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Directorate:	Corporation	
Minutes of:	HCUC Governing Body	
Date:	Tuesday 7 July 2020	Time: 5.30pm
Venue:	Remote access via Zoom videoconference	
Present:	Nicholas Davies	Governor (<i>Chair</i>)
	Melissa Bridge	Governor
	Steven Cochran	Governor (<i>Vice Chair</i>)
	Tracey Critchley	Staff Governor (Harrow)
	Darrell DeSouza	Governor (<i>Group CEO and Principal Uxbridge</i>)
	Nasim Khan	Governor
	Alasdair MacLeod	Governor
	Steve Owen	Governor
	Ketan Sheth	Governor
	Johanna Morgan	Governor
	Amanda Priem	Governor
	Mariann Rand-Weaver	Governor
Apologies:	Paul Walker	Governor
	Suzanne Ghadban	Uxbridge Student Governor
	Marie Edoa	Harrow Student Governor
In attendance:	Pat Carvalho	Deputy CEO/ Principal Harrow
	Dylan McTaggart	Deputy Principal – Curriculum & Quality
	Shane Woodhatch	Group Director – Finance & Resource Planning
	Tracy Reeve	Clerk to the Corporation
	Andy Miller	Exec Director Corporate Services (<i>Item 10 only</i>)
	Intiaz Aziz	Director – Human Resources (<i>Item 10 only</i>)
	Gavin Hughes	Dir Student Services & Safeguarding (<i>Item 11 only</i>)

HCUC Governors' pre-meeting

In light of the meeting being via Zoom and the heavy agenda there was no pre-meeting. The Chair sought, and was given confirmation that there were no specific items that any of the Governors wanted to raise outside of the formal meeting.

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1. Apologies for absence

Apologies had been received from Paul Walker and the Student Governors.

2. Notification of any urgent business Members may wish to raise under any other business, and any items to be taken as read that Members may wish to discuss

There was no other business notified.

3. Notification of interests Members may wish to declare relating to any item

No specific interests were notified.

4. Minutes of the Governing Body Meeting held on 19 May and 5 June 2020

The Minutes were APPROVED as an accurate record and signed by the Chair.

5. Matters arising from Minutes of the Governing Body Meeting held on 19 May and 5 June 2020, which were not agenda items.

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

ITEMS FOR DECISION**6. Chair and Principal's Update**Chair's Update

The Chair had no further update for the meeting.

CEO/ Principal's Update

The CEO (DDS) highlighted the AoC Rebuild letter which had been used to canvas MPs about 'Rebuild: a skills led recovery plan'. In this report AoC was calling on government for a bold and necessary course of action to reduce the post-furlough shock, minimise the risk of economic scarring, and prepare the country for the rebuild post Covid-19 lockdown. DDS confirmed that HCUC had sent this letter to local MPs to raise their awareness. DDS highlighted the copy of the AoC Report 'Rebuild: A skills led recovery plan' which was included in the pack of meeting papers for Governors' information. DDS also informed the meeting that the College had lobbied local MPs on the proposed removal of the free Oystercard for 16-18 year olds; this removal of free travel for under-18s was for an undetermined period and could have a negative impact on enrolment 2020/21 in London Colleges.

NOTED

7. Governance Matters

- **Governing Body Meeting Schedule 2020/21**

The Clerk presented the final timetable of Corporation and sub-committee meetings as well as Stakeholder and Scrutiny Committee dates for 2019/20; this had been considered in draft format at the last meeting. It was noted that the September 2020 meetings would remain online with access via Zoom. The format and venue for the October Strategy Day and November meetings would be reviewed during the first half of the autumn term.

The Meeting Schedule 2020/21 was APPROVED

- **Governing Body Draft Work Plan 2020/21**

The Clerk (TR) presented the annual work plan for HCUC which outlined the business to be considered by the Governing Body, sub-committees of the Corporation and the two colleges Stakeholder and Scrutiny Groups. TR confirmed that this had been updated to reflect any compliance requirements and to include any outstanding actions. The meeting noted the addition of the Integrated Financial Model for Colleges (IFMC) which would need to be approved during January 2020 before submission to the ESFA. **The Annual Work Schedule for Corporation and sub-committees 2020/21 was APPROVED.**

- **AoC Rebuild Strategy**

The AoC Report was taken as read by the meeting; as previously discussed.

The AoC Rebuild Strategy Report was NOTED

8. Pay Award

The meeting considered a proposal to award the proposed 1% cost of living pay award to all HCUC staff, except those on 'protected salaries' from 1st August 2020. The meeting noted the process which was still underway for the AoC to make a salary recommendation; DDS reminded the meeting that UC had not traditionally waited for this recommendation. Governors were reminded that HCUC was in a comparatively strong position financially, although the annual funding settlements to the sector continued to be challenging. Governors also noted that the draft HCUC budget for 2020/21 included a 2.4% pay increase; this reflected the joint unions' position that the additional government funding secured for FE Colleges 2020/21 should be reflected in FE staff pay. The CEO confirmed that it was the SLT view that the 1% Cost of Living (COL) increase should be applied for 2020/21 in August to all staff except those on protected salaries; this should then be revisited post enrolment to establish whether a further increase of 1.4% was viable. The meeting noted the associated costs of a 1%, 1.5%, and 2.4% pay award at HCUC including pension, NI and incremental drift; £362,000, £725,000, £870,000. The meeting also considered the following factors in relation to the decision:

- The comparatively strong position of HCUC – quality and finances.
- HCUC pay levels were currently broadly in line with other colleges and that there was merit in taking steps to maintain this comparability, especially given staff recruitment & retention challenges.
- The way that staff from both colleges had risen to the challenges of the merger during the last three years.

The meeting also noted the history of cost of living pay awards at HCUC and Uxbridge College over the previous 8 years. The meeting was assured that this matter had been discussed in detail at the Resources Committee on 1 July 2020 and the committee members were recommending the 1% increase. Governors sought clarity on whether there was an intention within the government increase in funding that some of it should go to pay awards; there had been no direct linkage highlighted by the AoC. PC informed the meeting that she was a member of the AoC National Employer Group which planned to revisit this use in November 2020 with Colleges and union input. DDS confirmed that the SLT had been in close dialogue with unions during the Covid lockdown and they were not making any specific salary demands whilst the FE sector as a whole was facing possible redundancies in 50% of Colleges. The Chair sought input from the Staff Governors who both confirmed that there was no awareness of any proposed pay increase and 1% was likely to be well received by staff during the current pandemic. It would be

The proposal for the 1% cost of living increase to be paid to all HCUC staff (including Senior Post-holders), apart from those on protected salaries, from 1st August 2020 was APPROVED.

