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Directorate: Corporation

Minutes of: HCUC Governing Body

Date: Tuesday 31 March 2020

Time: 5.30pm

Venue: Remote meeting via Zoom video conference

Present:
(by video-link)

| | |
|---------------------|---------------------------------------------|
| Nicholas Davies | Governor (<i>Chair</i>) |
| Melissa Bridge | Uxbridge Staff Governor |
| Steve Cochran | Governor (<i>Vice-Chair</i>) |
| Tracey Critchley | Harrow Staff Governor |
| Darrell DeSouza | Governor (<i>Group CEO and Principal</i>) |
| Nasim Khan | Governor |
| Alasdair MacLeod | Governor |
| Mariann Rand-Weaver | Governor |
| Ketan Sheth | Governor |

Apologies:

| | |
|-----------------|---------------------------|
| Ketan Sheth | Governor |
| Marie Edoa | Harrow Student Governor |
| Suzanne Ghadban | Uxbridge Student Governor |
| Johanna Morgan | Governor |
| Steve Owen | Governor |
| Paul Walker | Governor |

In attendance:

| | |
|-----------------|---------------------------------------------------------------|
| Pat Carvalho | Harrow Principal and Deputy CEO |
| Dylan McTaggart | Vice Principal Harrow |
| Shane Woodhatch | Group Director – Finance & Resource Planning |
| Gavin Hughes | Director of Student Services (<i>item 14 only</i>) |
| Andy Miller | Executive Director Corporate Services (<i>item 15 only</i>) |
| Tracy Reeve | Clerk to the Corporation |

Governors' pre-meeting

In light of the current situation and the video call there was no Governors' pre-meeting. However, the Chair did seek assurance that there were no specific items that any of the Governors wanted to raise outside of the formal meeting.

Presentations

The Corporation Members received a presentation from the HCUC Director of Student Services (GH) which gave Governors a mid-year update on the HCUC Safeguarding Report 2019/20. (Report and discussion minuted at item 14 below, page 8).

1. Apologies for absence

Apologies had been received Ketan Sheth, Steve Owen, Johanna Morgan, Paul Walker and the Student Governors. The Chair informed the meeting that the Corporation had received Sally Westwood's resignation as Governor of HCUC as she was no longer working at Heathrow. In her absence the meeting passed a vote of thanks for Sally Westwood's contribution to the governance at HCUC over the last 20 months.

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.

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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 10th December 2019

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

5. Matters arising from Minutes of the Governing Body Meeting held on 10th December 2019, which were not agenda items.

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

6. Chair and CEO's Update

The Chair informed the meeting that he did not have anything particular to feedback to Governors; the time would be better spent discussing the current COVID-19 situation.

Principal's Update

DDS informed the meeting that the agenda covered most of his recent activity.

NOTED

ITEMS FOR DECISION/ APPROVAL**7. COVID-19 Action Plan**

The meeting received a comprehensive briefing on the College's response to the Government advice in response to the Covid-19 pandemic. DDS confirmed that following Government advice last week, the College's normal operations had been effectively closed from Monday 23 March 2020. Staff were given 1.5 days without learners on site as 'inset' days from lunchtime on Thursday 19th to prepare to move learning online via remote delivery from Monday 23 March. Governors were assured that for those staff who did volunteer to be in, all the rules about hygiene, maintaining social distance (>2metres) and minimising the numbers in any one area (<5 people), would be adhered to strictly. The College would also look to respond to its civic duty as called for by the Government.

