MINUTES

Directorate:	**Governance**		
Minutes of:	**Resources Committee**		
Date:	**1 July 2020**	**Time: 11.00**	
Venue:	**Remote access via Zoom**		
Present:	Alasdair MacLeod	(AMcL)	Governor (Chair)
	Darrell DeSouza	(DDS)	Group Principal & CEO
	Steve Owen	(SO)	Governor
In attendance:	Imtiaz Aziz	(IA)	HR Director *(present until the end of item 10)*
	Pat Carvalho	(PC)	Principal and Deputy CEO
	Tracy Reeve	(TR)	Clerk to the Corporation
	Shane Woodhatch	(SW)	Group Director Finance & Resource Planning

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1. Chair's Agenda Item
The Chair did not have any matters to raise under this item.

2. Apologies for absence
No apologies were received.

3. Notification of any urgent items members may wish to raise under Any Other Business
There was no other business.

4. Notification of Interests Members may wish to declare relating to any item
No interests were notified.

5. Minutes of the Resources Committee meeting held on 24 March 2020 and the extraordinary meeting held on 4 May 2020
The minutes of both meetings were approved and would be signed by the Chair.

6. Matters arising from the minutes of the Resources Committee meeting 24 March 2020 and from the extraordinary meeting on 4 May 2020

- ***HE Fees 2020/21***

The meeting NOTED that the detail on HE Fees and IoT Fees would be brought to the Resources Committee as soon as details were confirmed,

There were no matters arising that were not already covered by the agenda.

7. **Human Resources Update Report – FOR INFORMATION**
The HR Director (IA) presented the standing Human Resources update report to the meeting.

- ***HR Data Dashboard***

The meeting received the HR dashboard reporting on a number of key HR metrics for 2019/20 year-to-date at the end of the third quarter (noted as 30 April 2020): staff headcount and FTE by College; staff turnover; equality data of the HCUC workforce; recruitment activity; and sickness absence rate. The meeting was reminded that this now included data over a three-year period to enable Governors to monitor any trends. Governors noted the overall headcount (not FTE) for HCUC for permanent staff YTD was now 766 (245 at HC and 521 at UC). The meeting also noted the headcount of casual (HC 62, UC 99) and agency staff (HC 97, UC 65) at each of the two colleges compared with the All Staff figure for each (HC 404, UC 685). IA assured the meeting that the College had treated the casual/ agency staff sensitively during the period of closure due to Covid-19; the College was mindful that the closure would hit these staff harder and they had been employed while there was any useful work for them to complete.

The current HCUC staff turnover figure for the rolling 12-month period to 30 April was noted as 20%; this was above the AoC benchmark of 17.4% and was also higher than the 15% figure in previous years. IA informed the meeting that he was assigning the impact of Covid-19 as the reason for this spike in turnover. The turnover rate by age band of employees was also noted; this was consistent with prior years data. The equality and diversity (E&D) data of staff was considered and IA highlighted that the current BAME figure at each of the colleges was: HC 40% (an increase of 2% on the prior year figure), UC 36% (an increase of 1% on the 2018/19 figure). Governors were pleased to note that the overall College figure of 38% and both Colleges were in line with or above the College target of 36% for BAME representation. The gender profiles for each of the Colleges were noted as: HC 75% female and UC 62% female, the overall HCUC figure was 66% female. The meeting noted that this figure was above 46% (the GLA figure for females who were economically active in the London population). The HCUC figure of 66% for female representation was also above the AoC 63% figure for females in the FE College population. The representation of disabled staff was 8% at HC and 9% at UC, 9% at HCUC overall; this HCUC figure represented an increase of 4% on the prior year figure of 5%. IA highlighted that this figure was lower than the GLA figure for disabled persons who were economically active at 12%; however, he believed that there was still a level of under-reporting across HCUC, which HR would try and identify. The reporting requirements under the Covid-19 lockdown had led to an increase in declared disabilities by staff. The age profile of staff was also noted with 59% of HCUC staff over the age of 44, this age profile had remained stable since the prior year. The meeting discussed the considerable recruitment activity that had taken place during the first half of the academic year and noted the ethnicity, gender and age breakdown of applicants and appointees. The offers made to BAME applicants year-to-date 2019/20 was confirmed at 56.6% at HC and 59.2% at UC; any previous inconsistency in this rate had now been removed. Governors noted that the absence rates – UC 6.8 days, HC 4.3 days and HCUC 6.0 days - were above the AoC benchmark and College target of 5.6 days in all categories of HCUC staff for the year to date 2019/20 (this was on a rolling 12-month period to April 2020). IA asserted that the spike in the sickness absence rates across HCUC during the last quarter could be attributed to the Coronavirus pandemic. Resources Committee members were pleased to note the 100% completion rate for performance appraisals and the ongoing high completion rate for Prevent and Safeguarding Training of staff which remained at 99% at each of the individual colleges.

