



**MINUTES OF THE ESHER COLLEGE CORPORATION  
MEETING**

Held At Esher College  
Wednesday, 3<sup>rd</sup> April 2019, at 6.00 pm.

**Present:**

Tim Oliver (Chair)	Daniel Loughlin
Paul Collyer	Hannah McKean
Dan Dean	Adrian Mills
David Irving	Katie Pattison
Robin John	Karin Rowsell
Ben Jureidini	Fran Stewart
Ian Leigh	

Dan Hards, Assistant Principal  
Stephanie Wiles, Director of Finance and Estates (Advising Officer)  
Kerry Webb, Clerk

*Agenda Items taken out of order throughout the Meeting*

**1. PRESENTATION ON BTEC**

The presentation was postponed until the Governor Training morning in June.

**2. REGISTER OF INTERESTS**

There was nothing to declare.

**3. APOLOGIES FOR ABSENCE**

Apologies were received from Dona Gjyshinca, Ruth Seabrook and Helen Odhams (Advising Officer).

**4. CONSTITUTION – Equality & Diversity Link Governor**

The Corporation approved the appointment of Ruth Seabrook as the Equality & Diversity Link Governor.

**5. MINUTES OF THE PREVIOUS MEETING OF THE CORPORATION (12<sup>th</sup> December 2018)**

The minutes were approved and signed.

## 6. MATTERS ARISING OF THE PREVIOUS MEETING OF THE CORPORATION

**C2-001** Complete: The Principal has circulated the link to the “Raise the Rate” Campaign to Governors.

**C2-002** Complete: Financial forecasts were reviewed by the Director of Finance and Estates for the Academy Conversion Review.

**C2-003** Complete: Dates for the Special Meetings were agreed.

**C2-004** Complete: Consistency within Committee TORs.

**C2-005** To be completed: Staff Probationary Policy will be reviewed by the Strategy and Policy Committee as per review schedule.

**C2-006** Complete: Governor attendance at College to be removed as a standing agenda item.

## 7. MINUTES OF THE SPECIAL MEETING OF THE CORPORATION (22<sup>nd</sup> January 2019)

The minutes were approved and signed.

## 8. MATTERS ARISING OF THE SPECIAL MEETING OF THE CORPORATION

**C Special-001** Complete. Next steps have been undertaken for conversion to a single academy trust.

**C Special-002** Complete: Principal has consulted with potential Members of the newly-formed academy.

**C Special-003** In Progress: Name change to “Esher Sixth Form College” is currently in progress.

## 11. UPDATE ON ACADEMY CONVERSION

### 11.1 Summary of Progress

The conversion to a 16-19 Single Academy Trust has been progressing and has been a key priority for this term.

### 11.2 Academy Articles of Association

The draft Articles of Association for the Academy, currently include Tim Oliver as a Member of the Company. However, as the elected leader of Surrey County Council if he were to become a Member, additional Members would need to be appointed to dilute individual voting powers. Therefore, Tim Oliver has agreed, due to these circumstances, he will not become a Member of the Company. However, it was agreed that any future Chair of the Board would be expected to become a Member of the Company.

Former Governors, Terry Price, David Lavarack and Clarissa Wilks have kindly agreed to become Members of the Company.

The following comments were made on the draft Articles of Association:

- Clause 45 and 46 – The model Articles of Association include no maximum number of Trustees. However, in the draft Articles of Association, Clause 45 states that Trustees shall not be more than fifteen. This

was included as the Corporation currently works well with a maximum of 15, but it was felt important to retain Clause 46 which allows flexibility of how those 15 Trustees are made up.

- Clause 46a – shall be retained but it was recognised that in practice it would be up to 8 Trustees rather than 10.
- Clause 82 – include wording to clarify that Student Trustees can not become chairman or vice-chairman.

Governors were invited to send any typos found within the draft Articles of Association to the Director of Finance and Estates.

**ACTION: Principal and Director of Finance and Estate** to incorporate the above agreed amendments to the Academy Articles of Association.

Q. Going forward, if a model document is adapted to meet the specific needs of the College, can tracked changes be used to more easily identify changes? Yes, this will be done in the future.

Q. Is the balance of external Trustees to those associated with the College (staff, parents, students) at the right level? It is proposed following conversion that appointments to the Board will be made following a process similar to that for appointing Members of the Corporation. The Board of Trustees will then make recommendations for appointments to the Members.

The Corporation approved the Academy Articles of Association, subject to the agreed amendments being made and the date being updated.

The amended document will be sent to the Solicitor who will then submit it to the DfE for approval.

The Corporation agreed that delegating authority would be given to the Chair of the Corporation and the Chair of the Strategy and Policy Committee to give oversight and approve any minor amendments the DfE might want. They are authorised to use judgement as to determine whether any proposed amendments are substantive enough to require Corporation approval.

