



MINUTES OF THE STRATEGY AND POLICY COMMITTEE MEETING

Wednesday 12th November 2025 at 6.00pm
Meeting held via Microsoft Teams

Present:

Oliver Schuster, Chair, (OSC)
John Thater, Vice Chair (JTH)
Dan Hards, Principal (DHA)
Claire Douglas (CDO)

Catherine Davies, Clerk

1. DECLARATIONS OF INTEREST

There were no declarations of business interest.

2. APOLOGIES FOR ABSENCE

Apologies received and accepted from Flora Burrowes, Sophie Cook and Emma O'Brien.

3. MINUTES OF THE MEETING OF 11th June 2025

The Minutes of the previous meeting of 11th June 2025 were approved as an accurate record.

4. MATTERS ARISING

There were no matters arising.

5. ADMISSIONS ANALYSIS 2025

The Principal introduced the Admissions Analysis and gave an overview of the admissions process for the students who enrolled in September 2025 and offers made to students who are eligible to enrol in 2026.

The overview included:

5.1 The College roll currently stands at 2136 students which is slightly higher than anticipated but hasn't led to any impact on the quality of education.

5.2 Both the reserve list and unsuccessful applicants (878 total) were offered the opportunity to enrol in late August, and this resulted in 77 students from the reserve list and 28 from the unsuccessful list enrolling. A breakdown of admissions data shows the Kingston area provided 33% of these late enrollers followed by 23% RBRUT, 22% Surrey and 12% Merton.

5.3 Over 3000 students and parents visited the College for information evening last week. This year 3817 applications were made, and the reserve list has 849 students.

The Committee reviewed the admissions data and noted the fall in enrolments from Hinchley Wood School. A Trustee (CDO) noted that a cohort may choose to stay at their current school rather than moving to a Sixth Form provider and this may have been the case with Hinchley Wood School this year.

The Committee also noted the number students who were offered a place but did not qualify to be admitted (i.e. did not meet the admissions criteria of 5 GCSES graded 4 and above) doubled and this is reflected in the reduction of students achieving grade 4 or above in SE and London areas.

The decrease in enrolments from schools in the Richmond (due to the establishment and then maturity of Sixth Forms in Richmond borough schools over the past decade) was noted; this decrease has been balanced by an increase from Kingston postcodes. The increase in enrolments from independent schools was also noted.

Admissions Policy 2027

The Principal gave an update on 3 actions for the 2027 Admissions Policy and Process:

- QIP target which will review the admissions process from marketing to prospective applicants all the way to enrolment.
- Review the guaranteed schools and Exceptional Applicant Status
- Impact of Children’s Wellbeing and Schools Bill on Admissions

The Chair added that he would like the following reviewed:

- Use of the term Northeast Surrey
- The guaranteed postcodes
- LAC and Exceptional Applicant Status – adoption

The Principal agreed to review these 6 points in the Admissions Policy.

Action: Principal to review Admissions Policy 2027 considering the 6 points raised at the meeting.

6 CONSTITUTION

6.1 Parent Trustee

The Clerk informed the Committee that Alexander Davy has been appointed Parent Trustee from 15th November 2025.

The Committee thanked Dave Roberts for his service in the role of Parent Trustee.

6.2 Recruitment of External Trustee

A vacancy for a Trustee with experience in Education is currently open and the Clerk asked the Committee to reach out to their network to encourage applications for the role.

6.3 Review of Terms of Reference – Recruitment of a Trustee

The Chair asked for the following amendment to Item 2 of the Terms of Reference; the Recruitment Committee shall consist of 3 Trustees and a Member, and for this draft to be put forward to the Board for approval and the Members for approval at their AGM. The Committee agreed with this action.

The Committee considered extending the remit of the Committee to include searching for a candidate and reviewing the induction process.

The Committee discussed the need for 1 member of the Recruitment Committee to hold a Safer Recruitment certificate and Trustee (JTH) offered to complete the on-line course.

6.4 Procedure for the recruitment and appointment of Trustees

The Committee approved the Procedure for the recruitment and appointment of Trustees.

The Committee agreed to review the wording at the next meeting if the TOR of Recruitment of a Trustee is amended to include a Member as part of the Recruitment Committee.

6.4 Procedure for appointing a Parent Trustee

The Committee approved the Procedure for appointing a Parent Trustee.

Action: TOR of Recruitment of a Trustee to be added to Agenda for next Board Meeting.

Action: JTH to complete Safer Recruitment on-line course.

(CDO left the meeting)

7 TRAINING MORNING/BOARD MEETING PRESENTATIONS 2026

7.1 New Ofsted Framework: Update & Recommendations

The Principal gave an overview of how the Board will ensure the College is ready for an inspection under the new Ofsted Framework from September 2026 onwards.

The paper will be shared with the Board for approval and the Committee noted the importance of Link Trustees and ensuring their visits align with the Strategic Plan priorities and Ofsted evidence areas.

7.2 To confirm focus for training morning on 26.02.26

The Committee agreed to extend the timing of the event and re-name as Trustee Day; the focus could include the Ofsted Framework and upcoming DfE changes. Trustee (JTH) asked that the Student panel remains in the schedule. The Committee discussed using an external facilitator and including focus groups and topic-based workshops. The Chair asked for Strategic Priorities to be included.

The Trustee Day will include an opportunity for Trustees to have their photograph taken for the updated website and to install a college email account on their phone.

7.3 Board Meeting Presentations – March and July 2026

The Committee agreed that the presentation in March will be from the Additional Learning Needs Department and the focus for July will be confirmed nearer the time.

Action: Additional Learning Needs Department to present at March 2026 meeting.

7.4 Strategy Working Group

The Chair asked for an informal session for Trustees to meet before the next Board meeting and the Committee agreed with this proposal.

8 REVIEW OF TRUSTEES QUALITY IMPROVEMENT PLAN 2025-26

The Committee reviewed the QIP and the agreed that the current version should be put to one side until the Trustee Day in February when the structure of the QIP can be reviewed and Committees can give focus to the different sections.

9 ANY OTHER BUSINESS

The Principal asked if the Committee should approve the updated list of College Policies and Procedures and Chair agreed updates can be flagged to the Chair/Clerk only.

10 WHAT ARE THE THREE THINGS WE HAVE DONE IN THIS MEETING THAT HAVE MADE A POSITIVE CONTRIBUTION TO THE COLLEGE?

- The Committee has reconsidered the Admissions Policy 2027 to make it more inclusive going forward.
- Allowed for further engagement by Trustees in the College QIP at the Trustee Day.
- Giving focus to the new Ofsted Framework and strategic direction of the College at the Trustee Day.
- Given focus to Alternative Learning Needs Department at the March Board meeting presentation.

11 DATE OF NEXT MEETING – Wednesday 4th March 2026

The meeting closed at 7.24pm

Attendance was 57%

Signed and Date

SUMMARY OF ACTIONS:

S&P1 -001	Principal to review Admissions Policy 2027 taking into account the 6 points raised at the meeting.
S&P1- 002	TOR of Recruitment of a Trustee to be added to Agenda for next Board Meeting.
S&P1-003	JTH to complete Safer Recruitment on-line course.
S&P1- 004	Additional Learning Needs Department to present at March 2026 meeting.