This matter would be reviewed in Autumn 2020 after final enrolment numbers were confirmed (post 6 week census) to see whether the additional 1.4% should be paid to staff; item to be brought back to Corporation in December 2020.

9. HCUC Budget 2020/21 & Plan 2021/22 – 2022/23

The GDFRP (SW) presented the report to the meeting and confirmed that this final version of the budget and plan had been considered in detail at the Resources Committee meeting on 1 July and the Committee was recommending approval as presented. SW's commentary highlighted the key elements of the End-Year Out-turn 2018/19, Budget 2019/20 and Plan Years 2020-21. This meeting noted the detailed HCUC budget and plan along with a comprehensive commentary which had been circulated in advance of the meeting.

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- **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. The detailed end-year commentary with a line by line variance report was taken as read. SW highlighted the following:

- Income was now forecast at £50,369,700 compared with mid-year forecast of £50,382,000
- Employee costs were showing a favourable variance of £1,440,000 against the forecast of £33,741,000 due to posts being filled later than expected and use of agency staff to cover vacancies.
- Cash balance at £22,454,000 compared with mid-year forecast of £19,093,000
- Fixed Assets showing a positive variance of £539,000 against the forecast of £105,686,000 due to the timing of capital expenditure offset by lower depreciation.
- Reserves at £56,406,000 which was £212,000 above forecast.
- Financial Health Rating of 'Outstanding' with a maximum score of 300 on the ESFA points schedule.
- Key performance indicators (KPIs):
 - EBITDA (Earnings before interest, tax, depreciation and amortization) 14% compared with the 11% forecast (prior year figure was 11%). Governors were reminded that this was essentially a measure of 'operating profit'.
 - Staffing as a percentage of income at 61% (62% prior year).
 - Cash days in hand 152.9 (143.3 in 2018/19)
 - Current ratio: 2.24 compared to forecast of 1.96 (2.41 prior year)
 - Borrowing as a percentage of income at 0% (5% in prior year).

The meeting commended the strong end-year performance and the sizeable surplus.

- **Budget 2020/21**

The detailed budget and commentary was considered by the meeting; it was noted that an operating surplus for the period was now budgeted at £281,000 compared to the approved plan (approved in February 2020) of £1,204,000. This decrease was due to the ongoing impact of the COVID-19 pandemic and the uncertainty around the effect on finances during 2020/21. SW confirmed that he was adopting a cautious approach and was using 'worst-case scenario' sensitivities. The agency funding income was based on leaner numbers of 6,052 compared with 5,992 in the current year. The High Needs leaner numbers would increase to 558 from the current year figure of 493. Members were assured that the College would maintain its SFA financial health rating of Outstanding, based on the budget as presented with a maximum financial health score of 300. GDFRP highlighted the following:

- Cash now budgeted at £24,528,000 compared with the plan of £22,383,000. The £2,145,000 positive variance was due to improved outturn 2019/20 and lower capital expenditure.
- Fixed Assets showing a positive variance of £188,000 against the planned £105,697.
- KPIs for 2020/21 (compared to the plan):
 - EBITDA: 9% (10%) – SW highlighted that the sector average for this KPI was 5%.
 - HCUC staffing as percentage of income at 65% (65%).
 - Cash days in hand at 156.9 (139.3)
 - Current ratio of 2.42 (2.27)
 - Borrowing as percentage of income at 0% (0%)

- **Income**

- *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.

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- *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: Adverse variance of £199,000 due to 3 posts reclassified from SFA contracts.

Expenses

- Employee Costs

As previously discussed in the meeting, the budget included a consolidated 2.4% increase for all staff not on protected salaries but this would provide an element of contingency if enrolment was not strong. 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 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. The Vic-Chair sought additional clarity on why the staff costs were increasing by £4m into 2020/21 which seemed to be a disproportionate increase compared with the income line. This was noted as being due to adverse Covid assumptions around depression of income and included a large vacancy factor; the additional cost of TPS payments had also been funded by DfE during 2019/20 and this was not confirmed for 2020/21 so it was included as a cost (£900,000). SW also highlighted the increase in High Needs Income but a very high percentage of this was spent on staffing which skewed the overall percentage of staff costs as a percentage of income. The meeting was happy with this explanation and commended the prudent approach taken.

- 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-19 related expenditure to meet the stringent 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 the budgeted level of capital expenditure.

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-

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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 £2.8m 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 which gave them clarity and assurance around the College financial plan. The meeting talked about the strong position that the College was in due to a clear financial strategy and tight control but Governors were mindful about the ongoing adverse impact of the COVID-19 pandemic. SW confirmed that the budget 2020/21 reflected the likely scenario but included contingencies for a worst-case scenario in relation to the pandemic. Governors asked SLT to consider how the large cash reserves could be used for future development and DDS confirmed that a new Estates Strategy would feed into the next iteration of the HCUC Strategic Plan 2021-2024.

The Corporation APPROVED the HCUC Budget 2020/21 and Plan 2021/22-2022/23 as presented, as recommended by the Resources Committee.

10. Update on Covid-19 Action Plan

- ***HCUC Covid operations, communications and phased return***

The meeting noted a comprehensive update on the College's planned COVID-response which was presented by the Principals and the Executive Director Corporate Services. This had been updated following the Government announcement on Thursday 2nd July. The key changes in Government guidelines were noted as follows:

- Social Distancing, 1m+ or otherwise, for Colleges had effectively been superseded by "no Contact" and grouping as far as classroom settings are concerned.
- Grouping to be exercised and where possible the campuses split into coloured zones. Grouping would be linked to the track and trace methodology.
- Hand washing and sanitisation remained as a key method of protection.
- Limits on the numbers of students on site replaced by full attendance where possible. In reality this would mean 100% of students returning but some 'high quality' remote teaching still taking place.
- Accepted that remote learning would still take place but to a much lesser degree and pointedly 'high quality' remote learning. DDS highlighted that HCUC would still require an IT Strategy which included infrastructure update, as discussed at the recent Governors Strategy meeting.
- On-site catering was to return. Planning for this was currently in progress with delivery avenues being explored with the catering provider Aramark.
- Rules covering vulnerability would be relaxed on 1 August 2020 which would bring more people back into work but some issues could occur when large numbers were on-site. Shielding also ceases on 01 August 2020.