**ACTION: Chair of the Corporation and Chair of the Strategy and Policy Committee** to review (if applicable), any further minor amendments and to use judgement to refer to the Corporation for approval, where necessary.

### 11.3 Setting up the company: Esher Sixth Form College Single Academy Trust

A bank account in the new company's name "Esher Sixth Form College" needs to be set up. This requires Corporation approval.

Q. Will the transfer happen in one day? The assets and liabilities will transfer to the new company, Esher Sixth Form College, from 31<sup>st</sup> August 2019 to 1<sup>st</sup> September 2019. Final approval for the transfer can be given at the next Corporation meeting in July 2019, but this cannot happen until the shell company is set up. During the July Corporation meeting the practicalities of the transfer will be addressed.

The Principal confirmed that there had been universal positivity from staff and the student union for the name change to "Esher Sixth Form College".

The Corporation approved that the company and bank account "Esher Sixth Form College Single Academy Trust" be set up.

**ACTION: Director of Finance and Estates** to proceed with setting up the company and bank account "Esher Sixth Form College Single Academy Trust".

#### 11.4 Proposed training in academy governance

The Principal reported that Helen Cairns of Eversheds has kindly agreed to present on academy governance at the Governor's training morning in June.

### 9. PRINCIPAL'S REPORT

The Principal gave a brief update on any changes since his report was prepared.

- Update on pay – Whilst the support staff pay settlement backdated to September 2018 has now been agreed, settlement has not yet been reached for teaching staff. The settlement for support staff pay is on a sliding scale, according to an individual's current position on the spine. It is anticipated that the pay settlement for the teachers pay is likely to mirror this approach. The Principal reported that the teaching unions are consulting on possible industrial action.

Q. When we convert to an academy in September 2019, will we receive the pay grant for 16-19 academies?

We anticipate that we will receive this for 2019/2020, at least until it ends. The College will continue to follow national pay agreements.

- Explore Event – the College held a successful explore event today, the last in a series of 12.
- Withdrawal rate – analysis of the withdrawal rate has shown there has been proportionally fewer withdrawals this year than the last two years. This gives some indication that the marketing efforts currently being undertaken are having some impact.
- ALPS Certificate of Outstanding Progress – The College has been awarded this for exceptional value-added performance over the last 3 years. Details of this certificate have been added as a news item on the website and on the College's social media feeds.
- Funding and Finance – the Principal confirmed that the outstanding query is being considered by the ESFA. It is not a material amount.
- "Raise the Rate" Campaign – the Principal urged Governors to write to their local MP in support of the "Raise the Rate" Campaign. The Principal agreed to circulate the SFCA template letter which could be adapted.
- Subjects for External Quality Reviews – will include a cross college review looking at Student Support services, as well as the Psychology and Media departments.

**ACTION:** Principal to circulate SCFA "Raise the Rate" Campaign template letter to Governors.

#### 9.1 Student Union Report

The Chair of the Student Union reported that efforts have been focussed on the transition to the next Student Union body. The "Mental Health" focus week has been very positively received. The Student Union continues to focus on ECAT and have been working hard to ensure that 6.1 are aware of ECAT to ensure that the strong relationship and support for this charity continues.

Q. Does the College get involved with the Surrey Youth Cabinet? It is not something the College has previously been involved in, but it is something that can be investigated.

*The Chair of the Corporation left the meeting at 6.40pm. The Vice-Chair of the Corporation took over as Chair of the meeting.*

## 9.2 Finance Reports

The Chair of the Finances and Estates Committee reported that the finances are on target. The variances on expenditure are due to vacancies in IT, however it was confirmed an IT Developer has just been recruited.

Q. What is the cost of rebranding? The College is getting a quote for re-branded signage. The College are assessing what will be done now and what re-branding can be delayed until after the College has been converted into an academy and is able to reclaim the VAT. The Director of Finance and Estates will shortly be preparing the budget for next academic year, which will include the marketing budget for next year (including any re-branding budget).

## 9.3 Review of Quality Improvement Plan

The Principal reported that targets 12, 14 and 18 timings are optimistic, and they will be reviewed to ensure that there is not an ongoing target date. Target 6 deals with developing and implementing new cross-college SAR documentation and will be undertaken in two stages due to the timing of the new Ofsted framework publication. Therefore, this target will be either partly achieved or achieved over 2 years. The Principal reported that good progress was being made on those targets under the section "Effectiveness of Leadership and Management".

Q. What opportunities are there for the College to support Students who are not performing as expected at the end of year 13? There is no funding available for Students to repeat the same study programme in year 14 once qualifications have been taken. It was agreed that alternative options should be explored.

