



## MINUTES OF THE STRATEGY AND POLICY COMMITTEE MEETING

Virtual Meeting  
Wednesday 3 June 2020, at 6.00 pm.

**Present:**

Tim Oliver (Chair)  
Dan Dean  
Ruth Seabrook  
Declan Mason

Ken Kehoe (Clerk)

### 1. REGISTER OF INTERESTS

There were no declarations of business interests from Trustees.

### 2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Dan Hards.  
Katie Pattison and Flo Kilby did not attend.

### 3. MINUTES OF THE LAST MEETING

The minutes of the previous meeting of Thursday 5th March were approved as an accurate record.

### 4. MATTERS ARISING

**S&P2-001 – Members’ Terms of Reference – Appointment of Auditors** - Members appointed the Auditors based on recommendations from the Board of Trustees. **Complete.**

**S&P2-002 – Members’ Terms of Reference – Consistency with the Articles of Association** - The Principal noted this work was in hand. **Ongoing.**

**S&P2-003 Strategic planning – Student Numbers 2020 and beyond** – The Principal informed the committee that the Director of Finance would be looking at the impact of student numbers as part of the budget process. He noted that the current crisis might have an impact on numbers, for several possible reasons.

The committee agreed that it would be useful to look at a worst-case scenario as part of the budget process.

**Action: The Principal and Director of Finance to provide an assessment of the impact on the budget of the worst-case scenario on student numbers.**

## 5. CORONAVIRUS PLANNING

The Principal updated the committee on the College's handling of the COVID 19 crisis. He made the following points:

- For 6.2, the process of providing grades was almost complete. This had been a massive undertaking by the staff. The challenges they had faced had not been helped by each exam board having its own system for uploading the data;
- Staff had set work weekly for 6.2 to keep them engaged. Participation levels were tailing off as the year was drawing to a close;
- For new students for next year, each Department had drawn up a Study Guide. There was some concern that the students may have had 5 months with little or no academic work. There would be a virtual Introduction Day, with a live Q&A session and a separate presentation for parents;
- For 6.1, the Principal has sent an email to students, circulated to the committee before the meeting, noting that face to face contact would be limited and targeted;
- The Principal had also sent around a Staff survey to determine staff availability for wider opening. There was some anxiety about the return to working on site;
- The Principal noted the difficulties of accommodating 1900 students on site, if the 2m social distancing rule was maintained. If it was necessary to maintain virtual teaching, then face to face induction meetings for new students would be the best option.

The Committee thanked the Principal for his update and for the work that he and all the staff had done for the students. It was brilliant.

## 6. TRUSTEE SKILLS AUDIT

The Trustees considered the results of the 2019/20 Skills Audit.

The committee agreed that the training and development needs identified through the survey should inform the planning for the Board's training morning, when it is re-scheduled in the Autumn Term.

**ACTION: The Clerk and the Principal should use the results of the Skills Audit to inform planning for the re-scheduled Trustees' training morning.**

## 7. REVIEW OF TRUSTEES' QUALITY IMPROVEMENT PLAN (QIP) 2019-20

The Trustees considered the draft review of the 2019/20 Quality Improvement Plan. The following points were made in discussion:

- The assessment of the Target 1c - to achieve a financial health rating of "Good" or better - should be "Achieved";
- Delivery of the 2019/20 CIF programme had been delayed because of the COVID 19 crisis, but the contractor for the new build was now back on site. It was hoped that this would allow the new classrooms to be built by the beginning of the next academic year, with the new café finishing later. The works programme would be considered at the next Finance and Estates committee meeting;
- On Target 4a, the new Inspection Framework, this would have been covered at the postponed Board's training morning;

- On Target 5a, to ensure the Board of Trustees reflects the makeup of the College and the local community, further work was needed.

The committee agreed:

- The result for Target 1c should be amended to “Achieved” from “TBC”;
- The Clerk and the Chair should look at forthcoming vacancies on the Board of Trustees and examine how a greater diversity of candidates for the position of Trustee could be secured.

**Action: Clerk to amend the draft Review of the Quality Improvement Plan for 2019/20 in light of the committee’s decisions.**

**Action: Clerk and Chair to review forthcoming vacancies on the Board of Trustees and identify how a greater diversity of candidates for the posts might be secured.**

## **8. REVIEW OF POLICIES**

### **COMPLAINTS AGAINST THE TRUSTEES**

The Principal said that the Complaints against the Trustees Policy, while essentially unchanged, updated the policy to reflect the College’s change to an Academy.