Immediate actions were noted as follows:

- 1) The College was closed to all students, other than certain exceptions and these individuals had been notified specifically.
- 2) Vulnerable learners who were at risk may require a level of contact (remote and/or in person) for the College to fulfil safeguarding responsibilities. These would be identified, would be on modified programmes and would be the key exceptions referred to in (1) above.
- 3) Most EHCP and vulnerable learners would be expected to be at home as this was deemed to be the safest place for them, according to the Government advice.
- 4) As HCUC is a 16+ institution, the issue of child care was not the same as with schools; the government directive to assist key workers was unlikely to involve many, if any.
- 5) Free College Meal (FCM) learners had now had arrangements put into place this week for them to receive weekly Meal allowance without the need to attend college.
- 6) A key aim would be to avoid people travelling in to College, especially so on public transport, which is to be avoided as far as is possible.
- 7) In order to service those few learners who had to attend college for delivery a skeleton staffing rota is in place. Governors were assured that the rules around hygiene and maintaining a social distance greater than 2 metres would be strictly enforced for any staff and learners on site. The DfE had requested a daily register to be submitted to them of learners and staff who were in the College building each day. The meeting was informed that the College had reached out to all learners deemed as vulnerable but very few were choosing to access face-to-face delivery on site (at Uxbridge or Harrow). DDS informed the meeting that in the current week there had been 1 academic member of staff and 14 support staff on site at Harrow Weald and 1 academic and 4 support staff at

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Uxbridge. The College was liaising closely with social workers and staff were in touch daily or weekly as required with vulnerable learners.

- 8) Curriculum and support teams now had arrangements in place to continue learning and support for learners, by remote processes in the main. DDS highlighted the key role of IT Services and DLS for supporting this effort. Governors sought clarity on whether support was available to learners with limited access to IT or Wi-Fi and it was noted that this was something that the SLT would be looking at over the next few weeks.
- 9) Cleaning contractors would continue to ensure daily cleansing of the College premises.

College Finances

The meeting noted that the Group Director Finance and Resource Planning (SW) had provided an update of finance implications relating to the current situation to Resources sub-committee when they met remotely on 24/03/20. Governors considered a paper which outlined the current potential impact. SW informed the meeting that the current projected monthly income loss was £621,000 and a 5-month projection would indicate a loss of earnings of £3.104m in 2019/20. For the next academic year the projected monthly income loss was £577,000 and a 3-month projection would indicate loss of earnings of £1.731m in 2020/21. The meeting discussed possible contingencies that could be used to mitigate this negative variance. Governors were also assured that all steps to limit expenditure were being taken e.g.; recruitment was frozen; business interruption insurance was being investigated to offset the loss of lettings income. The Government, via ESFA had provided assurances in relation to continued funding to projected profiles for 2019/20 and also some further assurance of 2020/21 funding. There had also been positive funding news in relation to GLA capital grant release; PC informed the meeting that she had met remotely with the GLA earlier in the day and they had confirmed the funding for the current year as well as allocations for 2020/21. The only outstanding issue was in relation to ESOL learners and adults studying English and maths. SW highlighted the biggest risk to funding as being in relation to Apprenticeships; if Apprentices were away from work for 4 weeks this would lead to a break-in-learning and funding would stop. Further updates on the financial impact would be made available to Governors during the next few weeks. Governors highlighted the importance of positioning the College well if any financial interventions from government became available. The importance of maintaining the College supply chain was also discussed: this would involve taking sensible, fair action and the prompt payment of all creditors would be crucial.

Capital

The meeting was reminded that Capital build work was relatively independent and remote from the rest of College functions. For now, the capital build work would continue and would do so unless further notice from Government prevents HCUC contractors from working. DDS confirmed that contractors working on site were complying with any PPE requirements and social distancing guidelines.

HR

Governors were assured that all HCUC Staff had been kept informed about the developing situation and College arrangements through 'All Staff' e-mails and an HR Newsletter. The meeting noted the Roadshow PowerPoint presentation which had been given to curriculum and support teams by members of the SLT on Friday 20th March before the College closure. This had enabled all staff to have a very clear view of how remote delivery would work and the expectations around HR issues e.g. working time, annual leave, sickness reporting. The Roadshow provided further consistent messages and answers to FAQs. CPD sessions relating to delivery of remote working had taken place over the last two weeks since College closure. Staff who might be vulnerable to coronavirus due to health issues had been identified by HR and had been prioritised for remote working and not included in any rota for College-based working until further notice. Assurances had also been made to HCUC casual and agency staff in relation to continued working and employment.

