

## RICHMOND AND HILLCROFT ADULT AND COMMUNITY COLLEGE

### MINUTES

of the meeting of the Board of  
Richmond and Hillcroft Adult and Community College  
held at 5.30 pm on Thursday 14 July 2022 at Parkshot (RBS 22)

Present: Prof. Andrew George, Chair  
Mr Richard Brewster (remote)  
Ms Kate Clarke (remote)  
Ms Renuka Fernando  
Ms Gabrielle Flint, Principal  
Mr Nick Jones  
Mr Dave Munby  
Ms Claire O'Donnell  
Ms Jane O'Shea  
Ms Sharon Raj (remote)  
Mr John Riglin (remote)  
Mr Paul Simmons, Student Governor  
Mr Graham Tharp, Staff Governor  
Mr Nigel Ware

In attendance: Ms Gaynor Bray, Vice Principal, Teaching & Learning (VP, T&L)  
Mr Neil Wallbank, Director of Finance & Resources (VP, F)  
Mr Paul Smith, Executive Director, Commercial (VP, O)

The meeting remained quorate throughout.

	<b><u>PRESENTATION</u></b> Dr Steph Rowe, Director of Richmond Business School, gave a presentation regarding the support RHACC is currently offering to Ukrainian refugees.	
1.	<b><u>APOLOGIES FOR ABSENCE</u></b> Mr David Izett and Mrs Sara George (Interim Clerk) sent their apologies. The Chair welcomed the new members of the Board, Renuka Fernando, Claire O'Donnell and John Riglin.	
2.	<b><u>MINUTES OF MEETING HELD ON 24 March 2022</u></b> The minutes of the Board Meeting held on 24 March 2022 were agreed to be an accurate record and approved without any redactions.	
3.	<b><u>MATTERS ARISING</u></b> Items relating to staffing were addressed under the agenda item 7b on budget setting.	
4.	<b><u>DECLARATIONS OF INTEREST</u></b> Ms O'Shea declared an interest in agenda item 10c and staff members Gabe Flint, Gaynor Bray, Neil Wallbank, Paul Smith and Graham Tharp declared an interest in item 7b and the staff pay award.	
5.	<b><u>PRINCIPAL'S REPORT</u></b> The Board received the Principal's Report for July 2022. It was noted that the appointment process for the Vice Principal Curriculum & Quality was on-going but would hopefully be concluded in the following few days.	

	<p>Ms Clarke raised a question regarding the mosaics at Hillcroft and asked if the Victoria &amp; Albert Museum were aware of them. The Principal outlined the work being undertaken with the Surbiton Art Trail on the mosaic project and that she would arrange to contact the Museum.</p> <p>Ms O'Donnell queried if RHACC had a desired learner profile. The Principal replied that there is no desired learner profile but that it should demonstrate that RHACC is achieving its goal of enabling adults of all backgrounds and abilities to participate and make equal progress.</p> <p>The Principal presented her proposal for link governors and the process to be adopted. It was agreed that there will need to be clear role description and that the purpose is to help governors better understand the work being undertaken rather than to report on issues. A feedback log of visits should be maintained. It was suggested that a de-brief session was added to the agenda for a strategy day.</p> <p>Ms O'Shea requested that she be sent a role description for her role as lead safeguarding governor.</p> <p><b><i>The Board noted the Principal's Report for July 2022.</i></b></p>	<p>Principal</p> <p>Principal Clerk</p> <p>Principal</p>
<p>6.</p>	<p><b><u>CURRICULUM MATTERS</u></b></p> <p><b>a) Teaching and Learning Quality Report</b> The Board received the Teaching &amp; Learning Quality report, noting that retention remained strong and achievement was predicted to be above national rates. The Chair of the Quality &amp; Standards Committee noted that staff should be pleased with what has been achieved. In response to a query from Ms Fernando, the Vice Principal for Teaching &amp; Learning explained the reasons why in-year retention is a key indicator to closely monitor.</p> <p><b><i>The Board noted the Teaching &amp; Learning Quality Report</i></b></p> <p><b>b) Meeting local needs</b> The Vice Principal Teaching &amp; Learning presented a paper on Meeting Local Needs and explained that it is important to meet local demand and not just offer provision to chase funding. The College has representation on a number of partnership boards and this is an increasing area of importance given the requirements of the Education &amp; Skills Act. In response to a query, the Vice Principal Teaching &amp; Learning explained that it can be difficult to obtain feedback from employers but the College engages with employer bodies such as the Chamber of Commerce. There was discussion around the way in which the Bridge could be better utilised to develop relationships with employers.</p> <p><b><i>The Board noted the contents of the Meeting Local Needs paper.</i></b></p> <p><b>c) Hillcroft Women's Education</b> The Principal presented a paper on Women's Education and the response to the Women's Education learner survey. It was noted that the survey did not indicate an over-whelming support for women only provision. Moving forward it is important to ensure that provision is based on local needs rather than tradition. It was agreed that the survey results should be distributed with staff.</p> <p><b><i>The Board noted the Women's Education survey results and paper.</i></b></p> <p><b>d) Ofsted enhanced inspection framework</b> The Board received a paper presented by the Principal on the enhanced inspection framework (EIF). She highlighted that destination data will increase in importance and that there is some concern around the narrow definition of what constitutes a 'skill' which may</p>	<p>Principal</p>

