

CORPORATION BOARD of RICHMOND UPON THAMES COLLEGE
Minutes of Meeting held on 16 September 2015 at 6pm

Members Present: Cathy Bird (Chair), Barbara Gilgallon, Gergana Duff, Peter Llewellyn, Michael Morley, Rob Pope, Sally Newton, Rebecca Veazey, Lucy Watson, Robin Ghurbhurun, Daniel Volovsek, Gareth Watts, Tajay Bryan, Darren Keenan, Lesley-Jane Eales-Reynolds (arr.6.15pm)

In attendance: Clare Thornes (Clerk), Nanda Ratnavel, John O'Shea, Nicky Lupton

A	PROCEDURAL
1	<p>Welcome and Apologies for Absence</p> <p>The Chair welcomed all participants to the meeting, and introduced Clare Thornes and Daniel Volovsek. Rebecca Veazey has resigned, and the Chair thanked her for her contribution.</p> <p>Apologies were received and accepted from Paul Leonard.</p>
2	<p>Declarations of Interest in Agenda Items</p> <p>None.</p>

B	FOR DISCUSSION
3	<p>College Performance 2014/15</p> <p><i>(College Performance Report 2014/15 circulated; KPIs tabled)</i></p> <p>NL presented the 2014/15 results. Governors scrutinised the data, particularly looking at significant variances. They challenged results in some areas and there was a confidential discussion about particular subjects. See Confidential Minutes.</p> <p>The overall SR has increased by 2.5%. The Principalship recognises that an improvement of 3-5% is required for 2015/6.</p> <p>JOS noted that disappointing AS results have impacted the overall picture, because the volume of AS students is large. Vocational course results were positive and on a rising trend.</p> <p><i>Q: Where results are disappointing, is the issue one of retention or one of achievement?</i></p> <p>Retention is high. Achievement has pulled the SR down. Historically, a factor has been IAG, (ensuring the right students are on the right courses). Some of these students might have performed better on vocational courses.</p> <p>JOS summarised the strategy that has been put into place for 2015/16:</p> <ul style="list-style-type: none"> • Timetables are better aligned; English, Maths and functional skills have been prioritised. • The focus of the tutorial is raising expectations. • Open enrolment attracted at least 400 students who would not have considered the College previously • IAG (information and guidance) has been emphasised. Marginal students were redirected to

	<p>more appropriate courses.</p> <ul style="list-style-type: none"> • Attendance policy and procedure tightened. Students not achieving 90% attendance will be individually contacted (noted that every 10% reduction in attendance equates to one dropped grade). • Monitoring is enhanced, to four assessments per year, with the first one being 4 weeks into term. • Staff underperformance is being addressed through performance management. <p><i>Q: How has the curriculum been realigned?</i> Last year, the balance was 56% vocational and 44% academic. This year's enrolment is 70% vocational and 30% academic.</p> <p><i>Q: How will the success of this strategy be measured?</i> For 2014/5, the forecasted results for vocational subjects proved to be accurate.</p> <p><i>Q: Was there resistance from students at enrolment?</i> Staff were strict in imposing entry requirements. Some students may have gone to other colleges.</p> <p><i>Q: How has the shift to more vocational courses impacted on staff?</i> Staff are highly motivated – this was evidenced by their commitment at enrolment. Training is being provided for staff switching from academic to vocational teaching.</p> <p><i>Q: Why was the forecasting for AS inaccurate?</i> The same issue occurred last year. Curriculum managers have been asked to explain precisely why their estimations were poor. This will be scrutinised at the new quarterly reviews.</p> <p>ACTION: CQS Committee to consider report on AS predictions</p> <p><i>Q: Is it difficult to recruit STEM teachers?</i> Yes, it is an industry-wide issue. The college is considering alternative recruitment and incentive schemes for attracting STEM graduates into teaching.</p> <p><i>[NL and GW left the meeting at 6.55pm]</i></p>
5	<p>Enrolment September 2015</p> <p><i>(Enrolment figures tabled)</i></p> <p>Enrolment figures have surpassed targets for 16-18, and for Access to HE.</p> <p>Currently, numbers stand at 2828. The final figure is likely to be around 2700 (compared to 2500 in October 2014 at the Census Date). The Census Date is 42 days into the autumn term – ie.18 October 2015.</p> <p>There followed a confidential discussion on the enrolment figures analysis. See Confidential Minutes.</p>
7	<p>Presentation – Management Information Dashboard (MID)</p> <p>JOS gave a brief demonstration of the MID, which provides live information.</p> <p>Governors will be able to access the MID through a governors' portal. It will contain information on attendance (derived from online registers taken in class) and student destinations, amongst other</p>

