huish | RICHARD HUISH COLLEGE

Minutes of a Meeting of

the RHC Corporation

on Monday 25 March 2019 at 5.30pm at Richard Huish College, room C6

Governors in Attendance: Duncan Alexander(Chair), Barbara Barratt (Vice-chair), John Abbott (Principal), Guy Adams (Foundation Governor), Lee Ballard (Staff Governor), Sasha Burns, Pat Flaherty, Indy Grant (Student Governor), Nikki Lewis (Staff Governor), Anthony Smith (Governor), Mary Tighe (Foundation Governor), Moira Reynolds, Karuna Tharmananthar, David Tomaney (Parent Governor) and Cerys Turner (Student Governor).

Action

Also in Attendance: Colin Barnard (Assistant Principal-Student Support, Xanne Blythe (Clerk), Emma Fielding (Deputy Principal: Curriculum & Quality -Incoming), Paul Lonsdale (Vice Principal Finance), Ruth Walmsley (HR Director), Liz Williams (Director of Marketing Admissions and International), Saffron Lee (Assistant Principal Business and Creative Industries), Joe Bennett (Assistant Principal English Science and Mathematics) and Becky Flower (Assistant Principal Humanities and Social Sciences).

The meeting agreed to bring forward agenda item 5.1 to formally appoint Anthony Smith as a new Governor to enable him to contribute to the meeting.

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Apologies for Absence (agenda item 1.1)

Apologies for absence were received from Governors David Griffin, Stephen Haydock, Ann Helsby, Jonathan Langdon, Nicola Reid and Connor Payne (Student Governor).

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Declarations of Interest by Governors (agenda item 1.2)

No declarations of interest for agenda items were reported.

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Minutes of the Previous Meeting and Matters Arising (agenda item 1.3)

All actions recorded in the 2018-19 matters arising report were noted.

RESOLVED: that the minutes of the Corporation meeting dated 3 December 2018 and Strategy meeting minutes dated 8 February 2019 be agreed and signed as an accurate record.

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External Governor Appointment 2019 (agenda item 5.1)

A report from the Search and Governance Committee, circulated in advance of the meeting, recommended Anthony Smith for appointment to the RHC Corporation, in accordance with the RHC Governor Recruitment, Renewal and Succession Policy. The report also recommended Governor appointment to Committees with immediate effect.

RESOLVED:
1. that Anthony Smith be appointed as an external Governor to the RHC Corporation with immediate effect from 25 March 2019, for a four year term of office,
2. that Anthony Smith be appointed to the Finance and General Purposes Committee with immediate effect,
3. that Nikki Lewis (Staff Governor) be appointed to the Academic Planning and Quality Committee with immediate effect.
** At this point Anthony Smith entered the meeting and was welcomed by the Chair**

COR 39 **Senior Management Report – March 2019 (agenda item 2.1)**

In response to detailed questions on the SMT's report, further information and clarification was provided on the following areas.

- One of the key areas for development set out in the whole College Improvement Plan for this academic year was "to further champion learner's independent thinking and study skills". Therefore a focus was being made on the level of independent study by students in preparation for their internal and external exams and assessments. As a result, a number of initiatives across the College had been launched centred around the Huish 30 (recipe for success at Huish = 13 hours of lessons, at least 15 hours of independent study and 2 or more hours of enrichment and personal development).
- Student Governors had found the Study and Revision Seminar very helpful with the techniques for learning and exam preparation effective.
- There was a growing question about the affordability of T Levels. The costs of delivering a qualification that required 900 hours per year (current study programmes require 540) and included a minimum of 45 days industry placement meant that many FE Colleges were not able to deliver the new qualifications on the current funding model.
- There was an expectation that all schools would begin working towards the Gatsby benchmarks, meeting them in full by the end of 2020, designed to help schools identify what 'good' looked like across eight benchmarks. The Gatsby Benchmarks had a key role in raising young people's aspirations and promoting access to all career pathways, enabling all young people to develop the skills and outlook they needed to achieve career wellbeing, including adaptability and resilience, underpinning the DfE guidance to schools and Colleges on meeting their statutory responsibility for careers guidance.
- College destination data showed that the College assisted our less privileged students to achieve impressive progression. The College was now fine-tuning its approach, as part of the three-year plan, to ensure that there were clearer lines of sight for each curriculum provision and what this could lead to in terms of careers/progression.
- The minor problems raised during the initial testing of online admissions had been resolved and the system was performing well.

The Chair thanked the SMT for a detailed and informative report for Governors.

RESOLVED: that the Senior Management Report dated March 2019 be noted.

COR 40 **Verbal Update on the Joint RHC and RHT Strategy Day (agenda item 2.2)**

The Principal thanked Governors for attending the joint RHC and RHT Strategy day on Friday 5 February 2019 with Members, Directors, Trustees and Governors from Richard Huish College and Richard Huish Trust. The purpose of the meeting had been to further develop a shared educational vision and consensus across all partners within Huish. The meeting had agreed to adopt the following shared vision for the Richard Huish Group: ***Delivering Exceptional Education,*** and this vision would need to be formally agreed by the respective RHC and RHT Boards.