Academic response

DMcT confirmed that there had now been confirmation that there would not be "assessments or exams" in the current academic year. The implications for progression were yet to be clarified, but it was likely to involve estimated grades in a similar way declared for GCSE and A level. The meeting noted that the AoC were currently lobbying to ensure that there would be no disadvantage for FE learners. There would be no performance data tables published for the 2019/20 year.

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The meeting noted a comprehensive COVID-19 Action Plan and TL&A Guidance for staff with clear protocols to be followed for remote/ online delivery of learning. The meeting discussed the RAG rated COVID-19 Teaching Learning and Assessment Action Plan which was presented by DMcT. For each curriculum area the College would create a three tier system (Basic, Expected standard, Gold tier) of online learning. The content for each of these tiers was likely to be as follows:

- Tier 1 BASIC: basic work packs with remote working staff available between 10am and 3pm.
- Tier 2 EXPECTED: emails/chatroom/hangouts at start of a 10am - 3pm day and set/assess work via Moodle/ Google/ Onefile. Moodle chat-rooms/ forums and Google hang-outs as uniform daily contact position.
- Tier 3 GOLD STANDARD: webinar at start of 10-3 day and set/assess work via Moodle/ Google/ Onefile.

DMcT confirmed that a tracking document was now in place to capture the position by school and learner group. There would continue to be the same level of student support where learners were at any risk of failure. In terms of operational readiness, the RAG rating for online delivery was now 'green'. It was noted that MIS were working on getting web-based registers in place and the meeting discussed the need for the College to develop realistic measures of learner engagement and participation during remote learning in addition to the register attendance. Governors commended the clear expectation around the level and quality of delivery as well as learner engagement. DDS highlighted the speed and efficiency of all teaching and support staff moving to this new online model. He informed Governors that there had been an 'All Staff' Zoom video meeting on Monday 30th March with more than 500 people in attendance; this had been a very positive boost for everyone after a week of remote working. The meeting commended the actions of the SLT and all of the teaching and support staff who had risen to the challenge in a very short period of time and were remaining positive about the new online delivery model. The meeting agreed that the College had made massive strides in the move to remote learning during the last two weeks. Governors sought, and were given, assurance that the SLT was looking further ahead to when the College might re-open again and how the start of the new academic year would be managed. DMcT highlighted the online interviews that were currently being undertaken with applicants for September 2020; these seemed to be going well. Everyone agreed that when Colleges moved forward to a 'new normal' the best elements of this new online delivery model should be maintained.

The COVID-19 Update Report and Action Plan was NOTED and RECEIVED.

Governors asked to be kept informed on a regular basis between meetings with key metrics around staff and student welfare, learner numbers and engagement and college finances.

8. Integrated Financial Model for Colleges (IFMC)

The meeting was reminded that in light of the new insolvency regime and several recent high profile College financial failures, that the ESFA had just launched a new financial return requirement for Colleges known as the IFMC. This was now a mandatory return for all Colleges and would require forecasting of financial plans for the current year and next two plan years to be submitted to the ESFA by the end of January each year (deadline had been extended to 28 February 2020 for the first return). The Group Director Finance and Resource Planning (SW) informed the meeting that HCUC was given a two-week extension (changed to a 13 March 2020 deadline) for submission to the ESFA. Governors were reminded that the Corporation had given Resources Committee delegated authority to approve the IFMC return in advance of the deadline for submission. It was now being brought to the full Corporation for ratification; SW confirmed that the approved model had been submitted to the ESFA to meet the 13 March 2020 deadline.

The Corporation meeting noted the detailed IFMC template and the output data in terms of KPIs and forecast. SW confirmed that this was in alignment with the data which would be discussed in the next agenda item within the Colleges' Mid-Year re-forecast. The Chair of Resources Committee highlighted the very clear cash-flow information that the IFMC produced for assurance on the College's financial position moving forward. It was noted that it was likely that at some stage the ESFA would require an update to this model from all colleges to reflect the impact of Covid-19 on finances.