	<p>things. The next stage will also show where students come from; useful for marketing and advertising. It was noted that the number of students coming from Richmond Borough is diminishing, and that strategically, the College's 'community' is now London.</p>
4	<p>Draft Strategic Plan 2016-2020</p> <p><i>(Draft Strategic Plan 2016-2020 circulated)</i></p> <p>RG explained that the final version of the Strategic Plan will include KPIs for each year of the four year strategic plan, and it will be underpinned by annual development plans. The audience for the Plan is all stakeholders, including parents, students, employers, LEP and funding agencies.</p> <p>There followed a confidential discussion about the strategic direction of the College. See Confidential Minutes.</p> <p>Action: RG asked governors to provide feedback on the Strategic Plan</p> <p>Action: Next version to be emailed to all Governors (the Plan will be published in November prior to the next Board meeting)</p>
6	<p>Presentation – Government Policy and Reform</p> <p>RG explained how the spending cuts had evolved over the course of 2015, culminating in the announcement of Area Reviews. In the RuTC Area Review – which will be in Wave 2 or 4, and will take 3-4 months to carry out – the area covered is likely to be Richmond, Kingston, Merton, Wandsworth and Croydon. The government wishes to reduce the number of providers (currently 49 in London). Participation in the review is optional for school sixth forms.</p> <p>Once the Area Review makes recommendations, the Board will need to consider options</p> <p>Action: Members to read the Government publication “Reviewing post-16 education and training institutions: guidance on area reviews”</p> <p>The reforms, and their impact on the College, will be discussed at Corporation Workshop on 3rd November.</p>

C	FOR APPROVAL
8	<p>Approve Minutes of Board Meeting 1 July 2015</p> <p><i>(Minutes circulated)</i></p> <p>The Minutes were agreed, subject to the following amendments:</p> <ul style="list-style-type: none"> i. Item 7.0 Final paragraph to be replaced as follows: “In response to governors’ questions the Board noted that the figure for staffing costs as a percentage of income had been changed to show the current, cash-flow number, but would need to revert to the previous forecast basis so as to compare ‘like-with-like’.” ii. Item 11.1 the following to be added after (b) “to facilitate benchmarking against SFA data.” iii. RV was not present at the meeting.

	Matters Arising from the Minutes None.
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D	FOR INFORMATION / OTHER
9	Any other business The Deputy Principal reported that the College has the opportunity to resubmit its Financial Plan to the SFA, in light of the in-year funding cuts. The draft resubmission will be reviewed by the Finance and Resources Committee prior to resubmission.
10	Future Corporation Board Meetings Tuesday 3 November 6pm – Workshop Wednesday 2 December 6pm Wednesday 23 March 2016 6pm Wednesday 4 May 2016 6pm – Workshop Wednesday 6 July 2016 6pm The meeting closed at 7.55pm.

SIGNED: **Date:**

Actions

Ref	Agenda Item	Task	Responsible
A	B3	CQS Committee to review report on AS predictions	BG / CT
B	B4	Members to provide feedback and challenge on the draft strategic plan.	All Members
C	B4	Next revision of the draft strategic plan to be emailed to all Members	RG
D	B6	Members to read the Government publication “Reviewing post-16 education and training institutions: guidance on area reviews”	All Members / CT

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Confidential Minutes – Agreed with Chair to be published Feb 2017

