



MINUTES OF THE STRATEGY AND POLICY COMMITTEE MEETING

Held At Esher College
Wednesday, 7th November 2018, at 6.00 pm.

Present:

David Irving (Chair)

Dan Dean

Ben Jureidini

Hannah McKean

Adrian Mills

Kerry Webb (Clerk)

1. BUSINESS INTERESTS IN AGENDA ITEMS

There were no declarations of business interests from Governors.

2. WELCOME AND APOLOGIES FOR ABSENCE

Clarissa Wilks and Dan Hards, Assistant Principal (Advising Offer) sent their apologies.

3. MINUTES OF THE LAST MEETING

The minutes of the previous meeting of 6th June 2018 were approved and signed as an accurate record.

4. MATTERS ARISING

All actions had been completed.

S&P3-001: Item 5 - the key decisions, challenges and support made by the Corporation over the academic year into the SAR for 2017-18.

S&P3-002: Item 6 – complete, included on agenda.

S&P3- 003: Item 7 – “Review of Skills Audit Criteria” will be on the agenda for the next meeting of this committee.

S&P3-004: Item 8 – Complete. The Finance & Estates committee agreed that the Governors’ Quality Improvement Plan for 2018-19 should have a performance indicator against target 1c (to achieve a financial health rating of Good).

S&P3-005: Item 9 – complete.

5. STRATEGIC PLANNING

5.1 Admissions Analysis

Since 2010 this has been a useful document for tracking admissions over time. The intention of the document is to feed into the development of the next admissions policy. Nothing has come out of the data indicating that anything needs to change in principle.

Noted for consideration:

- One change to existing process is that the College will re-open applications for the reserve list only.
- The College has offered an increased number of places this year.
- Next year, when we look at the process, we propose running 'guaranteed' and 'open' applications simultaneously and to close all applications on 30th September.

Q. Do Surrey provide data on yearly Birth Rate, to feed into application numbers predictions? We have access to this data. However, any issue appears to lie not with the number of applications, but the take-up rate.

Q. Can we obtain data about how many students live in the actual catchment area? The College does not have a catchment area as such, but patterns of recruitment are carefully monitored.

5.2 Enrolment Analysis and Actions

700 students and parents who were 'live' in the system but did not enrol were approached for survey. 115 parents and 99 students responded and took part in an online forum.

Analysis of the overall themes are explored in the supporting document with the most significant deemed to be:

- Misinformation
- Size (versus e.g. smaller sixth form provisions as part of a school); and
- Travel.

Q. What has changed in the Student population in terms of the ability and willingness to take risk? There is a need to reduce the sense that there is a risk coming to a new and larger environment like this. A number of strategies are under consideration.

Q. Are today's parents more likely to take students to school rather than students travel on their own? Has this affected catchment? How many cycle here? Will students cycle a couple of miles? What data is available? The college is currently looking at student travel plans to understand this.

There was additional discussion over the structure of the admissions process, including admissions interviews and the format of Introduction Day.

In summary the main constraints for the College highlighted in the explaining enrolment document were (1) Space, (2) Funding per student and (3) Staffing resources. Various steps were being undertaken to mitigate any enrolment issues. These included Hilary Thompson working with key schools without a sixth form to build relationships.

Q. Could we look at inviting students into the College earlier, e.g. during year 9 when they are choosing GCSEs to start to build relationship at an earlier stage so that the thought of moving to the college is more exciting and familiar rather than intimidating later? Consideration will be given into getting year 9 students into the College to show them the breadth and depth of courses offered, along with the range of approaches under consideration.

Q. Has the College reviewed the range of subjects/courses offered? Is there scope for e.g. an Environmental A-Level, forward thinking, topical, demand-driven? Demand for Computer Science A-Level is focus of any expansion of curriculum. However, this will be considered in future curriculum planning.

5.3 Strategic Plan Update

Conclusion of the market research has been that there are a broad range of influencing factors identified but no one specific area that can be identified and remedied leading to an easy resolution of the enrolment challenges.

The four working groups (Admissions, Marketing, Curriculum and Re-starts) have been reviewing market research and making recommendations to Operational Development.

Principal to circulate the draft headline Strategic Objectives for 2019-2022 for approval at next Corporation meeting and to include the updated objectives (initially in draft form) into the College SAR (also to be approved at Corporation).

ACTION: Principal to circulate draft headline Strategic Objectives for 2019-2022 to Strategy and Policy Committee members, with a view for Committee recommending for approval at Corporation meeting.

6 STAFF PROBATIONARY POLICY

This is a new policy that needed to be formalised. It has been developed in consultation with S7 colleagues.

The meeting agreed to recommend that the Corporation approve this policy

7 REVIEW OF DOCUMENTS

7.1 Disciplinary and Grievance Procedures for Senior Postholders

This document was prepared in 2010 based on SFCA model procedures and ACAS best practice. Since then, there has been no change in legislation. There was consideration as to whether 12 months was the correct timeframe for a written or final written warning to be kept on file, as included within the document. The Committee was happy to leave this as is, on the basis that the clause does give discretion to extend this period if necessary. Provided there is no change in legislation or SFCA guidance, this policy should be reviewed by this committee on the usual cycle.

The Disciplinary and Grievance Procedures for Senior Postholders were approved.

ACTION: Deputy Clerk to ensure the policy is flagged up for a 3-year review in the review cycle.

7.2 Special Committee Terms of Reference and Strategy and Policy Committee Terms of Reference

Special Committee TOR is now due for review and the Strategy and Policy Committee TOR relates to the newly formed committee in 2017. Therefore, in accordance with what was agreed when formed and in line with best practice, require review and approval.