- ***Employee Relations***

The following Human Resources casework activity was noted:

- There were 5 open cases in relation to formal capability action.
- Two active formal grievances cases pending.
- HR had supported managers in dealing with a number of flexible working requests and there was 1 active case pending.
- There were two active disciplinary cases pending.

IA highlighted that 48% of all the HR casework year-to-date had been focused on sickness and well-being of staff (22 cases). The meeting was reminded that a working group to promote staff wellbeing had been set up, one of the aims of this group was to improve the well-being of staff and in turn reduce sickness absence. However, the impact of this group had been halted by the

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College closure due to Covid-19.

- ***Staff Focus Group Feedback***

The meeting noted the summary feedback from the Staff Focus Groups that had been held remotely via Zoom on 13 May 2020. The group of 29 attendees were mostly support staff but also included several teaching staff in order to enable a better comparison of the impact of the Covid-19 closure on staff and learners. The range of topics covered, were as follows: time barriers to fulfilling the job role; communications; interface between support and curriculum staff; learner impact/ culture and ethos; customer service; quality (SAR) process; internal career development and training; Equality/ Diversity/ Safeguarding and Prevent; Leadership and Management; team working; staff wellbeing; HCUC values and valuing staff.

The positive feedback and the areas for improvement were highlighted in the report to the Resources Committee meeting and were discussed. The meeting was pleased to see that overall staff were very positive about the support that they had received during lockdown. The meeting spent some time discussing the additional burden placed on teaching staff during lockdown with them dealing with student well being/ mental health issues. Governors were assured that the College was aware of this and was working to support staff wherever possible. Governors were given assurance that action in relation to the suggested areas for improvement was being taken and was being monitored by the Senior Leadership Team.

- ***Agency Working Arrangements***

The meeting was reminded that this had been reviewed by the Resources Committee during the previous academic year. IA confirmed that in line with these discussions a tender process for the agency staffing contract had commenced in February 2020 and would aim to conclude at the start of the 2020/21 academic year when HR staff were back on- site.

- ***Covid-19 Report***

The meeting noted a detailed report focussing specifically on the HR implications of the Covid-19 pandemic. As the Covid-19 crisis developed the HR department had responded and the principal concern was the wellbeing of staff. The meeting noted a summary of the main activities that the HR department had been engaged in during the COVID 19 crisis.

Initial Response: In February 2020 HR received the first enquiry from a member of staff returning from China about self-isolating. At this time the government advice was that only travellers from the two main affected cities in China should self-isolate for 14 days. This member of staff had not visited the two main affected cities. However, the College took a precautionary approach and agreed that the staff member should self-isolate for 14 days. Before the February half term staff were given specific advice about avoiding certain countries when considering their holiday plans because of COVID 19. After the February half term, HCUC had its second instance of a staff member seeking advice about self-isolating as they were returning from a holiday in Iran. Iran at that time had just started to become a hot spot for COVID 19. The College again took a precautionary approach and agreed that the staff member should self-isolate for 14 days.

Pre-Lockdown: At the beginning of March 2020 guidance from the government focused on self-isolation. HR responded to the government advice and issued guidance to staff about self – isolation and 'shielding'. Those required to shield for 12 weeks were staff classified as 'clinically vulnerable', meaning they were at higher risk of severe illness from Coronavirus; this group were advised to self-isolate for 12 weeks. The meeting noted that there was a rapid spike in the numbers of staff self-isolating or shielding in the week prior to lockdown. At 20 March 2020 the figure across HCUC was as follows: 71 staff self-isolating, 147 staff shielding due to a medical condition and 129 shielding a vulnerable relative/ partner.