## 10. STRATEGIC PLAN 2019-2022

The Principal reported that the process for drafting the Strategic Plan 2019 – 2022 was started at the training morning last June. It is a three-year headline strategic plan and has been shared with the Student Union and Staff, who have received it positively. As recommended by the Strategy and Policy Committee, a footnote has been added documenting the decision to convert to a 16-19 Single Academy Trust and the associated timeline.

Q. Should the front cover reflect the proposed name change to "Esher Sixth Form College"? It was agreed this is a contemporaneous document and should therefore use the current name.

Q. Should we include a reference to the College being co-educational in the Mission Statement? The Mission Statement is reviewed on a regular basis. This can be investigated at the next review.

Q. What is the Curriculum Programme for Students in 2022? It will be A-Levels (3 A-Levels and other enrichment activities) or BTECs or a mix of the two courses. As addressed in the Strategic Plan there is ambiguity regarding the direction of the BTEC, however it is considered that the new RQF (Regulated Qualifications Framework) is significantly more rigorous. The College will also monitor the pilot roll out of T Levels in 2020-21. The Principal will report back to Governors when the position is clearer regarding T Levels.

Q. What proportion of Students currently take BTECs rather than A-Levels at the College? Approximately 15% of entries are for BTEC qualifications.

The Principal reported that the Director of Progression Guidance is working on the expansion of work experience as an important element in study programmes and the provision of work-related learning opportunities. Identifying potential work experience placements through the College Alumni network is being explored and although external companies have been considered, it has been concluded that this is something that, at least initially, can be undertaken in-house. It was agreed that it would be useful to explore whether Students' parents might be able to offer work experience and/or the longer three-month placements. Consideration would be given to including some questions on Student registration forms enquiring whether parents might be willing to assist work placements and, if so, which sectors they work in.

Section 3 of the Strategic Plan addresses Student Numbers and provides a high-level overview of how this is being monitored and addressed. The Principal confirmed that a full review of the marketing activity is being undertaken and the assessment of the impact of this is ongoing. Katie Pattison offered her assistance to the marketing department and, specifically, the opportunity for developing the marketing strategy in the context of the conversion to an academy and the opportunities this may present. The Principal thanked her.

Section 5 of the Strategic Plan addresses External Relations. It was agreed it would be useful to add a bullet point to the end of this section, linked specifically to teacher recruitment and liaison with teacher training organisations, including universities. This would help to differentiate the College from other establishments by providing different emphasis on student progression. It was noted that the recent Higher Education day at the College was well attended with over 90 Higher Education providers. A Governor had attended and was very impressed with the event and the feedback that the Universities had given about Esher College. It was agreed that it was very useful for Students to have the opportunity to attend such events and to be able to demonstrate this on their UCAS application.

There was general discussion as to whether SMART targets could be introduced into the Strategic Plan. It was noted that this plan had been prepared in the format requested by the Corporation with the focus on a strategic rather than operational level. The Financial Strategy Group had convened before the meeting and were specifically focusing on some areas of the Strategic Plan in more detail.

The Corporation approved the Strategic Plan 2019-2022 subject to the following:

- Incorporate the above agreed amendments.
- The Financial Strategy Group and Marketing department are starting to focus on several areas in the Strategic Plan and will report back on findings and recommendations. The Corporation should therefore commit to undertaking a review of what they want the Strategic Plan to include going forward and provide clear guidance for the next Strategic Plan.
- It should be investigated if the Strategic Plan can be reviewed via the College SAR. As the SAR is considered by Corporation, it may be possible to quantify some of the bullet points within the Strategic Plan at this stage. This will enable the Strategic Plan to become a living document, more measurable and enable it to be refined and updated.

**ACTION:** Financial Strategy Group and Marketing group to feedback to Corporation on areas explored relating to the Strategic Development Plan.

**ACTION:** Principal and Deputy Principal to investigate if the Strategic Plan can be reviewed via the College SAR.

## 12. ADMISSIONS POLICY 2020

This was discussed in November and there has been no significant changes since then. The main changes to the policy was that applications for both "Guaranteed Applicant Status" and "Open Applicant Status" are

now open at the same time for the same period, wording relating to the Exceptional Applicant Status and rephrasing how the College works with the Local Authority. The Strategy and Policy Committee had reviewed it, and subject to some minor amendments, recommend it to the Corporation.

Subject to the following amendment, delete the sentence “Please note that this does not guarantee a place on particular courses”, the Governors approved the Admissions Policy 2020.

### **13. GOVERNORS’ SKILLS AUDIT CRITERIA**

The Governors at the meeting completed and submitted their skills audit questionnaire.

### **14. REPORT BACK FROM COMMITTEES**

#### **14.1 Finance and Estates Committee**

The Chair of the Finance and Estates Committee gave an update on the proposed building projects including the potential new glass structure dance studio. He explained the challenges that had been encountered in the tendering process. The Director of Finance and Estates confirmed that due to the lead time the work could not be carried out during the Summer holidays. However, if areas were sufficiently cordoned it could potentially be undertaken during term time.