A representative from each of the Huish institutions had introduced their school and setting to each of the six groups of delegates providing an opportunity to share knowledge and network. Governors agreed that there were great aspirational Headteachers and leaders within the Huish Group.

RESOLVED: that the shared vision ***Delivering Exceptional Education*** for the Richard Huish Group be adopted for Richard Huish College.

The CEO would produce a Strategic Business Plan with strategic objectives, underpinning the Group's vision and values. The plan would be circulated in the summer term for comment.

COR 41   **Richard Huish Trust Update (agenda item 2.3)**

The Chair of the Richard Huish Trust Board informed the meeting that North Town Primary, a single academy, was scheduled to become part of the Trust on 1 April 2019.

A Headteacher had been appointed for Nerrols Primary and Nursery, the building was due to be completed by the end of July 2019 in readiness for the opening in September 2019. Currently there were 39 pupil admissions for Reception in September 2019 (PAN 30), to be confirmed in April 2019. Nursery admissions for September 2019 were currently 21 and a temporary Nursery Manager was in place.

COR 42   **RHC Tutorial Programme Review (agenda item 3.1)**

The College was undertaking a review of the current individual tutoring system and its sustainability whilst exploring alternative models that had been successfully implemented elsewhere. In response to a request from Governors a further update on the tutoring review was presented to Governors by the Deputy Principal.
- The impetus for the review was a commitment to continue to provide high quality tutoring to support student progress and enhance the whole learner experience in an affordable way. There was also a desire to tackle the logistical challenges in delivering key cross College pastoral sessions.
- Educational research suggested that high quality tutoring had the potential to significantly impact on student outcomes and positive destinations.
- Various Post 16 tutorial models had been explored together with the Queen Elizabeth Sixth Form College's model where students were tutored by specialist progress tutors.
- Another College's model had three teams of specialist progress tutors, overseen by a Senior Progress Tutor. Each Progress Tutor had ten tutor groups with around 20 students, studying the same type of provision. Teams worked to design and deliver tutorial content and monitor Study programmes. Teams worked to RAG rate students to ensure swift support and intervention where students were struggling across their Study Programme or with issues around well-being.
- The tutorial programme review was underway with senior staff discussions, staff consultation, a Tutorial Working Group and student focus groups.
- The strengths and weaknesses of the College's current tutorial system were presented.
- The finances, resources and affordability challenges for varying tutorial models were highlighted.

In response to discussion, challenge and questions from Governors, the following key points were made:
- Governors agreed with the intent and the need to care for a student from the entrance to the College through to their final destination.
- Teaching staff currently did an excellent job, a specialist tutoring system with specialist tutors would free up teaching capacity.
- A balance was required to optimise resources for the best student outcome. Difficult decisions would need to be made and a business case was suggested to look at any model's affordability and value for money.
- Other colleges with the new specialist tutoring system had benefitted with increased student retention, effective monitoring at risk students and ultimately resulting in a better financial position.
- Measuring the impact of a new tutorial system was difficult. The new model would have greater capacity to help students to succeed in exams.
- The Tutorial Working Group was still in the process of working on a tutorial model for SLT to discuss and this could be rolled out in a phased timeframe.
- Once a tutorial model had been agreed by SLT, this would be built into the budget planning for 2019-20 for greater discussion at the Finance and General Purposes Committee prior to the budget approval at the July Corporation meeting.

RESOLVED: that the Tutorial Programme Review be noted with further updates on the affordability to be presented to the Finance and General Purposes Committee as part of the draft 2019-20 budget for final approval at the July 2019 Corporation meeting.

COR 43 **RHC Student Accommodation Task and Finish Group Notes (agenda item 3.2)**

The Corporation at its meeting dated 3 December 2019 had agreed to establish a Task and Finish Group and had agreed the membership. It was also agreed that the Group would meet in January 2019 to focus on the recent Residential Care Ofsted inspection and the College's Action Plan. Notes from the meeting dated 30 January 2019 were circulated and the proposed terms of reference for the Task and Finish Group were agreed. The next RHC Student Accommodation Task and Finish Group meeting was scheduled for 23 April 2019 and a final report would be produced for the May Corporation meeting.

RESOLVED: that the Student Accommodation Task and Finish Group Notes dated 30 January 2019 be noted and the Group's Terms of reference be agreed.

COR 44 **RHC Self - Assessment Report (SAR) Grades for 2017-18 (agenda item 3.3)**

The RHC 2017-18 Self-Assessment Report addressed the key questions of the current Common Inspection Framework (CIF). The RHC Self-Assessment Executive Summary was circulated for Governors. The meeting noted the rigorous and robust process in place for the annual College Self-Assessment Report, as summarised in the report which included:
- three year data from various sources and of various types,
- peer referencing,
- Governor and Student Governor representation at the subject self-assessment report moderation meeting,
- on-going dialogue with Ofsted through annual visits and stakeholder meetings, and
- a detailed Self-Assessment Report that captured the work of the college during 2017-18.