▪ Annex A Checklist

The meeting noted the Annex A Financial Planning Checklist and SW confirmed that all aspects on this

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checklist had been considered in the completion of the 2019/20 reforecast and the IFMC; it had also been considered at the 9 March 2020 Resources Committee meeting during the approval of the IFMC.

The Corporation RATIFIED the Resources Committee decision to APPROVE the IFMC submission as presented.

9. Mid Year Forecast Update

➤ Revised Mid-Year Forecast 2019/20

The Group Director Finance & Resource Planning (GDFRP) (SW) presented the revised forecast 2019/20 and revised plan 2020/21 and 2021/22 which was being recommended for approval by the Resources Committee, (having been considered in detail at their meeting on 9th March 2020). The 16-18 learner numbers against allocation were noted by the meeting: overall HCUC figure of 5,996 (budget 5,942). The meeting was reminded that this over recruitment would have a positive impact on income but this would not affect 2019/20 income due to lagged funding; it would benefit the College's ESFA allocation for 2020/21.

The historical cost surplus for 2019/20 was now forecast at £1,142,000 compared with the previous forecast surplus of £1,028,000; a favourable variance of £114,000. The meeting noted the detailed narrative which provided clear explanation for any variance and reforecast on a line-by-line basis. Significant variances were highlighted:

INCOME:

Now forecast at £50,532,000 against a budget of £50,460,000:

- *Education income:* £82,000 adverse against a budget of £48,267,000 due to the reclassification of Conditional Funding to Employer services, Higher AEB delivery (in particular ALS), English and Maths and lower Element 3 Funding rates charged to local authorities.
- *Employer services:* £242,000 adverse variance against the budget due to a reduction in SFA contracts and other projects, partly offset by a reduction in staffing costs.

EXPENDITURE:

- *Staff Costs* now forecast at £33,741,000 against a budget of £33,685,000 (adverse £56,000). Savings due to vacant posts were offset by a reclassification of posts from Employer Services. Governors were reminded that the 2019/20 budget assumed all posts were filled for the whole of the academic year.
- *Non-Pay costs* now forecast at £15,649,000 for the HCUC group against the budget of £15,747,000 (positive variance of £98,000). Savings in most areas had been partly offset by higher security, pension and finance costs. The meeting noted that the non-pay efficiency of £200,000 included in the budget had now been removed from the 2019/20 forecast.
- The £438,000 negative variance against the budgeted FRS17 Retirement Benefits Charge of £946,000; this had been revised to reflect the actuarial predictions in the 2018/19 year-end reports.

BALANCE SHEET

- *Cash* was in a strong position with a £19.093m forecast against the budget of £17.415m (positive variance of £1,678,000). This was due to higher receipts of capital grants offset by higher capital expenditure and the repayment of the remaining loan. Cash days in hand were forecast at 129.7 against a budget of 119.3. Fixed Assets was showing a negative variance of £1,916,000 against the budget of £107,602,000 due to the timing of capital expenditure on Armstrong Building, Newton Refurbishment and the IoT Building at Uxbridge. SW assured the Corporation that all three major projects were on-schedule and within budget in relation to the agreed schedules. The current ratio was forecast at 1.96 against a budget figure of 1.74. Reserves as a percentage of income was forecast at 107% against the original budget of 105%. Borrowing as a percentage of reserves was now at 0% compared with the budget of 2%; this was due to the full payment of the one outstanding loan. The EBITDA figure was forecast to stay in line with the budget of 11%. The staffing ratio was now forecast at 68% compared with the budget of 64%. The meeting sought confirmation on what was causing this increase in the staffing costs and was informed that this was due to the budget including the Learner Support Fund (LSF) income. If the LSF income was excluded the 'staff: income' ratio budget would rise to 66%. DDS assured Governors that the College SLT were very mindful of the need to

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aim for the 65% staff: income ratio; during the budgeting work for 2020/21 the SLT would review staffing/income ratio to ensure that the College moved towards the 65% figure.