The Director of Finance and Estates is seeking a further quote for the fire alarm upgrade, after having received two significantly different quotes.

The Chair of the Finance and Estates Committee concluded by congratulating the Director of Finance and Estates on a successful CIL bid for the installation of new bike shelters at the College. The base will be installed over the Easter holidays and the new racks will be installed in May half-term.

#### **14.2 Strategy and Policy Committee**

The Chair of the Strategy and Policy Committee reported that the Committee had approved the Link Governor Terms of Reference (Safeguarding). The Link Governor – Safeguarding and the Safeguarding team had invested a significant amount of time making substantial revisions to reflect the new Safeguarding requirements and legislation and were thanked for their efforts.

As discussed at the Strategy and Policy Committee, the Chair invited any alternative proposals for topics for the training morning to the currently proposed topic of “Updates on Conversion to an Academy”. There were no further proposals for the training.

### **15. LINK GOVERNORS REPORTS**

The Safeguarding Link Governor reported:

- The College has updated safety procedures relating to mental health and prevent procedures, i.e. reporting concerns direct to police in certain circumstances, such as during the school holidays.
- The Terms of Reference for Link Governor (Safeguarding) reflect the latest legislation and includes a schedule of topics for review each term and a cross-college safety report. The safeguarding team have also introduced a “Search, Confiscate and Restraint” procedure.
- 93% of Governors have now completed the Keeping Children Safe in Education update training. There would be further training for staff on safeguarding updates and online safety given in the May Inset. The DSL and Deputy DSL are also attending biennial Safeguarding Refresher training in June.

**16. AOB**

There was none.

**17. DATE OF NEXT MEETING: Wednesday 10<sup>th</sup> July 2019**

*The meeting closed at 7.50 pm.  
Attendance was 86.67% (13 out of 15 members)*

Signed.....

Date.....

**SUMMARY OF ACTIONS**

<b>C3-001</b>	Item 11.2: <u>Academy Articles of Association</u> <b>Principal and Director of Finance and Estate</b> to incorporate the above agreed amendments to the Academy Articles of Association.
<b>C3-002</b>	Item 11.2: <u>Academy Articles of Association</u> <b>Chair of the Corporation and Chair of the Strategy and Policy Committee</b> to review, if required, any further minor amendments and to use judgement to refer to the Corporation for approval, where necessary.
<b>C3-003</b>	Item 11.3: <u>Setting up the company and bank account Esher Sixth Form College Single Academy Trust</u> <b>Director of Finance and Estates</b> to proceed with setting up the company and bank account "Esher Sixth Form College Single Academy Trust".
<b>C3-004</b>	Item 9. <u>Principal's Report</u> <b>Principal</b> to circulate SCFA "Raise the Rate" Campaign template letter to Governors.
<b>C3-005</b>	Item 10. <u>Strategic Development Plan 2019-2022</u> <b>Financial Strategy Group and Marketing group</b> to feedback to Corporation on areas explored relating to the Strategic Development Plan.
<b>C3-006</b>	Item 10. <u>Strategic Development Plan 2019-2022</u> <b>Principal and Deputy Principal</b> to investigate if the Strategic Plan can be reviewed via the College SAR.

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

<b>C/S</b>	<b>Item</b>	<b>Topic</b>
C	11	<u>Academy Articles of Association:</u> Governors demonstrated thorough review of the proposed Academy Articles of Association and exercised robust challenge of the proposed set up to ensure that the proposed board appropriately consist of the right mix of parent, student and staff Governors and external governors and appropriate measures are in place with regard to Chairman and Vice-Chairman positions.
S	9	<u>Principal's Report:</u> Governors expressed support for the College's efforts to promote the "Raise the Rate" Campaign and agreed to assist in writing to their MPs in support of the Campaign.
C  S	10	<u>Strategic Development Plan 2019:2022</u> The Governors challenged whether there was opportunity for further development of the plan going forward to work with the QIP to enable the Strategic Development Plan to become a living document. A Governor offered her support to the Marketing Department for reviewing the marketing strategy considering new opportunities. The Higher Education day was praised by Governors and supported as a good event for Students.
C	12	<u>Admissions Policy 2020</u> Governors provided useful comments for improvement of the policy.
S	13	<u>Governors' Skills Audit Criteria</u> Governors completed the form to documenting the skills set that they offer to the board.
S	14	<u>Report from the Committees</u> Congratulations and thanks were given to the Director of Finance for her successful CIL bid. Gratitude was expressed to the Link Governor – Safeguarding and the Safeguarding team for a very thorough revision of the Link Governor (Safeguarding) TOR reflecting new legislation.