past three years. • Criminology has made slow but steady progress. • Media BTEC has demonstrated good improvement. • Media and PE will continue to receive additional support. • History and Human Biology have completed their first year on QIP, with early signs of improvement. NC noted the significant progress made and emphasised how much work this has taken and expressed thanks to LM and her team for their work in moving departments forward. PE outcomes were highlighted, with high grades significantly above the national average. QIP departments 2026-27 • Tier 1: Business BTEC • Tier 2: Music A Level, Film A Level, Media A Level, Product Design A level, Human Biology AAQ PE will continue to be supported in addition to external support from Farnborough It was RESOLVED to note the '<i>Results Review</i>' LM left the meeting at 7pm	
6	Annual Safeguarding Report This annual report will now always come to the Trust Board with emerging themes and legal requirements being shared at the LGB. Trustees noted that the analysis of risk in Table 1 could be more detailed. The recent increase in risk level was linked to the growth in student numbers, but Trustees highlighted that year-on-year comparisons are difficult due to the number of variables involved. It was explained that the risk is being tracked differently this year, which may result in peaks in the data. However, Trustees should expect to see the risk reduce over time as the new tracking approach beds in and mitigations take effect. It was RESOLVED to note the '<i>Annual Safeguarding Review</i>'	
7	Management Accounts The Management Accounts (paper 10) for the 11 months up to 31 July 2026, were circulated to Trustees. The Management Accounts were NOTED.	
8	CONFIDENTIAL - Annual Human Resources Report 2025/26 The confidential '<i>Human Resources Report 2025/26</i>' was received for review and discussion. (Paper 11) The following points were highlighted: • Coaching Qualification A coaching qualification is being offered to a Director of Learning, supported by a loyalty agreement requiring staff to remain at the College for one or two years following completion.	

	Staff Attendance Data Trustees asked whether other colleges share their staff attendance data. It was confirmed that colleges do not share this information, but the College's attendance levels are strong. As a result, agency staff have not been required, which Trustees noted positively.	
9	Annual Health and Safety Report Trustees received the Health and Safety report, It was noted that the increase from 11 to 42 incidents in the '<i>around campus</i>' category is largely dependent on how incidents are recorded and does not indicate a concerning trend. Overall, there were no worrying patterns identified within the data. It was RESOLVED to note the '<i>Health and Safety Report</i>'	
NON-DELEGABLE DUTIES, STATUTORY AND OR COMPLIANCE DUTIES, AND FUNDING GRANT REQUIRMENTS		
10	External Review of Governance: Trustees received the timeline for the ERG. It was noted that some Trustees will be invited to a one-to-one interview with one of the reviewers and that an online survey would be circulated tomorrow for all Trustees, Members and SLT to complete.	
11	Re-Cap on the Roles & Responsibilities of Trustees (i) Trustees received a report outlining their roles and responsibilities (paper 13) (ii) Trustees received the link Trustee role descriptors and agreed to keep the same roles this year (paper 14) (iii) Trustees received the Trustee monitoring form proforma and were reminded to upload these to GovernorHub on completion.	
12	Governance Matters (i) Trustees received confirmation of the publication on the RLA website of the '<i>Trustee Handbook 2026/27</i>'. (ii) Trustees received for information the Trust's '<i>Annual Cycle of Business for Board and Committees 2026/27</i>' (published on the RLA website). (iii) Trustees received for information a summary of '<i>Membership Attendance 2025/26</i>' that is published on the RLA website (compliance requirement) (iv) Trustees received for information '<i>Trustee Training Log 2025/26 and Trustee Training Schedule 2026/27</i>'. SEND training requested (v) Trustees received for information purposes the DfE publication '<i>Academy Trust Handbook September 2026</i>'. Keeping children safe in education - GOV.UK It was RESOLVED to note the reports received under this agenda item.	
Committee Reporting:		
	There have been no Committee meetings since the July Trust Board meeting	
13	Board Assurance Framework <u>Board Assurance Assessments</u> The Board agreed the following board assurance assessments for agenda items/reports considered at this meeting (Paper 20)	

	Agenda item number	Subject	Board Assurance (yes/no)	RAG rating	Any recommendation(s) or action(s) arising	
	4(i)	CEO Report	Yes			NC RB
	4(ii)	Review of last year's SAR	Yes		NC and RB to consider a new format	
	4(iii)	College aims and objectives 2026/27	Yes			
	4(iv)	Risk Register	Yes		V-levels to be added	NC CT
	4(v)	Staff Organisation Chart	Yes			
	5	Results review	Yes			
	6	Annual Safeguarding report	Yes			CT
	7	Management Accounts	Yes			
	9	Annual Human Resources Report	Yes			
	10	External Review of Governance Plan	Yes			
	11	Re-cap on roles and responsibilities of Trustees	Yes			
	12 (i)	Trustee Handbook				
	12(ii)	Annual Cycle of Business	Yes			
	13(iii)	Attendance data	Yes		CT to update to include the Remuneration Committee dates	
	14(iv)	Training Log 2025/26	Yes			
14	Meeting Review The Board were asked if there were any new risks including safeguarding identified as effective. Trustees noted that the uncertainty surrounding V-Levels may warrant inclusion on the Risk Register, given the evolving national picture and the limited control the College has over implementation timelines.					
15	Any Other Business There was no other business					
20	Date of next meetings: (i) Board Meeting: 08 December 2026 @ 17.30 (ii) Annual General Meeting with Members & Trustees to discuss strategic direction: 26 January 2026 @16.30					
	Trustees noted that this was Yvette's final meeting and expressed their thanks for the level of detail and insight she has consistently. Her work and commitment were formally acknowledged and appreciated by the Board.					

The meeting concluded at 7.20pm.

The minutes of the meeting are approved at the next meeting and marked as signed by the Chair on GovernorHub