- *Financial Health.* It was noted that under the reforecast the College's financial health as assessed by the ESFA would remain at 'Outstanding' for 2019/20 with a score of 290 (against a maximum points score of 300) now forecast against the budgeted 270 score.

➤ **Plan Years 2020/21 and 2021/22**

The GDFRP presented assumptions for the two plan years, based on the original 2019/20 budget and the revised forecast. It was confirmed that the plan years had been adjusted to allow for known factors such as the ESFA and GLA allocations, increases in pension contributions and NI, and capital expenditure. It was noted that the GLA allocation had already been confirmed but all other allocations were subject to final confirmation so might change. The plan years showed historical cost surpluses of £1.204m and £1.224m respectively. The cash balances for the two plan years were forecast at £22.383m and £25.726m and Reserves would be at £60.579m and £63.579m.

Income assumptions were based on the following:

- 16-18 allocation – funding for 2020/21 based on confirmed number of students of 6052. This increase included the high value premium funding and the 4% increase to the base rate. The meeting noted that the ESFA High Needs Element 2 Funding for 2020/21 was based on confirmed 558 learners (an increase of 65 on the current year); the second plan year was assumed flat-lined.
- 19+ allocations – no increase assumed in both plan years.
- WBL (Apprenticeship) – an increase of 5% for both ages (levy only) assumed for each of the plan years.
- Institute of Technology – Income for the two plan years was assumed at 50% of the income shown on the Business Plan agreed with the DfE to maintain a prudent approach. However, staff costs were assumed at 100% as were the Estates Costs for the new build. This meant that the Staff Costs as a percentage of income was showing as higher than the likely actual in the two plan years. The meeting noted and approved this prudent approach to the new IoT business.

The plan years assumed a salary increase of 2.4% and 1% respectively and no further pension increases for LGPS or the Teachers' Pension Scheme during the period. The staff costs assumed that all posts were filled for the whole of each plan year. The meeting was assured that the annual zero-based staff budgeting exercise was already underway throughout the College to generate a realistic budget for 2020/21. Pay efficiencies of £1,516,000 and £822,000 had also been included in the plan years. SW confirmed that there was a contingency provision of £700,000 in the plan years and a further contingency of £300,000 to allow for any restructuring costs. Expenses in the plan years had been reworked to reflect adjustments made in the forecast 2019/20. Non-pay inflation assumed at 3% in both years. A provision for efficiencies of £225,000 had been included in each of the plan years; this was in relation to the ongoing purchasing work with Tenet. Capital expenditure had been included in the plan years at £4.648m and £3.050m respectively but it was noted that the final capital strategy would not be agreed by Governors until the final budget for 2020/21 was approved in July 2020. Depreciation had been recalculated to reflect the timing of the current projects and assumed future projects.

The KPIs for the plan years were noted: Cash days in hand were shown as 139.3 and 156.5; Current Ratio was shown as 2.27 and 2.58; reserves as a percentage of income were shown as 103% and 106%; and the EBITDA figure would be 10% in both years. The meeting was reminded that the sector average figure for EBITDA was 5%. The meeting also noted that staff costs as a percentage of income would be 68% in each of the two plan years. SW explained this increase due to the following reasons: the College would increase staff costs by 2.4% which amounted to £900k (from the 4% increase to base rate funding); new staff for the IoT assumed at £2m in each plan year; and, all posts were considered filled for the full year but there was actually a vacancy factor of £6.8m for a full year.

The College would retain a financial health category of 'Outstanding' in both plan years. SW highlighted that the key elements of risk in the forecast and plan centred around the assumed 5% growth in Apprenticeship income and the assumed income from the IoT. However, the meeting was assured that this could be partly mitigated by higher than planned Element 3 Funding which the GDFRP had just received

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notification of (circa £378,000 not yet included in this plan). The Group Principal (DDS) confirmed that the mid-year reforecast (as well as the IFMC model) had been discussed and approved by the joint SLT and had been considered in some detail by the Resources Committee on 9th March 2020.

The Revised Forecast for 2019/20 and Plan for 2020/21 and 2021/22 was APPROVED as RECOMMENDED by the Resources Committee.