B	FOR DISCUSSION
B3	<p>College Performance 2014/5</p> <p><i>(College Performance Report 2014/5 circulated; KPIs tabled)</i></p> <p>NL presented the results:</p> <ul style="list-style-type: none">• Data is still coming in, so figures may change. Achievement is yet to be processed.• A2 pass rate remains at 95%; success rate down 1.4%.• AS Level Success Rate (SR) is down, by 2.3%. Maths was particularly disappointing.• SR for diplomas was up 2% (16-18), but at 19+, the SR declined.• SR for Awards increased for both 16-18 and 19+• SR for Certificates increased for both 16-18 and 19+. Entries dropped• SR for Functional Skills for both age groups increased significantly• GCSE High Grades were disappointing. The numbers sitting GCSE Maths and English increased dramatically; all students obtaining D or below had to retake in order for the college to secure funding. Noted that nationally, only 30% of this cohort improved their grade from D to C, whereas RUTC figures are better.• Apprenticeship completions are up, particularly in terms of those finished within the recommended time.• HE is down to 86%. The lower level is a reflection of the fact that students frequently defer for a year. <p>In summary, the overall SR has increased by 2.5%. The Principalship recognises that an improvement of 3-5% is required for 2015/6.</p> <p><i>Q: How can the Maths, English and Science results be explained?</i></p> <p>The Maths SR has risen over the last three years. The following may have contributed to the SR for 2014/5:- management issues in the Maths department; poor IAG (out of 100 students on AS Maths, 30% did not meet the entry requirement); insufficient teaching time - staff are required to deliver the AS course in 4 hours. Local schools' staff are given 5-6 hours. There has been a capability issue in science, and inadequate IAG. The key to success revolves around three factors:</p> <p style="text-align: center;">Success = Good IAG + Good Teaching and Learning + Good Course Management</p> <p><i>Q: STEM is so important. How will the disappointing Science SR be addressed?</i></p> <p>IAG has been addressed. Enrolment in science Diplomas has doubled, whereas that in academic courses has halved for this year. Teaching is under further investigation.</p> <p>ACTION: JOS to report to December Board on measures being taken to improve science teaching</p> <p><i>Q: Are the shortcomings of students being overemphasised? There is such a disparity in results between different subject areas (eg. AS History = 98%, AS Geography/Sociology= 48%). Can this</i></p>

	<p><i>all be down to students?</i> No. A Student Member added his anecdotal view that staff turnover and mediocre teaching were contributing to the AS results.</p>
B5	<p>Enrolment September 2015</p> <p><i>(Enrolment figures tabled)</i></p> <p>Enrolment figures have surpassed targets for 16-18, and for Access to HE.</p> <p>Currently, numbers stand at 2828. The final figure is likely to be around 2700 (compared to 2500 in 2014 at the Census Date). The Census Date is 42 days into the autumn term – ie.18 October 2015.</p> <ul style="list-style-type: none"> • 75 A level students have been lost. Believe to have enrolled elsewhere. • 200 students on A2 courses have not been readmitted because their AS results did not meet requirements. • 118 students are enrolled on the new course 'Access to HE'. <p>There are an additional 270 students in Year 1, who will go onto Year 2, boosting next year's numbers.</p>
B4	<p>Draft Strategic Plan 2016-2020</p> <p><i>(Draft Strategic Plan 2016-2020 circulated)</i></p> <p>RG explained that the final version of the strategic plan will include KPIs for each year of the four year strategic plan, and it will be underpinned by annual development plans. The audience for the Plan is all stakeholders, including parents, students, employers, LEP and funding agencies.</p> <p>Members made the following comments on the draft Plan:</p> <ul style="list-style-type: none"> • More emphasis on academic matters; references to higher skills / research / university • Showcase the breadth of the College offering • Add more local context; show USP compared to local sixth forms • Vision statement could be expanded to include parts of RG's quotation • More on USP – how is RUTC distinctive? How is it better? • Career guidance – emphasis on helping students with choice between employment and further education • Showcase alumni involvement (work experience, guidance)

Signed: Date:

Ref	Agenda Item	Task	Responsible
E	B3	JOS to provide update to December Board on how science issues are being addressed.	JOS