DDS confirmed the current HCUC headlines which had been issued to staff on 3 July in response to this new guidance:

- There would be a full return in September 2020 for the significant majority of students. The College was required to deliver a full Study Programme.
- Delivery would be mainly onsite with some remote activity (while Covid-19 mitigation remains in place) to reduce contact onsite.
- The College would create School bubbles to reduce contact between student groups.

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- Schools would be timetabled in their zones (with every attempt to avoid exception to this).
- ALL schools would have coloured lanyards for 2020/21- and wings of the College would be marked as e.g. the green zone' (details TBC). Students will be expected (with limited exceptions) to remain in their zoned areas while on campus. Estates were exploring the best approaches to sign-post zoning.
- Timetables will be planned to limit the need for students to remain onsite for lunchtimes and reduce break times requiring the use of shared spaces.
- For English and Maths there were plans to reduce the crossover between School bubbles by timetabling E&M within eg. two School 'Combo bubbles' – for example an E&M School 'Combo bubble' might be between eg. HBHEP & STPS.
- Shielding for students & staff would finish on 1 August with limited exceptions eg. 14 day quarantine etc.

Governors were assured that the comprehensive HCUC Risk Assessments would be revised in light of all of the current and future guidance. Governors sought confirmation that this 'zoned' approach was able to be implemented in reality; DMcT confirmed that although it would be complicated to manage most curriculum areas were already taught in specific areas of the College so this would just need formalising when the HCUC timetable and rooming allocation was finalised. The 'combo bubbles' would prove more challenging to timetable but SLT were confident that the system could be put in place for the start of term. AMi confirmed that the Estates team were already working on the required signage to make sure the zoned bubble system could be implemented and enforced. Governors sought additional clarity on what guidelines would be put into place for the staff – the HR Report to be considered later in the meeting was giving staff a 2m social distancing guideline was this now out of date? DDS confirmed that staff rooms would still be based on 2m social distancing as staff might have to work with different bubbles of learners. Facemasks would probably be required if staff had to wander close to learners and would breach the 2 m rule; the College policy would always be to err on the side of caution. AMi confirmed that the baseline rule would be 1m+ where there was additional mitigation. The meeting agreed that it would be important for the College to have a consistent and rigorous set of rules to mitigate any nervousness within the student or staff cohort. PC confirmed that the risk assessments for the PMLD learners at Harrow would not be amended to reflect the reduction from 2m to 1m social distancing; these had been based on each individual's needs rather than generic guidance. Governors commended the decision to deliver so much on a face-to-face basis from September 2020 compared with the previous plan to deliver 25% online via remote learning. DMcT confirmed that this reflected Government guidance where there was an expectation that there would be full attendance for all learners however the College would have a Plan B to deliver remotely in case of a second lockdown.

Update on College Operations during 'closure': The meeting noted a summary of activity on site since the last update to Corporation Member on 5th June 2020, when the Risk Assessment and Action Plan for a phased return to campus was approved.

- A small cohort of learners had already been back on site from 8th June. Some of these learners were vulnerable learners who had continued to access the site during lockdown and others were required to attend to complete mandatory practical assessments that could not be completed remotely. Hair & Beauty, Engineering, Construction and Accountancy were identified as the priority curriculum areas affected by the practical assessments.
- Estate and specific curriculum locations were been prepared to ensure necessary health & safety aspects could be assured including social distancing, PPE & hygienic practice
- Staff CPD, Safety checklists and briefings were all prepared and a Covid-19 Safesmart course was completed online by all staff no later than 6th July 2020
- There were careful communications to update staff as well as learners and their parents/carers.
- The learner numbers accessing HCUC premises during weeks commencing 8th, 15th and 22nd June were

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17, 295 and 467 respectively.

- Liaison with Awarding Organisations had continued following DfE/ OfQual guidance to deliver the required learner submissions to deadline. Also to ensure that calculated grade information was received so that all learners could obtain the grades and qualifications that they were fairly due.
- The Work Based Learning Team (West Met Skills) were maintaining contact with employers and keeping apprentices engaged during College closure.
- All marketing activities had been modified, including open-days and interviews to accommodate the CV19 restrictions, so that applications and offers and eventually enrolments could be secured for 2020/21.
- SLT continued to reviewing the College's IT strategy going forward to cope with the 'new' post CV19 world (as previously highlighted this would remain a priority).

HCUC COVID-19 Re-opening Risk Assessment and Action Plan: Governors considered this comprehensive document which was 'owned' and updated by the Executive Director Corporate Services (AMi). This had been considered in detail and approved by the Corporation on 5 June and would now be updated to reflect the current guidance with an objective of a full return to on-site delivery.

- **Financial implications report**

As previously discussed under agenda item 9 the HCUC finance metrics through the COVID-19 pandemic remained strong; 16-19 and 19+ main funding was assured for 2019/20 and due to lag funding method, also for 2020/21. Apprenticeships were an ongoing risk as discussed due to the effect of the pandemic on employers. The College was looking to maximise opportunities for alternative curriculum to assist the post-CV19 economic recovery. All capital projects remained on track through CV19. SW also confirmed that risk management and the College Risk Register had been revised in light of CV19 to reflect the likely impact on Apprenticeships, Institute of Technology (IoT) and potentially mainstream enrolments.

- **HR updates (incl. furloughing)**

The meeting took the detailed COVID-19 HR Report as read; this had been considered in detail at the Resources Committee meeting on 1 July. AMi highlighted that in a recent staff survey 95% of staff believed that communication from the SLT had remained effective during lockdown. PC 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.

Mental wellbeing of staff: Governors were given clear assurances over the work undertaken to mitigate any negative impact of CV-19 and the College closure on staff. Over the Easter break all 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 as well as supporting some staff on an individual basis to access occupational health help. 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. The meeting also noted the Guidance note that had been drafted by the College HR team and issued to all staff in advance of any return to campus working.

- **Applications / Plans for enrolment 2020/21**

The meeting was reminded that 2019/2020-2020/21 ESFA AEB funding was assured. Data from the

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2019/20 academic year would be used to calculate 16 to 19 allocations for 2021/22. However, as previously highlighted apprenticeship funding was a risk as in year enrolment had been adversely affected by the COVID-19 impact on employers. Commercial funding had also been curtailed due to CV-19 restrictions on running short courses.