10. Fees and Charges Policy for 2020/21

The GDFRP presented the HCUC Fees and Charges Policy for 2020/21 which had been considered in detail by the Resources Committee on 24th March 2020. It was confirmed that changes to the policy had been made in light of funding guidance from the ESFA and the Office for Students; consideration had also been given to market forces and the fees and charges made by other providers. Governors noted that the detail of HE Fees 2020/21 as detailed in Appendix 3 to the HCUC Fees Policy would be agreed at the June 2020 Resources Committee meeting. Governors were assured that there was no significant change to the content of the policy but was reminded that the fees and charges were now common across all campuses of HCUC. The meeting noted the Table of Fees, the following significant changes were being proposed:

- The College registration charge to be raised to £37 (from £35) for full-time students and to £27 (from £25) for part-time students across HCUC. Parking fees to be increased to £180 for full-time and £90 for part-time students (£170 and £85 in current year). ID card charges to increase to £8 (currently £5) and the cost of a replacement ID card to remain at £10.
- Fees for 19+ learners on level 3 courses and above (providing it was not their first level 3 courses) would be set at a funding value listed by the ESFA and the maximum loan amount available for all first year entrants. These would be available on the College website.
- A range of fees for international students: FE £6,600 - £7,700 (prior year £6,300 - £7,350) and HE students not eligible for OfS funding would be raised to £7,000 (from £6,700).

Governors noted the categories of learners highlighted in the policy and the level of discounts and remissions that they received; they sought clarity on any other areas of hardship that the College considered. It was confirmed that the College offered bursaries for other cases of hardship. The meeting also sought, and was given, confirmation that HE students undertaking a two-year course knew the total fee amount for the whole course at the start of the 2-year period.

MRW suggested that paragraph 4.6.3 needed to specify the exact inflationary percentage as HE students needed to know what they would be committing to pay for each year at the start of the 3-year period. However, SW commented that this would have to be reviewed on an annual basis. **After discussion it was agreed that the wording in this paragraph would be amended to include 'prevailing inflationary factor' so that it was limited to a fair and reasonable increase.**

The Fees and Charges Policy for 2020/21 was APPROVED as presented (subject to the amendment above to paragraph 4.6.3), as recommended by the Resources Committee.

11. Whistleblowing Policy

The meeting noted an updated Whistleblowing Policy and Procedure and were assured that this met all legislative and good practice guidelines. It had been updated to reflect new personnel. Governors sought clarity on whether staff were permitted to make an anonymous whistleblowing complaint. DDS confirmed that while this was not encouraged – as it could make investigation of complaints more difficult – it was permitted.

The Whistleblowing Policy and Procedure was APPROVED as presented.

12. April 2020 Training & Planning Day for Governors

The CEO outlined the main themes for the Governors' Training and Planning Day which had been due to be held at Denham Grove on Wednesday 29 April 2020. The meeting agreed that in light of the current COVID-19 pandemic this event would have to be postponed. However, PC highlighted the need for the SLT

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and Governors to start work on the new iteration of the HCUC Strategic Plan; this would ideally be started before the next Training Day in October 2020.

The programme for the Governors' Training Day, 29 April was APPROVED as presented however the meeting AGREED that this event should be postponed to reflect current government guidance on group meetings.

The Clerk to contact Denham Grove to change the booking for the next HCUC Governors Strategy and Planning day; date to be based on government guidelines with regard to conference meetings.

13. Search Committee Proposal for Corporation Membership

The meeting considered a paper which outlined recommendations for membership from the Search Committee. The Search Committee had considered the current membership of the Governing Body at HCUC and the two current vacancies: one for a qualified accountant to fill the vacancy on Audit Committee and one for an external Governor to replace Sally Westwood on Resources Committee. The meeting noted that there had also been a need identified to 'bolster' QCS Committee with an additional member to provide additional external governance scrutiny. The meeting considered the detailed recommendation in relation to the re-appointment of two existing governors, (Steven Cochran and Alasdair Macleod) and also the appointment of a new Governor, Amanda Priem. The SLT and the Search Committee had identified a gap on the Governing Body for a governor from a construction industry background; this would become more important as the West London Institute of Technology (IoT) became a key part of the HCUC College Group. The Search Committee met Amanda Priem (AP) on 16th March and were now recommending her appointment as a Governor at HCUC and for her to join the Quality Curriculum and Student sub-committee. The meeting unanimously agreed that the three recommendations in relation to membership should be approved. The Clerk highlighted that the Search Committee had identified a need to start succession planning for a number of key governance roles during the last term of 2019/20.