	<p>not recognise progress in wellbeing related learning. The EIF handbook was published on 11 July, giving limited time for Colleges to prepare for the new inspection regime.</p> <p>The Chair of the Quality &amp; Standards Committee commented that the EIF is primarily aimed at 16-18 provision and asked whether the College would have two nominees. The Principal outlined the role of a nominee but noted that RHACC may only have the resource to provide one nominee during an inspection.</p> <p>It was noted that there were no major surprises in the framework but that it will be interesting to receive feedback from colleges involved in the first round of inspections.</p> <p><b><i>The Board noted the contents of the Ofsted enhanced inspection framework paper.</i></b></p>	
7.	<p><b><u>FINANCE AND RESOURCES MATTERS</u></b></p> <p><b>a) Management Accounts – April 2022</b></p> <p>The Vice Principal - Finance presented the April Management Accounts and noted a negative variance to EBITDA of £494k due to tuition fees being below target. Due to an increase in online delivery variable hour teacher costs are £200k below budget. The £319k negative variance is forecast to improve by year end and the Financial Health Score of ‘Requires Improvement’ will be achieved as budgeted.</p> <p>Repayment to the ESFA began in March and will result in a £600k decrease in cash over the next 3 years.</p> <p><b><i>The Board noted the Management Accounts for April 2022.</i></b></p> <p><b>b) Budget Setting 2022/23</b></p> <p>The Vice Principal - Finance presented the draft budget for 2022/23. The Finance and Resources Committee considered the draft budget at its meetings on 16 June and 5 July. Fee income levels have fallen since covid to £1.5m from £2.2m. The target has been set for £1.75m for 2022/23 with the aim of returning to pre covid levels by the following year.</p> <p>AEB funding income has been set on the information currently available from the GLA and ESFA. The GLA have announced new flexibilities. Use of funding will be planned to reach 103% of GLA allocation in order to achieve growth funding that has been made available this year.</p> <p>Management have proposed a 1% pay increase for staff earning under £30k and £750 for all staff earning over £30k. The cost of this is £103k which is mitigated by £93k of savings to established staff roles. Management propose reviewing staff pay again in Autumn term in the light of September enrolments.</p> <p>Management confirmed that classes that are not financially viable will be closed as part of routine start of term monitoring procedures.</p> <p>The budget will deliver a year end position of a negative EBITDA of £37k.</p> <p><b><i>The Board approved the budget for 2022/23 and the staff pay award.</i></b></p>	
8.	<p><b><u>HILLCROFT CAPITAL DEVELOPMENT</u></b></p> <p>The Vice Principal - Finance presented an update paper on the Hillcroft capital project and explained that the planning application was likely to be presented at a full Council committee in September. In terms of the costings and funding of the project, he noted that a viability study was awaited from Savills, in terms of the likely sale proceeds. Alternative sources of funding to fill the gap were being considered, and all information will be available by October. It was noted by the Chair of the Capital Projects</p>	