The meeting was given an update on applications for 2020/21. The meeting was pleased to note that levels of internal progression was looking positive compared with the previous year. Current data was showing that 80% of FT internal 16-18 & 68% of 19+ full-time students (excluding Level 3 years 2s) were marked as progressing (HC 82%, UC 70%). Internal progression for 2019/20 was 69% so there could be some dampening of this figure. The meeting noted that although applications full and part-time were well below (- 1,867) the prior year, offers were marginally above (+ 593). However, when the data was for full-time only HCUC was 68 applications up on the prior year and 1,032 offers higher. DMcT confirmed that part time applications would be disproportionately affected by the COVID-19 closure (e.g. ESOL & part-time English and Maths were the main shortfall contributors). These increases were spread across a number of Schools and work was underway to validate this growth given the volumes of desktop offers provided during the lockdown. Curriculum staff were now contacting learners where offers had been made by MIS. There would be a focus over the summer break on keeping in touch with applicants to ensure that they were kept engaged with the College and so more likely to actually enrol in September 2020.

The COVID-19 Update Report was NOTED and RECEIVED

11. COVID-19 curriculum headlines

The Deputy Principal Curriculum and Quality presented a detailed report which covered the following:

- Qualification Assessment, Ofsted and wider issues
- Headline approach to Teaching Learning and Assessment (TLA) delivery in September 2020/21
- Student Engagement including at-risk groups

Qualification Assessment, Ofsted and wider issues: The meeting was given an update on progress towards the completion of student achievement 2019/20. The College centre calculated grades (ALs, GCSEs, FS, most vocational qualifications) had now been completed and submitted. All A-Level & GCSE calculated grades had also been moderated and 'ranked'. The meeting noted the detailed headline progress data by qualification type/ awarding body. Amended & delayed assessments i.e. practical sessions - were now underway as previously discussed. DMcT highlighted the considerable work through multi-disciplinary meetings including curriculum, HR, H&S, estates, exams and timetables to ensure a safe environment for staff and students. The meeting noted that by 25th June 2020, 82% of 18,900 qualification results had been submitted. Governors challenged the low Functional Skills maths result at Uxbridge College which was very low at 60.5%; DMcT confirmed that this was due to the very large numbers of learners taking level 1 FS.

Headline approach to TL&A: DM highlighted the work still to be undertaken to make practical plans to adhere to the recent government announcements on possible 'classroom bubbles' (initially aimed mainly at school settings). He confirmed that HCUC was preparing TLA delivery contingencies towards a COVID-19 sensitive approach which might be required for September-October 2020. The College was planning on the basis that any approach would be required to:

1. Be flexible to a changeable September position e.g. 100% onsite compared with a mixed model or in the case of a second wave 100% remote. It would need to be able to flex in response to changes in social distancing requirements. For example, 1m+ distancing would mean a maximum class size of 12 but this might be require additional mitigation which had an impact on the quality TLA e.g. wearing face-masks?)
2. Not create significant cost e.g. double staffing for those onsite/ remote was not financially viable.
3. Not result in (or at least mitigate well) partial coverage of the term 1 curriculum caused by limited time with teaching staff, given that students might already have significant knowledge gaps due to closure in 2019/20.
4. Avoid disadvantage in subjects where students are less motivated e.g. English and Maths

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5. Fully engage students to meet traditional attendance expectations; need to ensure that new students are fully participating participant from the outset of the term. .
6. Have a clear IT strategy that understood and was realistic regarding the limitations and required specification for current/ further IT equipment kit onsite and remote. This would need a post COVID-19 approach that provided IT equipment with long-term future use. The College would need to provide a clear SLT led vision, staff & student CPD, and named ownership (e.g. digital advocates) to take the IT Strategy forward.

The meeting commended the level of planning that the College had already undertaken for September 2020 and the speed with which the SLT were responding to new guidance with well thought through planning.

- **Safeguarding and Student Services Update**

The Director of Student Services (GH) joined the meeting to present the report and take questions from the meeting. Governors were reminded that GH was the Designated Safeguarding Lead (DSL) with responsibility for child protection and safeguarding at Uxbridge College. The meeting was assured that Safeguarding across HCUC had been a priority during lockdown and the support teams had worked hard to support students remotely. GH highlighted the massive job of work that had been undertaken during lockdown to support student mental health issues.

Safeguarding Support: Across HCUC there were currently 20 live cases on the College Safeguarding Register that staff were working with; 11 at Harrow and 9 at Uxbridge. In these 20 cases there had been regular contact with students and social workers and Child in Need meetings for these students were being conducted remotely to support them. The team had also been aware of a small rise in Domestic Violence cases as might be expected during the lockdown. The college was working with 214 students identified as potentially 'at risk' for mental health reasons. The meeting noted that all 323 Looked after Children on role at HCUC (174 at Harrow and 149 at Uxbridge) were contacted by weekly email and those that needed extra support (approximately half of the group) were provided with ongoing contact by phone and messaging. The College had also continued to complete a large number of Personal Education Plans for these students remotely; at Uxbridge College alone 52 PEP meetings had been held remotely during the lockdown. In addition, there were twice weekly wellbeing messages and activities being sent out to all students and a range of links to support websites was also being shared. A dedicated well-being email address was set up for students. The students eligible for bursaries or Free School Meals continued to receive these in weekly payments to their bank accounts during the period of College closure.

Careers and Information & Guidance (IAG): GH informed Governors that the IAG team had been supporting all students hoping to progress into Higher Education; clear guidance on any change to entry criteria was being passed on. They had also supported learners who were not progressing within HCUC. In addition, all not progressing High Needs students had been given careers interviews. A message had gone out to students to encourage applicants for next year's Student Union President and Student Governor roles which would be advertised in September.