Search Committee Recommendation:

In order to maintain the correct balance of knowledge and experience on the Governing Body at HCUC the Corporation APPROVED the following:

- ***The re-appointment of Steven Cochran as a Member of HCUC Corporation for a one-year term of office, (1 April 2020 to 31 March 2021). SC to continue in his role as Vice-Chair of the Corporation and as an ex-officio member of the West London IoT Board.***
- ***The re-appointment of Alasdair Macleod as a Member of HCUC Corporation for a four-year term of office, (1 April 2020 to 31 March 2024). AMcL to continue in his role as the Chair of Resources Committee during this period.***
- ***The appointment of Amanda Priem (AP) as a Member of HCUC Corporation for a four-year term of office, (1 April 2020 to 31 March 2024). AP to be appointed as a member of QCS Committee.***
- ***Search Committee to continue to search for a qualified accountant to fill the vacancy on Audit Committee and for an external governor to fill the new vacancy on Resources Committee.***
- ***The Search Committee to consider succession planning during summer 2020.***

ITEMS FOR INFORMATION

(The meeting took the following detailed reports as pre-read and the report authors took questions by exception.)

14. Safeguarding Report: Mid-year update 2019/20

The Director of Student Services (GH) joined the meeting; GH was the Designated Safeguarding Lead (DSL) with responsibility for child protection and safeguarding at Uxbridge College. The meeting was reminded that Nasim Khan was the governor Safeguarding Champion for HCUC with responsibility for safeguarding and prevent. The meeting was also reminded that on an individual college level a member of the Stakeholder and Scrutiny Committee (SSC) at each the colleges had a specific remit for safeguarding. Members

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considered the mid-year report which gave an overview of the Safeguarding and Child Protection issues raised during the first half of 2019/20.

Safeguarding Registers: The number of learners on the Safeguarding Register was noted.

Uxbridge: Members noted that 28 students during the first half of the 2019/20 academic year had required a serious safeguarding response (compared with 27 at the same point in 2018/19). Issues during the current year had included sexual exploitation (12), neglect (1), mental health (3), domestic violence (6), Missing from home (1), drugs involvement (3), emotional abuse (2), sexual conviction (1), victim of sexual assault (3), stalking and inappropriate behaviour (1), forced marriage (2), and involvement in gangs and county lines (4). GH informed the meeting that 2 of the 28 were on a Child Protection Plan (12 in prior year), and 18 were on a Child in Need Plan (7 last year). Current retention for this group was noted as 86% (compared with 92% in the prior year). The number of students on the secondary 'at risk' register was at 967 (compared to 837 in the prior year). The meeting noted that there were currently 157 'looked after' (LAC) students with a strong retention rate of 95.0% (prior year figure was 163 and 96% retention).

Harrow: Members noted that 78 learners have had safeguarding records logged during the 2019/20 year to date (57 at the same point in 2018/19) with 19 of these cases requiring a serious safeguarding response and or close work with social services or other external agencies (21 at the same point in 2018/19). The current retention rate for students on the Serious Cases Register was 89%. Issues during the current year had included domestic violence (6); sexual exploitation (2), serious mental health concerns (1), child sexual exploitation (2), victim of sexual assault (1), and Honour based violence (3). There were also 63 students being supported on the secondary safeguarding register; retention of these students was 98%. The meeting noted that there were also currently 217 LAC students at HC (compared with 131 in 2018/19) and this number would be likely to increase as ESOL learners were still being enrolled. The current retention for the LAC learners was strong at 95%. The meeting noted that Harrow currently had 1017 learners in receipt of a financial bursary.