The committee approved the Policy on Complaints Against the Trustees.

### **COMPLAINTS PROCEDURE**

The Principal noted that the College was not a school and therefore was not covered by the regulations on schools’ complaints procedures. There is no automatic right for complaints to go to the Board of Trustees. Instead it is for the Chair of Trustees to consider whether any complaint warranted the opening of the Complaints Panel Procedure.

In discussion, the committee noted that, if a complaint is successful, the College would review its procedures, as appropriate.

**Action: Chair to raise Stage 3 process at Board of Trustees meeting, under reports back from Committees.**

The committee, noting that the policy was in line with the existing procedure and the regulations, approved the Complaints Procedure.

### **COMPLAINT PANEL PROCEDURE AND TERMS OF REFERENCE**

The Committee considered the Complaints Panel Procedure and Terms of Reference. These were approved.

## **9. CONSTITUTION**

**STUDENT TRUSTEES** The Principal informed the committee that the elections for the posts of President and Vice President of the Students’ Union would be held the following day. The successful candidates would join the Board of Trustees.

**TRUSTEE VACANCY** The Chair informed the committee that he and the Principal had, separately, had discussions with a potential candidate for the Trustee vacancy. The candidate had a legal background, lived locally and worked with a range of public sector institutions. Both the Chair and the Principal felt that the individual would be a good candidate.

The committee agreed that:

- The candidate should be recommended to the Board of Trustees;
- The candidate should be asked to provide a short CV that could be circulated to the Board of Trustees;
- The candidate should be invited to attend the next meeting of the Board of Trustees; and that
- If his appointment is recommended by the Board of Trustees, the candidate should be asked to sit on the Audit Committee and, possibly, the Strategy and Policy Committee.

**Action: The Clerk to invite the candidate to attend the next Board of Trustees meeting.**

**Parent Trustee** The Principal noted that the term of one of the Parent Trustees would come to an end in November 2020. There would be an election for the post at the start of the Autumn Term; he was seeking to ensure that the position was widely advertised including among new parents.

**10. ANY OTHER BUSINESS**

There was no other business.

**11. DATE OF NEXT MEETING**

The Chair noted that the next meeting was scheduled for 4<sup>th</sup> November 2020.

*The meeting closed at 6.42pm.  
Attendance was 80%.*

Signed.....

Date.....

**SUMMARY OF ACTIONS**

|                     |  |
|---------------------|--|
| <b>S&amp;P3-001</b> | <b>Item 4. Matters arising.</b><br>The Principal and Director of Finance to provide an assessment of the impact on the budget of the worst-case scenario on student numbers. |
| <b>S&amp;P3-002</b> | <b>Item 6 – The Trustees Skills Audit</b>  |

|                       |   |
|-----------------------|---|
|                       | The Clerk and the Principal should use the results of the Skills Audit to inform planning for the re-scheduled Trustees' Training Morning.  |
| <b>S&amp;P3-003</b>   | <b>Item 7 – Review of the Quality Improvement Plan 2019/20</b><br><br>Clerk to amend the draft Review of the Quality Improvement Plan for 2019/20 in light of the committee's decisions.  |
| <b>S&amp;P 3 -004</b> | <b>Item 7 – Review of the Quality Improvement Plan 2019/20</b><br><br>Clerk and Chair to review forthcoming vacancies on the Board of Trustees and identify how a greater diversity of candidates for the posts might be secured. |
| <b>S&amp;P3 -005</b>  | <b>Item 8 – Review of Policies</b><br><br>Chair to raise Complaints Procedure Stage 3 process at Board of Trustees meeting, under reports back from Committees.   |
| <b>S&amp;P3-006</b>   | <b>Item 9 – Constitution</b><br><br>The Clerk to invite the candidate for Trustee to attend the next Board of Trustees meeting.   |

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

| <b>C/S</b> | <b>Minute</b> | <b>Topic</b>  |
|------------|---------------|---|
| S          | 5             | <b>Coronavirus Planning</b><br><br>The Committee thanked the Principal for his update and for the work that he and all the staff had done for the students. It was brilliant. |