- **Learner Surveys and Learner Voice**

The meeting was reminded that as previously discussed the FE Choices compulsory national learner survey run by the DfE had been cancelled this year. However, HCUC had conducted its own internal survey with similar questions, but with an acknowledgement of remote learning during lock down. HE learners also completed their own survey. The Spring Remote Learner Survey ran from 11 May to 8 June 2020; 3,021 HCUC learners (HC 1,151 and UC 1,870) took part in the survey compared with 3,670 in the prior year. The meeting was reminded of the questions included in the survey. Across HCUC the responses were a little lower than in 2018/19 but this was not surprising given the exceptional circumstances of lockdown. The meeting noted the clear message from learners that they preferred face-to-face teaching as a mode of delivery rather than remote online learning. The scores for the Quality of Teaching were: Harrow – before lockdown 8.2 (8.7 last year) and after lockdown (7.0); Uxbridge – before lockdown 8.1 (8.0 last year) and after lockdown (6.9). The full data report for all questions by School with scores above and below average highlighted was taken as read but was useful information for Link

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Governors. The meeting also noted that qualitative feedback from the Student Councils held at both Colleges showed that students had really appreciated the support that they had been given during lockdown although they clearly missed attending College. Governors commended this valuable learner voice which validated the plans to return to full on-site delivery from September 2020. Governors sought confirmation that a similar survey would be undertaken during autumn when learners were back on site; GH confirmed that the next learner survey would be undertaken during the autumn term 2020.

The report was NOTED

ITEMS FOR INFORMATION (To be taken as pre-read by Governors – questions taken.)

12. Partnerships Report

The report from the Principal Harrow (PC) gave the meeting an update on employer engagement and partnership activities for HCUC for the summer term 2020. The meeting took the majority of this report as read with questions from Governors. The following aspects were considered in more detail.

• **Covid-19 Impact:**

The meeting was reminded of the adverse impact on apprenticeships activity and income from commercial activity. It was already seen that businesses were making staff redundant and this would continue once furlough was no longer a viable option for employers. For example, there had been significant attrition of employment at Heathrow as it had reduced its operation and that of its supply chain. This had impacted on key employer engagement and partnerships but the meeting was given the following assurances around current activity and planning:

- IoT and HE provision: This would be both an opportunity (e.g. for staff CPD) as well as a threat (e.g. young people and adults defer education/training and employers reduce commitment).
- Possibly fewer opportunities for apprenticeships and future work placements including extended work placements at risk in part due to employer capacity and confidence.
- Opportunity to develop remote delivery to a wider adult audience (e.g. unemployed adults with low skills as well as reaching out to those currently in employment or recently made redundant).
- Opportunity to provide an appropriate course for those who had wanted to do an apprenticeship – preparing them to step into apprenticeship or suitable qualification leading to career choice.

PC highlighted the recent discussions that had taken place at the recent Stakeholder and Scrutiny Committee meeting held at each of the colleges in June 2020. The following questions had been explored during these meetings:

1. Do our stakeholders believe that HCUC was developing the right offer of courses and delivery models?
 2. What other learning and skill opportunities should HCUC be providing to meet emerging demands?
- Overall, there was support for the local approach in Harrow and Hillingdon. Support was offered in the continued development of the curriculum/WBL (e.g., use of section 106 in Hillingdon) and data analysis from the West London Alliance. Recognition that there could be between 40-50,000 job losses in West London over the next year reducing to 20,000 thereafter depending on the level and speed of recovery.

• **West London Institute of Technology (WLIoT):** The meeting was reminded that the nominal target for 2019/20 was 272 learners; to date 306 learners had been recruited but there was a slight under-recruitment in L4 and 5 learners (10 short of the 149 target); this was due to under-recruitment in construction. The capital build taking place on the Uxbridge Campus was currently only slightly delayed due to Covid-19. Curriculum development work with Brunel continued to prepare for delivery of IoT courses for 2020/21 – work with employers had been signposted and the College would be re-engaging with employers in the coming month to take forward the discussions that had taken place pre-COVID. The current key risks associated with the IoT were:

- The challenge of meeting learner number targets for 2020/21. PC informed the meeting that HCUC was currently awaiting a positive response from DfE to a request to keep targets at 2019/20 levels

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taking account of COVID and a slow start to the national roll out. DfE would not commit to this yet and has asked the Office for Students (OfS) for IoT learners to be excluded from the recently announced number cap for HE learners.

- The need to increase marketing activity; the meeting was pleased to note that HCUC had now appointed a Senior Marketing Executive.
- The IoT Board and sub-groups were continuing to meet with good representation from employers, Brunel University and the awarding body Pearson. However, the SLT were mindful that there could be some longer term impact in employer engagement; the College would be proactive in maintaining contact and engagement.
- **West Met Skills (WMS):** The update was taken as read.
- **Other projects:** The update was taken as read.
- **Future Economic Landscape:** The meeting noted that the GLA had made funds available to build capacity for additional learning and skills that would respond to potential redundancies and encourage a return to work for adults. The College had been successful in receiving funding under two different strands of this funding
 - **Strand 1:** Additional funding of £120,042 for 2019/20 and £22,784 for 2020/21 (£142,826 in total) to work in partnership with Remit Training and Skills Network to expand delivery to meet immediate demands starting between June and August. Submission included short Employability courses with embedded retail units and distance learning CPD courses for the Care and Hospitality sectors, Digital courses and professional up-skilling, e.g. Team Leading. PC confirmed that this was for London learners only.
 - **Strand 2:** Capacity building funds of £2,533 for 2019/20 and £37,077 for 2020/21 (a total of £39,610). This funding is to enable providers to adapt their delivery of education and training to respond to the immediate and medium-term impact of COVID-19. There were four key strands to the HCUC application to meet the anticipated skills needs and to provide progression routes;
 1. Construction sector - Develop a blended learning model to enable the integration of the unfunded CSCS card and sourcing of work placements within an Employability course. HS2 have an immediate demand;
 2. CPD/ up-skilling of staff - The purchasing of and staff training to use the online distance learning and assessment platform developed by Skills Network so we can independently deliver CPD short level 2 employability courses, including digital skills and the professional team leading/management courses;
 3. Blended Learning - Internal development of blended learning level 1 courses in employability, business admin and customer service. Considering Study Skills bridging course for IoT- commercial or funded.
 4. Functional Skills - Development of blended learning Functional Skills materials enabling learners to up-skill and move into apprenticeships or access higher level jobs.

In addition to developing these new models, the Mindful Education blended learning platform will increase the opportunities to gain professional qualifications; accounting, higher level team leading/ management and HR. In addition to these funds the College focus would be to develop a more varied and accessible AEB offer that would support a high proportion of the target group (19+), with the extensive activities through the Capacity Development Fund (CDF) offering the intended support for the 16-18s. The meeting also noted that the government was also consulting on a new national fund possibly targeting individuals at level 3 and above and looking at this along-side the National Retraining Scheme. However, it was not clear when any announcement would be made.