Post-Lockdown: The post-lockdown workforce data was noted as 25 extremely clinically vulnerable and 169 clinically vulnerable plus 153 staff living with a clinically extremely vulnerable or vulnerable person. Governors were reminded that unfortunately the College had suffered one fatality within the staff as already reported to Corporation. DDS confirmed that some sort of memorial would be

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set up on campus to commemorate this staff member once the College returned to on-site working. The meeting was pleased to see that 95% of staff believed that communication from the SLT had remained effective during lockdown. DDS reminded the meeting of the 'whole college' Zoom meetings during the closure which had been appreciated by staff. The data at 22 June was showing that 76% of staff were working remotely at home, 4.5% were on site and 12% were working in some combination of the two. Staff survey data also showed that 92% of staff believed that they had been able to carry out their job role effectively since closure on 23 March 2020.

Furlough: The meeting noted the details of the government's Job Retention Scheme and the College's use of the scheme. A number of agency staff had been furloughed by the agency provider where there was no suitable work available at HCUC. In addition, the College had furloughed 88 permanent staff by 10 June 2020.

Recruitment: HR had adapted the recruitment process to reflect the need for social distancing and was using Zoom to conduct recruitment interviews. The first Zoom interview took place on Friday 1 May 2020 and feedback from both candidate and panel members was positive.

Mental wellbeing of staff: Over the Easter break staff were mandated to take 4 days annual leave (pro-rata for part-time staff) this break ensured that all staff had time away from work. The aim was to help to improve staff wellbeing. HR had also issued advice and guidance to staff about how to access a telephone counselling service that provided support for a variety of issues including dealing with bereavement. HR also produced a special Newsletter at the start of the lockdown that provided guidance on mental health issues related to remote working. IA confirmed that HR staff had supported individuals, helping to resolve issues related to the new working arrangements. HR, where appropriate, had also provided occupational health support for staff. The Occupational Health Advisor had been able to signpost staff so that they could get the professional help and support that they needed. The meeting was assured that this ongoing support would continue for the new academic year when staff might feel anxious about a return to campus.

HR Section of Covid-19 Risk assessment and Action Plan:

The meeting noted the HR section of the Covid-19 Risk Assessment and Action Plan for a return to campus post-lockdown. The full Campus Return Action Plan had already been considered and approved by the Corporation on 5 June 2020. Resources Committee also noted the guidance for staff that was issued in advance of any return to campus.

The Human Resources Report was RECEIVED.

ITEMS FOR DECISION/ APPROVAL

8. Draft Budget 2020/21 and Plan for 2021/22 and 2022/23

The GDFRP (SW) presented the report to the meeting and confirmed that this final version of the budget had been considered and agreed at the College Senior Leadership Team (SLT) meeting during the previous week. SW confirmed that the forecast out-turn for the current year as well as the budget 2020/21 had included the impact of the Covid-19 pandemic and the Office for Student (OfS), learner number cap.

- **HCUC Forecast Final out-turn 2019/20**

The revised forecast reported an operating surplus for the period of £2,607,000 compared to the previous forecast surplus of £1,142,000. SW highlighted the following significant points:

- *Income:* Income was now forecast at £50,639,000 against a budget of £50,460,000. Overall £12,000 positive variance on Education Income with outturn of £48,197,000 against the forecast of £48,185,000.
  - *Agency Other funding:* a positive variance of £23,000 against the forecast of £5,974,000.
  - *HEFCE Funding – fees:* an adverse variance of £19,000 against the forecast of £1,113,000.
  - *Tuition Fees – home:* a positive variance of £28,000 against the forecast of £940,000.