The Academic Planning and Quality (AP&Q) Committee in January 2019 had had a rigorous debate around the final grades for 2017-18 as proposed by SLT. The College Quality Improvement Plan (QIP) had been produced by senior managers to address areas for continuous improvement/development as identified in the SAR. The QIP would be submitted to the AP&Q Committee throughout 2018-19 at regular intervals and focus on maintaining strengths and addressing weaknesses as a working document. The QIP was set out with areas for development (intent), actions to be taken (implementation), success criteria and reviews (impact) for Leadership and Management, Teaching, Learning and Assessment, Personal Development, Behaviour and Welfare, Outcomes for Learners. The three 'I's were part of the new Education Inspection Framework (EIC) (Sept 2019).

Governors complimented the Deputy Principal on producing a clear and succinct executive summary which captured the ambition of what the College wanted to achieve in the QIP document, also contained within the report. A detailed document was available behind the QIP and each area had been allocated to a SLT member. These documents would form the basis of any Ofsted pre planning inspection. In response to a Governor's question more work was being spent on identifying the gap between disadvantaged students and their peers, as highlighted in the DfE tables published in January 2019.

RESOLVED: that the RHC Self-Assessment Report Grades for 2017-18 be agreed.

COR 45 **RHC Management Accounts for February 2019 (Period 7) including Mid-Year Financial Performance Review 2018-19 (agenda item 4.1)**

The Finance and General Purposes (F&GP) Committee Vice-chair gave an overview of the report. The report had been fully scrutinised by the F&GP Committee on 18 March 2019 and the minutes from this meeting would be circulated to all Governors. As this report also included the mid-year

estimate detailed appendices for income and expenditure were included. The mid-year estimates would be used as the reference budget for future management reports. As at the end of February 2019 the College was showing a favourable bottom line variance to budget of £35K with a longer term prediction of circa £100K deficit, as detailed in the latest forecast for 2018-19.

A draft budget for 2019-20 and a draft financial forecast for 2020-24 had been discussed at the Finance and General Purposes Committee predicting a deficit for 2019-20.

In response to detailed questions and challenge, further information and clarification was provided on the following:
- without additional income streams such as international students and apprenticeships, the College's financial situation would be worsened, the College was investing in more capacity for apprenticeships - Apprenticeship income was still the biggest risk in achieving the projected year-end position. The recently recruited Head of Apprenticeships had workforce development experience,
- depreciation charges, in line with our Financial Statement Auditor's expectations, had been reduced in year to reflect the increase in life expectancy of the College's newer buildings to 60 years which would have a positive impact on the balance sheet,
- the sustainability of the sector was highlighted and the pressing case for Further Education funding in the 2019 Spending Review, scheduled for later this year,
- the demographic uplift would impact from 2020-21.

RESOLVED: that the RHC management accounts for February period 7 and the draft budget for 2019-20 be noted.

COR 46 — Summary of Key Points from Committee Meetings (agenda item 5.2)

The report, presented by Committee Chairs, summarised key points arising from recent Committee meetings. Committee minutes were also circulated to all Governors for information. The following areas were highlighted in particular:

- The Academic Planning and Quality Committee on 14 January and 11 March had focused on course achievement against targets and proposing the apprenticeship targets for 2018-19.
- Courses requiring improvements for 2018-19.
- DfE 16-18 Performance tables and the contextual linear data, the Safeguarding annual audit and safeguarding updates.

RESOLVED: that the Committee meetings' summary report for March 2019 be noted.

COR 47 — Consent Agenda - Policies and Other Documents (agenda item 6.1 – 6.6)

Matters in this section were taken as a single agenda item with each proposal being agreed without introduction or discussion.

RESOLVED: that the following items be approved:
- RHC Apprenticeship Targets for 2018-19, Overall 80% and Timely 70%.
- RHC HE Complaints Policy
- RHC Diversity and Equality Policy and RHC Annual Equality Report – Jan 2019
- RHC Behaviour Policy
- RHC Quality Policy
- RHC Treasury Management Policy

COR 48 — Committee Minutes and Other Matters for Note (agenda items 6.7 – 6.15)

The following matters in this section were noted:
- RHC Academic Planning and Quality Committee minutes dated 14 January 2019.
- RHC Foundation draft minutes dated 22 January 2019.

- RHC Finance and General Purposes Committee minutes dated 28 January 2019.
- RHC Academic Planning and Quality Committee draft minutes dated 11 March 2019
- RHC Courses Requiring Improvement Report 2018-19.
- RHC Teaching and Learning Group notes dated 9 January 2019.
- RHC Staff Voice Notes dated 25 February 2019.
- AoC SW Governance Conference dated 27 Feb 2019

The following information had been circulated since the 3 December 2018 Corporation Meeting: attempted fraud report, various TTA newsletters, weekly safeguarding briefings, PP3-PP8 headline data, October, November & January Management Accounts, Eversheds Instep Magazine Winter 18/19, the FE & Sixth Form College Corporations Governance Guide (Nov 2018) and the Insolvency Regime (Jan 2019).

COR 49 **Date of the Next Meeting and AoB (agenda item 7.1)**

Forthcoming College events and the date for the next Corporation meeting scheduled for 20 May 2019 were noted.

The minutes were agreed and signed:

Chair……………………………………….   Date……………………………………………….