- **Technical and Professional Apprenticeship School**

The meeting noted a proposed organisation structure for a new Technical and Professional Apprenticeship School at HCUC. The meeting was reminded that introduction of the Apprenticeship Levy and new Standards required new and expert knowledge and skills. This would enable HCUC to meet the requirements of the technical complexities of the delivery, the funding compliance and the nurturing of

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relationships with employers to support the growth of the provision. Furthermore, the impact of COVID on the economy had reinforced the need for the College to have a robust and focused approach to securing this provision so that it was well placed to support the employment skills needed to contribute to the recovery of the West London economy. Post COVID, there would also be the need for the College to take steps to develop a new expert Apprenticeship curriculum delivery model that had the knowledge, skills and capacity to continue to grow whilst maintaining the high quality expectations from both Ofsted and ESFA. The meeting was assured that the proposed Professional Apprenticeship School structure predominantly included the most complex sectors and those that commanded greater opportunities for growth; this included the sectors falling under the remit of the IoT. This would allow greater focus on the Apprenticeship provision under a new School and the space for the planned growth of the FT/PT HE provision within the existing IoT Schools.

The meeting was assured that whilst the sector and staffing structure had been planned, work was still being conducted to calculate the impact of COVID on the new School, to ensure there would be sufficient margins. Initial findings on pre-COVID income shows this new School would be viable whilst maintaining a viable contribution (between 40-50%) for the other existing schools (Motor Vehicle and Construction). SLT were also looking at the 'margins' for all schools in relation to other recruitment types (16-19 etc). The meeting commented that the organisational chart included in the papers was very confusing with an unhelpful number of acronyms included; **PC confirmed that a less complicated version would be provided for future information.**

Governors commended and supported this new proposal which would have high level specialist leadership and management driving this technical provision which would result in high levels of employer satisfaction and growth.

- **T levels and associated projects summary report:** The meeting took this report as read with no questions. PC highlighted the possible risks around securing the required significant work placements for 2020/21 in the current Covid-19 climate. A new Harrow Skills Partnership was investigating the possibility of initiating virtual work placements.

The meeting was pleased to note the level of external facing activity that HCUC was involved with, there seemed to be a good fit with the AoC Rebuild Strategy. However, Governors cautioned against the danger of too much partnership work having a detrimental impact on the Leadership and Management of the College. HCUC should focus on what best enhanced the College's strategy.

The Employer and Partnerships Report was TAKEN AS READ and RECEIVED.

12. Corporate Goals

The CEO (DDS) provided an update on the Uxbridge College's and Harrow College's Corporate Goals year-to-date achievement and highlighted the unusual circumstances due to the Covid-19 pandemic and the impact on the Corporate Goals. The meeting took the individual College summaries as read and considered the HCUC dashboard summary of progress against the Corporate Goals 2019/20. The focus and arrangements remained on the College's COVID-19 response, to ensure that learners were not disadvantaged, that all possible action to minimise adverse financial impact was in place and that partnership and project work continued as far as is possible. In terms of Quality of Education and aspects of Projects & Partnerships, 2019/20 sees a freezing of the summary KPI picture at the point that the Government announced the cessation of normal operations in schools and colleges as a result of the COVID-19 response. Updates for Finance & Funding and Learner outcomes (where these had started to emerge) have tried to be reflected in the Corporate Goals update.

DDS confirmed that the ratification of the 2019/20 ESFA substantive funding for 16-18 and 19+ as per profile, had been reassuring and stabilising. The finance and funding figures shown on the Corporate Goals summary were a reflection of this. The meeting was reminded that there had also been assurances in relation to High Needs funding which was now a significant part of the College's overall budget. The

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more uncertain aspect related to Apprenticeship provision and the College had applied for available 'apprenticeship relief funding'. In addition, other funding shortfalls had arisen within the Commercial and Lettings income lines. The overall shortfall was now approximately £206,000 reduced from the £266,000 reported at the May Corporation meeting.

Most of the indicators relating to Quality of Education were in place prior to the COVID-V19 response. The College had been geared for an expected Ofsted Inspection this year but with Ofsted activities now suspended, the attention in relation to Quality of education had turned to gauging the effectiveness and quality of the remote learning experience. Governors were reminded of the learner survey as discussed earlier in the meeting. With performance tables abandoned for 2019/20 and hence the statistics that the College normally relies upon by way of comparison and benchmarking, the sole focus would be on ensuring HCUC learners were awarded the qualification and grades that they had earned and in line with Ofqual and awarding body instructions; given there would be no exams or assessments for the majority of programmes this year. HE students and learners on those qualifications (including Apprentices) that relied on occupational competency would require further input and assessment before completion and so a full picture of learner outcomes for 2019/20 would be delayed.

Partnerships & Projects KPIs, again affected by CV-19, indicated a good outcome for Capacity Development Fund (CDF) Work placements at the point that these were no longer possible. As previously noted Capital Projects remained broadly on track despite CV-19 interruptions and funding related to capital grants had not proved to be a risk to cash flow. DDS confirmed that the Corporate Goals summary for 2020/21 would clearly show the impact of Covid-19 e.g. the ongoing higher IT costs.

The Corporate Goals 2019/20 Update report was NOTED and RECEIVED

14. Academic Report

The meeting considered a report which covered the following: KPI Dashboard for in-year monitoring; Higher Education (HE) update report; an Ofsted Inspection Update; a summary report on progress against the 2019/20 Quality Improvement Plan. This report was largely taken as read with Governors asking questions where they sought additional clarification.

KPI Dashboard for in-year monitoring: The meeting noted the summary dashboard which provided year-to-date (YTD) performance 2019/20 for HCUC, HC and UC for the following metrics: Retention, Work Based Learning (WBL) updates, FT Attendance, Employability, Lesson Observations, Complaints and Disciplinarys. The meeting noted that this dashboard had been presented at each of the Stakeholder and Scrutiny Committees (SSC) and in combined format at Quality, Curriculum and Standards (QCS) Committee. Governors commended the clear 'RAG' rated format which enabled them to identify any areas of under-performance very easily.

YTD performance against target for attendance 2019/20

Due to the remote delivery model the College was now monitoring remote engagement rather than attendance. Full-time remote engagement was at 95% but this reduced to 49% when assessed against attendance at all remote sessions.

Retention YTD

Retention across was 94.4% 16-18 and 96.4% 19+) this was well above national average (NA) but the 19+ figure was 0.4% below year-to-date 2019/20. HE retention was also holding at 91%, which was an increase on the prior year.