- *Services and other activities:* This was showing an adverse variance of £69,000 against the forecast of £161,000; the annual catering contract contribution had been affected by lower Refectory performance than forecast and lower lettings income due to Covid-19.
- *Employer Services Income:* A positive variance of £171,000 (against the forecast of £562,000). SFA Contracts was showing an adverse variance of £273,000 due to reduction in contracts and other projects. Other projects was showing a positive variance of £331,000 to reflect release of the management fee and lower delivery costs for the Capacity Development Fund.
- *Employee Costs:* A favourable variance of £1,440,000 (against forecast of £33,741,000) due to posts filled later than anticipated and use of agency staff covering vacant academic posts.
- *Expenses:*
    - *Schools Costs:* A favourable variance £15,000 against forecast of £2,482,000 due to savings on exams, other and materials.
    - *Marketing and Student Services:* A positive variance of £55,000 against the forecast of £2,529,000 due to the increased use of digital media for advertising and promotion.
    - *Estates:* An adverse variance of £158,000 against the forecast of £3,640,000. This had been due to higher H&S and cleaning expenses due to Covid-19. Response maintenance costs were also higher than expected due to additional works at Harrow. Governors sought, and were given, confirmation that this could not have been anticipated.
    - *Finance:* An adverse variance of £88,000 against the forecast of £1,710,000 mainly due to higher costs for the provision of 'Janet' access (data connection between sites) at Harrow and Uxbridge. There was also a higher provision for bad debts and pension costs associated with the Covid-19 impact.
- *Depreciation:* A positive variance of £67,000 against the forecast of £4,326,000; reflecting a later spend on capital works than forecast.
- *Total Overheads:* A positive variance of £1,357,000 against the forecast of £49,390,000
- *Balance Sheet:* Cash was showing a positive balance of £3,361,000 at £22,454,000 (against a forecast of £19,093,000) due to higher outturn, lower capital expenditure and timing of DfE and GLA grants for capital building works. Fixed Assets were showing a positive variance of £539,000 against the forecast of £105,606,000 due to the timing of capital expenditure offset by lower depreciation. General Reserves were at £56,406,000, which was £212,000 above forecast. All ratios were strong: a cash day in hand figure was at 152.9 compared with a forecast of 129.7; the current ratio was 2.24 compared to 1.96 forecast and EBITDA was 14% compared with the forecast of 11%. The 'Outstanding' SFA financial health rating would be maintained. GDFRP informed the meeting that the College score on the SFA financial health scorecard was 300, out of a maximum 300; so this was a very strong 'outstanding' score.

<u>Budget 2020/21</u>
An operating surplus for the period was now budgeted at £281,000 compared to the plan (approved in February 2020 pre-Covid-19) of £1,204,000. Members were assured that the College would maintain its SFA financial health rating of Outstanding, based on the budget as presented. GDFRP highlighted the following significant variances to the Plan:
<u>Income</u>
- *Agency Other Funding*: A positive variance of £233,000 as the High Needs income rates would be higher than forecast.
- *HEFCE Funding (Fees):* Adverse variance of £386,000 as Higher Education (HE) courses were reclassified to the IoT.
- *Tuition Fees (home):* An adverse variance of £19,000 to reflect reduced income in current year.
- *Tuition Fees (overseas):* An adverse variance of £97,000 to reflect the expected decrease in international students due to Covid-19.
- *Services and other activities:* An adverse variance of £119,000 caused by a lower contribution due to Covid-19.

- *Employer Services*: A positive variance of £542,000 against the planned £249,000.
  - Short courses*:* Adverse variance of £114,000 against plan of £343,000 to reflect the impact of Covid-19 and cancelled courses.
  - SFA Contracts: This was showing a positive variance of £672,000 against the plan of £397,000.
  - Central Overheads: An adverse variance of £199,000 due to the reclassification of 3 posts from SFA contracts.

Expenses

- Employee Costs

The budget included a consolidated 2.4% increase for all staff not on protected salaries. The Principal reminded the meeting that as funding levels were not increasing the College could only fund this annual salary increase by looking for efficiencies. It was suggested that staff would be awarded a 1% pay increase in August 2020 with a further 1.4% held back until the full impact of Covid-19 was assessed. No further increases to employers LGPS pension contributions or TPS (Teachers' Pension Scheme) contributions had been assumed during the period. The budget for employee costs was £36,344,000 against the planned £36,140,000 (adverse variance of £204,000). The meeting was reminded that the budget assumed that all posts would be filled from the start of the year which would provide a contingency factor when vacancies occurred. The meeting noted the deletion and creation of posts by department. It was noted that the average proportion of agency teaching was now budgeted at 7% across all the schools. The meeting noted that staff costs as a percentage of income in the 2020/21 budget were 65% which was the same as in the plan.   SW confirmed that the FRS17 costs were as indicated by the January 2020 pension report.