The meeting agreed to recommend that the Corporation approve the Special Committee Terms of Reference and Strategy and Policy Committee Terms of Reference.

8 CONSTITUTION

The following points were noted:

- Resignation/Retirement of Clarissa Wilks - Clarissa Wilks was thanked in her absence for her valuable contribution and it was noted that she will be a huge loss to the Committee in terms of her experience and the benefit of her unique skillset.
- Chair of Quality & Standards Committee – to be addressed at December Corporation.
- Equality and Diversity Link Governor – to be addressed at December Corporation.
- Succession Planning - It was agreed it would be good to start planning and advertise for a new Governor in January 2019. This should be a relatively straight forward exercise, updating existing documents. We will need to be explicit in terms of the skill set we require. It was agreed it would be useful to have a timetable circulated before the next meeting showing Governors’ normal retirement date.
- Equality and Diversity in relation to the Corporation’s composition - As flagged by Clarissa Wilks it will be important to monitor the demographic composition of the Corporation to inform future appointments as appropriate.
- Co-opt Darrell Bate to the Quality and Standards Committee - Darrell Bate, as a practising Ofsted Inspector, has unique skills valuable to the Quality & Standards Committee. The meeting agreed to recommend that the Corporation co-opt Darrel Bate onto the Quality and Standards Committee at the next Corporation meeting.
- New Parent Governor - Katie Pattison has been appointed as a new Parent Governor. She will serve on the Audit and Quality and Standards Committees. She has sent her apologies for the first Audit meeting on 14th November. It was agreed that there should be a push to raise the profile of Parent Governors to help make recruitment easier going forward.

ACTION: Chair of Governors to discuss with Quality and Standards Committee members regarding assuming the role of Chair.

ACTION: Clerk to ensure that (i) the agenda for the Corporation meeting includes items covering the Chair of this committee and the Equality and Diversity Link Governor (ii) the composition of the Corporation in terms of Equality and Diversity is monitored by this committee and reflected in any recruitment documentation and (iii) steps are put in place to start the advertisement for a new Governor in January 2019.

9 PRESENTATION AT CORPORATION MEETINGS 2019

The Committee members were invited to put forward any suggestions for presentations at future Corporation meetings. The Principal made the following suggestions:

- (a) BTECs – explaining the difference between BTEC and A-level qualifications, in particular, in the context of the BTEC reforms.
- (b) Update on current funding for High Needs Students and the EHCP application process.

Q. What about a presentation on “Understanding what we need to do for the student of 2025?” It was agreed it would be difficult to report on this, but a presentation could feedback on working groups’ progress. It is likely that by July there would be meaningful feedback to then report back.

It was agreed the presentation to the Corporation in March would focus on “BTEC Overview” and the presentation to the Corporation in July would focus on “Feedback from Working Groups”.

ACTION: Deputy Clerk to add to agendas for (i) Corporation Meeting in March 2019 a presentation on “BTEC Overview” and to (ii) Corporation Meeting in July 2019 a presentation on “Feedback from Working Groups”.

10 AOB

The Principal reported that the “Raise the Rate” Campaign had been launched. The Principal had urged staff to join the petition and will be communicating details of the campaign to students shortly. Governors would be provided with information about this at the next Corporation meeting.

11. DATE OF NEXT MEETING: Wednesday, 6th March 2019

*The meeting closed at 7.03pm.
Attendance was 83.3%.*

Signed.....

Date.....

SUMMARY OF ACTIONS

S&P1-001	<p><u>Item 5.3 Strategic Plan update</u> Principal to circulate draft headline Strategic Objectives for 2019-2022 to Strategy and Policy Committee members with a view for approval at Corporation meeting.</p>
S&P1-002	<p><u>Item 7.1 : Review of Documents – Disciplinary and Grievance Procedures for Senior Postholders</u> Deputy Clerk to ensure the procedures are flagged up for a 3-year review in the review cycle</p>
S&P1-003	<p><u>Item 8: Constitution</u> Chair of Governors to discuss with Quality and Standards Committee members regarding assuming the role of Chair.</p>
S&P1-004	<p><u>Item 8: Constitution</u> Clerk to ensure that (i) the agenda for the Corporation meeting includes items covering the Chair of this committee and the Equality and Diversity Link Governor (ii) the composition of the Corporation in terms of Equality and Diversity is monitored by this committee and reflected in any recruitment documentation and (iii) steps are put in place to start the advertisement for a new Governor in January 2019.</p>
S&P1-005	<p><u>Item 9: Presentation at Corporation Meetings 2018/19</u> Deputy Clerk to add to agendas for (i) Corporation Meeting in March a presentation on “BTEC Overview” and to (ii) Corporation Meeting in July a presentation on “Feedback from Working Groups”.</p>

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

C/S	Minute	Topic
C&S	Item 5.	<u>Strategic Planning</u> The Governors challenged understanding of what was driving admissions at the College and provided insightful suggestions to assist strategic planning.
C	Item 7.1	<u>Disciplinary and Grievance Procedures for Senior Postholders</u> Governors challenged wording within the document before being satisfied that it allowed suitable discretion to be applied.
S	Item 8.	<u>Constitution</u> The Committee agreed to recommend the co-opting to the Quality & Standards Committee of Darrel Bate who has a unique skillset and is able to provide both challenge and useful advice.
C/S	Item 9.	<u>Presentations at Corporation Meetings 2019</u> The Committee supported the proposals for presentations to the Corporation Meeting in 2019 and provide useful suggestions for other presentations.
S	Item 10.	<u>AOB – Raise the Rate Campaign</u> The Committee expressed support for this campaign and commended the Principal on his efforts to raise the profile of the campaign.