Complaints 2019/20

There had been 28 formal complaints in total to date at HCUC and 9 (32%) had been upheld. The comparable figure in the prior year was 27 complaints with 19% upheld.

- The meeting was assured that complaints were being dealt with in a timely manner and none currently were considered to pose a legal or financial risk to the institution.

Disciplinarys

The meeting was pleased to note that the number of disciplinarys was significantly below the prior year (154 vs 226) and that exclusions were also lower (29 vs 30).

Quality of Teaching, Learning & Assessment (TL&A)

Initial observations YTD indicated a better consistency than the previous year. The combined findings for HCUC 148 externally validated LOs indicated that 83% overall met or exceeded expected standards (just below the 86% target). In addition, a number of learning walks had also been completed to date. These rated TL&A standards for curriculum areas as a whole but required a certain threshold number of LWs to be conducted before an overall view could be taken. Quality Reviews of online/ remote learning had also taken place during the last 3 months.

Learner satisfaction 2019/20

The meeting was reminded that a positive set of learner survey results had been reported in June 2020 with a 78% overall satisfaction score for HCUC; the lower figure than prior years was due to the College closure and move to online learning..

Higher Education (HE) Update:

DM presented this report (which was taken as read) and took questions from the meeting. Governors were reminded that the HE Report and an update on Access to HE had been considered by the Quality Curriculum and Student Committee on 25 June. A summary was noted by the meeting:

- Predicted achievement for HCUC was: Teacher Training 100%, HNC/HND overall 92-95%.
- Retention for 2 year courses where there has been a particular issue with retention in 2018/19 had improved to 80% (70% in the prior year).
- Students were being supported via online delivery to achieve.
- National Student Survey (NSS) response rate for 2019/20 was at 90% before the survey was abandoned due to Covid-19 lockdown (v 58% in 2018/19).
- The meeting noted the questions and responses from the HE internal student survey undertaken in May/ June 2020 at HCUC:
 - Q1. Are the session Learning Objectives being well covered in the online sessions? Yes 88%
 - Q2. Is the eLearning course meeting your needs? Yes 82%
 - Q3. Are the resources used appropriate and helpful? Yes 86%
 - Q4. Do you find the feedback provided by teachers helpful? Yes 94%

The meeting was assured that for areas where there had been lower ratings, the HE Programme Leader had followed up with students.

- The Consumer Protection Law working group met in June and reviewed the Student Protection Plan and Terms and Conditions. There were slight modifications which were presented to the HCUC Resources sub-committee for approval along with the fees for 2021/22.
- To meet OfS requirements applicants for HE courses would be advised in writing of the likely mixed mode of delivery (on site and on line) for HE courses starting in October 2020.

In-year progress against Quality Improvement Plans (QIPs) 2019/20

The meeting was reminded that progress against individual HC and UC Quality Improvement Plans (QIPs) focused on identified Areas for Improvement (Afls) identified by HC and UC SAR analysis 2018/19 had been considered in detail at QCS Committee on 25 June. A detailed summary by College was taken as read by the Corporation meeting. Progress against the Afls identified for HCUC as a whole, was summarised as follows:

- Consistency in Study Programme attendance and punctuality – ‘amber with elements of red’. This had been affected by the Covid-19 move to online learning.
- 90% of 16-18 and 19+ SSAs QAR above National Average (NA) and Qualifications Type QAR above NA – ‘green with elements of amber’.
- WBL Timely and overall QAR – ‘amber’
- Ensure WBL learners are supported by robust employer/ learner IAG to support a positive student experience leading to strong outcomes – ‘amber’.
- Further stretch & challenge for all learners – ‘green’
- Robust judgements of TLA quality to confirm greater consistency of high standards – judged as

'amber'.

- Intent in curriculum planning – 'green'.
- Effectively track and support students – judged as 'green'.

The Academic Report was RECEIVED.

15. Staff Focus Group Summaries 2019/20

The meeting noted the summary feedback from the Staff Focus Groups that had been held in October 2019 for lecturing staff, January and February 2020 for Managers and remotely in May 2020 for a group of support staff. In total 70 HCUC staff had been involved during the year. The Resources Committee had previously considered detailed reports from these focus groups in November 2019 and March 2020 and July 2020 as well as the resulting action plans to implement any agreed changes. The CEO also highlighted that the feedback from the Staff Focus Groups had been taken to the individual colleges' Stakeholder and Scrutiny Committees.

The meeting was reminded that the purpose of the focus groups was to use the forum to discuss issues that were assisting or hindering an effective work environment and work practices, with a view to addressing action that can improve things and/or to advise staff about the College's stance on the matter. Comments were not attributed to an individual member of staff and the focus group was supplemented with an anonymous questionnaire that broadly mirrored the topic areas covered. The positive comments and areas identified for improvement or action by each of the groups was presented to the meeting. Governors sought, and were given, assurance that action in relation to the areas for improvement was being taken and was being monitored at SLT on an ongoing basis. The Staff Governors confirmed that online delivery over the last 3 months had been exhausting but it was amazing to see just what had been achieved with the online delivery. TC highlighted the increased pastoral load on staff who had been supporting many learners struggling with mental health issues and isolation.

The Staff Focus Group Feedback Report was NOTED

16. Strategic Plan 2018-21 – Review, Principal's Roadshow

The meeting noted an update on work that had been undertaken to develop the next iteration of the HCUC Strategic Plan 2021-2024. During the spring term 2020, the Principals of Harrow College and Uxbridge College jointly delivered a number of 'roadshow' workshops with representative groups of staff at each of the four campuses. The purpose was to undertake a review of progress made against the stated strategic objectives 2018-21 and to obtain from staff their views as to what would bring about further improvement as an initial step to shaping the College's Strategic Plan from 2021 onwards. Staff representatives (volunteers and chosen by the heads of area) attended workshops delivered jointly by the Principals (DDS & PC) at each of the four College campuses. The workshops comprised a summary review of the Strategic Plan Progress and specific tasks on the day focused on key areas which, were considered to be still requiring further development.

The workshops, comprising 63 staff participants in total representing all curriculum, support and corporate areas of the College were a worthwhile, informative activity. A chance to remind all about the journey to date, since merger in 2017 and acknowledging much achieved. For each of the main four Strategic objectives, key achievement has been evidenced:

- SO1 – Strong HCUC learner Achievement and a levelling of HC and UC performance
 - Successful capital builds and levelling up of the HC estate
- SO2 – Sustained and growing volumes of learners (following an initial dip)
 - HCUC is the only GFE college launching T levels in London
- SO3 – Outstanding Financial health rating maintained
- SO4 – Securing WLIoT with strong employer and educational partnerships; Mayor's Construction Academy (MCA) in partnership with other WL colleges.