- Non-Pay Expenses

SW confirmed that all curriculum expenses (staffing and non-staffing) had been rigorously challenged through the course costing model. Total expenses including depreciation were budgeted at £16,940,000 compared with the planned £15,857,000 (adverse variance of £1,083,000).

- *Schools*: Adverse variance of £40,000 against the plan of £2,502,000 due to exams and materials costs to meet the course portfolio.
- *Marketing & Student Services*: Total adverse variance of £100,000 against the plan of £2,312,000. It was noted that the majority of this figure was due to an increase in the Advanced Learner Loan Bursary and Free College Meals which was in line with allocations from the ESFA.
- *Human Resources*: An adverse variance of £15,000 against a plan of £700,000 due to higher staff advertising and recruitment costs due to the assumed vacancy factor (circa £7m).
- *Estates*: An adverse variance of £119,000 with a budget of £4,018,000 against the planned £3,899,000. The meeting noted that this reflected additional costs associated with the new buildings – Armstrong and the IoT - as well as Covid related expenditure to meet H&S requirements.
- *Finance:* An adverse variance of £571,000 against the planned £1,517,000. This included an additional cost for anticipated increase to non-pay expenditure in response to Covid-19 mitigation. This also included additional consultancy costs for an Estate survey.
- *Executive:* An adverse variance of £35,000 against the planned £290,000.
- *Depreciation:* The adverse variance of £203,000 against the planned £4,637,000 was in line with capital spend.

Balance Sheet

- *Cash:* Budget of £24,528,000 against plan of £22,383,000 (positive variance of £2,145,000). SW confirmed that the capital expenditure had been reworked to reflect the timing of the IoT building work during 2019/20.
- *Fixed Assets:* Positive variance of £188,000 against planned £105,697.

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- *Accruals and Other Creditors:* The budget was in line with the plan at £7,500,000.
- *PAYE/ NI:* At £1,000,000 the same as the plan in line with 2017/18.
- *Deferred Capital Grant:* At £1,460,000 against the plan of £1,252,000.
- *Cash Days in Hand*: 156.9 (139.3 planned) compared with 152.86 final outturn 2019/20.
- *Current ratio*: 2.42 (2.27 planned) compared with 2.24 final outturn 2019/20.
- *EBITDA*: 9% in budget against 10% in the plan.
- *Financial Health Score*: This was at the maximum score of 300 points in the budget.– The meeting was assured that this would yield an ESFA financial health grade of 'outstanding'.

Plan Years 2021/22 and 2022/23

SW confirmed that the income and expenditure plans for the two plan years had been reworked to reflect the proposed budget for 2020/21. Members noted that the college cash position and current ratios would remain strong throughout the two plan years. It was noted that the plan years 2021/22 and 2022/23 showed operating surpluses of £801,000 and £2,792,000 respectively. The stand-still assumptions for 16-18 and 19+ learner number growth and rate of funding were noted. The plan years assumed 5% growth in WBL funding under the apprenticeship levy-funding regime. Other income was assumed to be subject to 5% inflation. The planned Employee costs included: all pay increments; a pay award of 1% in each of the plan years; an apprenticeship levy of 0.5% of salaries in each year; and no further increases in LGPS and TPS employer contributions. The detail of the capital investment programme over the plan years was considered; capital expenditure of £2,880,000 was assumed. Inflation of 4% was assumed in relation to non-pay expenditure and non-pay efficiencies were assumed at £260,000 in each Plan Year. Governors were pleased to note that cash levels would remain strong at £27,862,000 and £33,360,000 in each of the two plan years. SW confirmed that the health category of the College would remain at 'outstanding' for both plan years with a maximum points score of 300. The meeting also considered the detailed Financial Performance Indicators for each of the plan years; all of these were strong. Members commended the very thorough budget and planning process and the clear accompanying narrative.

The Committee APPROVED the HCUC Budget 2020/21 and Plan 2021/22-2022/23 and RECOMMENDED that it be submitted to the Governing Body for approval.