	<p>Steering Group, Mr Ware, that costs so far had been largely covered by the grant funding. He also noted, in response to a question about the impact of being charged VAT, that this was not the issue as it is unlikely to be applied, it is the cost of living and supply chain increases that are pushing up the costs of the project, and that the current gap looks in the region of [REDACTED].</p> <p>There was discussion about the need to evidence that government-funded priority provision will comprise the majority of delivery at the site, and that not going ahead with the project would constrain the College in terms of what could be offered in future.</p> <p>The Board will be asked to make further decisions regarding the project in the autumn, once all information regarding planning, site value and VAT etc is received.</p> <p><b><i>The Board noted the Hillcroft Capital Development update.</i></b></p>	
<p>9.</p>	<p><b><u>AUDIT MATTERS</u></b>  <b>Risk Register and Action Plan</b></p> <p>The Vice Principal - Finance presented the risk register and heat map and explained that the register had been updated in line with the new strategic plan. New risks had been added in relation to online provision and reducing reliance on external contractor platform and curriculum materials.</p> <p>Risks highlighted as red/high are that the budget is not delivered as planned and also the Hillcroft site development.</p> <p>The Chair of the Audit Committee stated that the Committee had thoroughly discussed the risks and were comfortable with the ratings and the reorganisation of the register.</p> <p>The Board asked management to review risks 7 and 13 that refer to Safeguarding and appear to cover the same risk.</p> <p><b><i>The Board approved the Heat Map and Risk Register &amp; Action Plan.</i></b></p>	<p>VPF</p>
<p>10.</p>	<p><b><u>SEARCH AND GOVERNANCE</u></b></p> <p><b>a) Governance self – assessment process 2021/22</b></p> <p>The Board considered the committee self-assessments and discussed how effectively it had performed in the 2021/22 academic year. The Board concluded that its performance had been 'Good' with outstanding features.</p> <p>The Search and Governance Committee will bring information to the next meeting regarding what the Board needs to do to improve its performance to 'Outstanding'.</p> <p><b>b) Recruitment of an Independent Clerk</b></p> <p>The Chair stated that the recent recruitment to the role of independent Clerk was unsuccessful. The role has now been advertised externally with a view making an appointment for September.</p> <p><b>c) Terms of Office</b></p> <p>The term of office of the Lead Governor for Safeguarding and Learner Involvement was extended until the end to 2022/23.</p> <p>The term of office of the non-Governor member of the Audit Committee was extended for a further year.</p>	<p>Chair</p>

	<p><b>d) Committee Structure 2022/23</b> <i>The Board approved the Committee Structure and membership for 2022/23.</i></p> <p><b>e) Governor Code of Conduct</b> The Governing Body agreed unanimously that all meetings should take place on site and face to face.</p>	
11.	<p><b><u>MINUTES OF STANDING COMMITTEES</u></b></p> <p>a) Women’s Education: 24 March 2022 b) Audit Committee: 27 April 2022 c) Search &amp; Governance Committee: 3 May 2022 d) Search &amp; Governance Committee: 8 June 2022 e) Finance &amp; Resources Committee: 10 June 2022 f) Finance &amp; Resources Committee: 16 June 2022 g) Remuneration Committee: 17 June 2022 h) Quality &amp; Standards Committee: 23 June 2022 i) Capital Project Steering Group: 28 June 2022 j) Audit Committee: 30 June 2022 k) Finance &amp; Resources Committee: 5 July 2022</p> <p><i>The Board noted the minutes of the above standing committees.</i></p>	
12.	<p><b><u>ITEMS TO APPROVE</u></b></p> <p>a) Risk Management Strategy 2022/23 <i>The Board approved the Risk Management Strategy for 2022/23</i></p> <p>b) Draft Board workplan 2022/23 <i>The Board approved the Workplan for 2022/23</i></p> <p>c) Committee terms of reference 2022/23 I. Audit Committee II. Finance &amp; Resources Committee III. Search &amp; Governance Committee IV. Quality &amp; Standards Committee <i>The Board approved the terms of reference for the Standing Committees for 2022/23</i></p> <p>d) Whistleblowing Policy <i>The Board approved the Whistleblowing Policy</i></p> <p>e) Appraisal Policy <i>The Board approved the Appraisal Policy</i></p> <p>f) Absence Management Policy and Procedures <i>The Board approved the Absence Management Policy and Procedures</i></p> <p>g) Probation Policy <i>The Board approved the Probation Policy</i></p> <p>h) Anti-Fraud Policy and Fraud Response Plan <i>The Board approved the Anti-Fraud Policy and Fraud Response Plan</i></p>	
13.	<p><b><u>ANY OTHER BUSINESS</u></b></p> <p>The Governing Body thanked the Student Governor Mr Simmons for his contribution and presented him with a gift of student artwork as thanks.</p>	

The meeting ended at approximately XXXXX pm.