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In addition, the workshops allowed a focus on individual experiences by staff and their areas, an insight into the culture journey that was still taking place and confirmation that College agreed Values were now embedded across the group. This provided the first step for shaping the next iteration of the HCUC Strategic Plan and was taken forward in the Governors strategic planning session on 30th June; this focussed on the IT Strategy of the College. DDS confirmed that the Roadshows had taken place pre-Covid-19 and this pandemic would no doubt have a significant bearing on how the immediate HCUC strategy was shaped. It was expected that more detailed work with Governors and the SSC Non Executive Advisers would shape the planned Governors Training and Planning Day in October 2020.

The Strategic Planning Update was NOTED

17. Finance Directorate Report

- ***HCUC Management Accounts, May 2020***

The GDFRP presented the composite HCUC management accounts to 31st May 2020. The accounts were taken as read as they had been fully considered during agenda item 9 Draft Budget 2020/21.

The HCUC Management Accounts to 31st May 2020 were TAKEN AS READ and RECEIVED

13.2 Risk Register

Governors considered the significant risks (rated 12 and above) on the Risk Register that detailed the risks mapped to the Strategic Aims and Corporate Goals of the College. The significant risks related to difficulties with staff recruitment, Ofsted rating, achievement of funding and the new risk in relation to COVID19. The current controls and mitigation actions for each of the risks were noted by the meeting.

- 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 *Failing to secure and respond to large levy paying employers to deliver apprenticeships could impact on income* (Risk score now at 15 'red' from 8 'green' at the last meeting). The meeting was assured that the College Business Development Consultants were still in touch with all employers during the Covid-19 lockdown to mitigate any future impact on the pipeline.
- 3.20 *WBL non-levy 16-18 and 19+ targets not met including in-year variation, and cross year spends, in addition to unknown future allocations.* (Risk score now at 15 'red' which had changed from 9 'amber' since the last meeting). This reflected the uncertainty about on the job learning for a number of apprentices who had been furloughed during the Covid-19 lockdown. Governors were assured that this was being closely monitored.
- 5.13 *Operational impact of Coronavirus (Covid-19).* (Risk score at 12 'red'). As previously discussed in the meeting. Governors were assured that all current Public Health England advice was being followed. Clear communication and information had been sent to staff, students and parents and this was available on the College websites.

- ***IoT Risk Register***

The meeting also noted a separate Risk Register for the West London Institute of Technology (WLIoT). 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 three 'red/ amber' risks. These were in relation to: the implications of the Covid-19 pandemic which might adversely impact on DfE funding for the IoT; concerns around learner numbers during the pandemic; and, risks associated with not recruiting staff to identified skills gaps.

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

13.4 Capital Projects Update

The meeting took the Capital Update Report as read; there had been little change since last considered in May 2020 and there were no decisions currently required. Key current bids and projects were noted as follows:

The Skills for London Capital Fund Stage 2: The meeting was reminded that the construction work on the Newton 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, although this might now be impacted by Covid-19 related delays; the Project Manager and SLT were monitoring this on a weekly basis and it would not be significant.

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 work at Uxbridge was now complete with the exception of the parking management system. The revised completion date was noted as 18th August 2020; this only represented a 15-day delay on the original timescale.

House at Harrow Weald: The meeting noted that an offer of £505 000 from a cash buyer had now been accepted for the house at Harrow on the Hill.

GLA Small Equipment and Project Application: Governors were reminded of the successful 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. Design plans were currently being drawn up and work would commence in July to be completed for September 2020; the risk to this timeline was noted as being in relation to the purchase of specialist equipment.

NOTED

The Finance Directorate Report and HCUC Risk Register was RECEIVED.

ITEMS TO BE TAKEN AS READ

18. Audit Committee – 17 June 2020

The Audit Committee Chair (NK) informed the meeting that the College Financial Statements auditors BDO LLP had resigned from the contract so the College would be appointing new external auditors. SW confirmed that in view of the tight timing it would be necessary to appoint a company for 1 year and then go to formal tender in spring 2021 for a three-year external audit contract.

The Minutes of this meeting would be circulated as soon as finalised.

19. Quality Curriculum and Standards Committee – 25 June 2020

The QCS Committee Chair (MRW) highlighted the following items from the meeting:

- i) The College had continued to do great development work on T Levels and the IoT despite the COVID-19 restrictions.
- ii) Governors should be aware of the amount of work that staff had undertaken in order to realistically assess the grades that every learner should be awarded. HCUC had made rigorous realistic assumptions which would hopefully not be moderated down.

The Minutes of this meeting would be circulated as soon as finalised.

20. Resources Committee – 1 July 2020

AMcL highlighted the following key aspects of discussion which had already been considered in the Corporation meeting:

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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.

The Minutes of this meeting would be circulated as soon as finalised.

21. Stakeholder and Scrutiny Committees:**Uxbridge College Stakeholder and Scrutiny Committee – 9 June 2020**

The Minutes of this meeting were taken as read.

Harrow College Stakeholder and Scrutiny Committee – 1 July 2020

The Minutes of this meeting were taken as read.

22. Feedback to Stakeholder and Scrutiny Committees

The meeting agreed that the following items should be fed back to the SSCs in advance of the minutes being available:

- The recommendation of a 1% cost of living pay award for all staff had been approved; to be reviewed in November 2020.
- Plans for the new Technical and Professional Apprenticeship School at HCUC.
- The Covid Action Plan and operational impact.

23. To confirm the dates and times of the meetings for 2020/21

- Tuesday 22 September 2020 at 5.30pm, online access via Zoom
- Tuesday 8 December 2020 at 5.30pm, at Harrow on the Hill
- Tuesday 30 March 2021 at 5.30pm, at Uxbridge
- Tuesday 18 May 2021 at 5.30pm, at Harrow on the Hill
- Tuesday 6 July 2021 at 5.30pm, at Uxbridge

The dates were noted and AGREED as previously discussed in the meeting.

24. Proposals for agenda items at the next Corporation meeting (September 2020)

There were no other additional items put forward by Members.

ANY OTHER BUSINESS**25. Any other business as previously notified**

There was no other business. The meeting closed at 7.40pm.

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Signed

Date.....

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