9. Financial Regulations Amendment

The meeting considered a paper which sought approval for revised authorisation limits for electronic transmission using bank approved software applications. The meeting was reminded that HCUC switched to a Barclays payment solution in June 2020 for payroll and BACS payments. This change was implemented as the new system had a dual electronic transmission authorisation functionality which was a recommendation from a recent internal audit of Key Financial Controls> the addition of a dual signatory mitigated the potential for fraud and collusion if payments were not appropriately authorised prior to release. The meeting considered revised new electronic transmission authorisation levels to be included within the HCUC financial regulations.

The proposed amendment to the HCUC Finance Regulations as follows was considered and APPROVED by the meeting:

- ***Authorised Bank Signatories: Chief Executive/Principal Uxbridge; Principal Harrow; Group Director - Finance & Resource Planning; Vice Principal – Curriculum and Standards; Head of Finance (The roles of VP Harrow and Uxbridge were deleted).***
- ***For payments (cheques, BACS and bank transfers) up to the value of £9,999.99, any one authorised signature is required.***
- ***For cheques of £10,000 or more two authorised signatures are required one of which to be the Group Director - Finance & Resource Planning or, in his/her absence, the Head of Finance.***

- ***Electronic transmission authorisation limits:***
  - ***Head of Finance: BACS/ Faster payments/ CHAPS for Batch <= £50,000 and All LSF Payments***
  - ***Head of Finance and Member of SLT: BACS/ Faster payments/ CHAPS for Batch <= £ 500,000***
  - ***Two members of SLT: BACS/ Faster payments/ CHAPS for Batch > £ 500,000***

ITEMS FOR INFORMATION

10. Capital and Property Update

The meeting considered the Capital Update Report and key current projects were noted as follows:
The Skills for London Capital Fund Stage 2: The meeting was reminded that the construction work on the Armstrong Building had been split into 3 phases in order to progress on a timely basis and minimise disruption to teaching and learning. The work was now in Phase 3 with completion due in September 2020, although this could now be impacted by Covid-19 related delays; the Project Manager and SLT were monitoring this on a weekly basis. Governors were assured that the work was on-track in terms of budget. The final phase of the work would include work on the ground floor for the new reception, student services and canteen as well as conversion of the old canteen into a small sports hall.
Institute of Technology: The meeting was reminded that the DfE had granted a further £1,600,000 on top of the original grant funding for the car park works at Uxbridge. SW confirmed that the tenth drawdown had taken place on 5th June 2020; the year-to-date grant funding drawn down was now £5,224,082. The car park was now complete with the exception of the parking management system. The second phase for the new build was now nearing completion and works planned for June were completion of the sub-structure, installation of the lift shaft, upper floors decks completion, completion of the brickwork, windows and internal partitions. The project was now focusing now on Phase 3 which was the refit of the accommodation. Resources Committee were pleased to note that the revised completion date was for 18th August 2020, which was only 15 days behind the contractual completion date of 3rd August 2020. The meeting commended the strong project management skills of the external consultant employed by HCUC, Robert Drury; he had mitigated any further delays. PC informed the meeting that she would be speaking to the DfE during the current week to review the possible impact of Covid-19 on the IoT timeline and targets.
House at Harrow Weald: The meeting noted that an offer of £505,000 had been accepted for the house at Harrow on the Hill. GDFRP was currently progressing the sale with solicitors.
GLA Small Equipment and Project Application: Governors were reminded of the success of this bid bid to create a gas workshop in the disused training kitchen next to the new Construction Centre (Newton Building). This would allow the College to meet the requirements of the new gas and plumbing curriculum which would replace the existing plumbing framework and level 3 plumbing qualifications from September 2020. This work would complete the construction development. The bid had been approved on the basis of the College providing matched funding on a 1:1 basis. The total cost of the conversion and purchase of gas equipment would be £298,708. Design plans were currently being drawn up and work would commence over the summer for completion in September 2020. The meeting noted the potential risk around the timeline to purchase specialist equipment.

SW confirmed that the College was carefully monitoring guidance on Covid-19 and would bring more information to governors if there was any likely further impact on all of the capital projects. The meeting agreed that the risk of any delays had reduced considerably since the last Resources Committee meeting in March 2020.

The Property Update Report was RECEIVED.

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11. HCUC Monthly Management Accounts to 31st May 2020

The GDFRP presented the HCUC management accounts to 31st May 2020. The accounts were taken as read as they had been fully considered during agenda item 8 Draft Budget 2020/21.

The HCUC Management Accounts to 31st May 2020 were RECEIVED

12. To receive the Resources Committee Risk Register update

The meeting noted the combined Resources Committee section of the HCUC Risk Register which had only had one change since the last meeting of the Resources Committee. The red risks aligned to the Corporate Goals were considered in more detail; these were in relation to:

- 1.08 *Insufficiently qualified and equipped staff to support the delivery of study programmes and quality outcomes for learners.* (Risk score at 12 'red').
- 1.09 *Failure to recruit sufficient staff, qualified at the appropriate level.* (Risk score at 12 'red'.)
- 1.13 *College SAR and/ or Ofsted rating falls below 'outstanding'.* (Risk score at 12 'red').
- 3.11 *Underachievement of funding targets* (Risk score still at 15 'red'). The meeting was assured that this was still being monitored on a weekly basis by SLT.
- 3.12 *Failure to secure and respond to large levy paying employers to deliver apprenticeships could impact on income.* (Newly added risk with a 'red' risk score of 15.) The ongoing Covid-19 pandemic was heightening this risk and the threat of impact on income.
- 3.20 *WBL non levy 16-18 apprenticeship targets not met.* (Newly added risk with a 'red' risk score of 15.) The ongoing Covid-19 pandemic was also heightening this risk as many apprentices were experiencing a break-in learning due to furlough or redundancy.
- 5.13 *Operational impact due to Covid-19* (Risk score still at 12 'red'). As previously discussed all Public Health England guidance was being followed and the SLT were closely monitoring any impact on current or planned income.

- ***IoT Risk Register***

The meeting also noted a separate Risk Register for the West London Institute of Technology (IoT), to be opened at the Uxbridge Campus from September 2020. SW reminded the meeting that this Risk Register format was in a format specified by the Department for Education and was used by them as a monitoring tool as well as internally by HCUC. There were no 'red' risks shown but there were two 'red/ amber' risks. These were in relation to: the implications of Brexit and possible increased cost of building materials for the capital project; and, risks associated with not recruiting staff to identified skills gaps. The meeting noted that the College was currently negotiating target learner numbers for 2020/21 with the DfE to take account of the potential delays to recruitment due to Covid-19 and the impact of the HE number cap imposed by the Office for Students. More details would be provided on the potential HE number cap and any impact in September 2020 when it was confirmed.

The HCUC Resources Committee Risk Register and the IoT Risk Register were RECEIVED.

13. Notification of any attempted fraud in the period to date 2019/20

The meeting received a report which confirmed that there had been no known attempted fraud/ corruption issues to report year to date.

NOTED

14. To confirm and agree the dates and times for the meetings in 2020/21

The provisional dates and times of the meetings were noted as follows:

- Wednesday 16th September 2020 at 10.00am

- Wednesday 25th November 2020 at 10.15am (joint with Audit)
- Wednesday 17th March 2021 at 10am
- Wednesday 23rd June 2021 at 10am

15. Any Other business

There was no Other Business raised by the meeting.

16. Items for Feedback to Governing Body meeting on 7 July 2020

i) Budget 2020/21:

The Resources Committee had approved the Budget 2020/21 and plan years as presented. The Financial Health Grade was Outstanding for the budget 2020/21 and in the following two plan years with a maximum score of 300 points. They would be recommending this budget to the Governing Body.

ii) HR Report:

The Resources Committee had received a comprehensive update report on Human Resources activity and staff data during lockdown. The meeting was assured by the comprehensive HR section of the Risk Assessment for a Return to Campus and the resulting Employee Guidance. The welfare of staff continued to be a priority and the feedback from staff on communication during lockdown had been very positive; 92% believing effective communication had been maintained during HCUC closure.

iii) West London IoT Building:

The new building for the IoT was largely on track for timely completion with only two weeks slippage due to Covid-19 closure of the site. The building project was also within the forecast budget. The meeting commended the Project Manager, Robert Drury for this tight control and effective management of the building project.

There was no other business. The meeting closed at 12.50pm

Signed ………………………………………

Date ……………………………………….…..