Staff Training and CPD: The meeting was assured that the HCUC staff training and development programme in relation to Safeguarding and the Prevent Agenda met all statutory and good practice guidelines. Details of the specific training provided at each of the colleges were noted by the meeting. GH confirmed that 100% of all permanent staff and 86% of agency at Uxbridge had now completed the required face-to-face training on Safeguarding and the Prevent Agenda. At Harrow 100% of permanent staff and 85% of agency staff had completed the online training for safeguarding and Prevent.

Criminal convictions and bullying: *Uxbridge (UC)* asked all students to disclose at enrolment any unspent criminal convictions and all students making a declaration were interviewed by a Safeguarding Officer. All serious criminal cases that emerged in the year were recorded and dealt with according to the College disciplinary policy. In a small number of cases students were suspended or excluded from the College due to the nature of the crimes committed. To date in 2019/20, 25 students (compared with 54 last year) self-declared at enrolment; 2 were stopped from enrolling due to the nature of their conviction compared to 5 in the prior year; of the remaining, 12 resulted in enrolments. At UC there had been 15 serious cases of bullying and 26 learners involved in fighting (a total of 41 compared with 50 in the same period during the prior year).

Harrow (HC): Governors were reminded that since the September 2018 enrolment Harrow College (HC) had adopted the UC procedure with any learners declaring a conviction being seen by the Designated Safeguarding Lead for an assessment of suitability. During enrolment 33 applicants had been seen and 20 students enrolled with only 1 student not being accepted at enrolment due to the nature of their convictions. The meeting noted that college worked closely with the Harrow Youth Offending Team to support any students who gained a criminal conviction whilst on their course and all serious criminal cases that emerged during the year were recorded and dealt with according to the College Disciplinary policy. In a small number of cases, students could be suspended or excluded from College due to the nature of the crimes committed.

Student Involvement: Details of the varied provision and student involvement in each of the colleges was noted. These included Prevent and British Values tutorials, anti-bullying week, knife crime awareness week and a number of health and mental health initiatives.

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Local Safeguarding Children's Board: The meeting was reminded of the College commitment to this important local authority committee; it was confirmed that GH as Designated Safeguarding Lead (DSL) for UC remained a full member of the Hillingdon Board and the DSL for Harrow was a member of the Harrow LCSB Learning and Development Committee and also attended the monthly Harrow Serious Incident Group and the termly Harrow Borough Designated Safeguarding Leads meeting.

Prevent: The meeting was given assurance that HCUC attended the London HE/FE Regional Prevent Meetings, which had led to the Regional Coordinator reviewing the College's Prevent Risk assessment/Action Plan. Both Colleges used 'key word' detection on all computers to identify students accessing inappropriate websites etc.

Uxbridge College: The meeting noted that there had been 4 cases for referral to the police or Channel Panel under the duty so far in 2019/20 (compared with 0 cases at the same point in the prior year and 4 in 2017/18); 2 of these referrals were undergoing the Channel process. and 2 investigations within College which had not resulted in a referral to the police or Channel. The internal investigations were mostly due to students accessing inappropriate websites.

Harrow College: The meeting noted that there had been no new cases for referral to the police or Channel Panel under the duty so far in 2019/20 (figure was also zero in the prior year).

The meeting thanked GH for the concise presentation and commended the very comprehensive Mid-Year Safeguarding Report.

Safeguarding implications of Covid-19: GH informed the meeting that the move to online learning had prompted the College to issue an Annex to its Safeguarding Policy which covered potential issues and expected standards of video conferencing between staff and learners from home. This included very clear protocols for staff to follow during this new format of delivery. Governors sought, and were given, clear details of the risk assessment and provision that would be put in place for the Colleges most vulnerable learners during the College closure.

The report was NOTED

15. GDPR Update

The meeting noted an update report on the implementation of the General Data Protection Regulation (GDPR) which had come into force on 25 May 2018. The College's Data Protection Officer (DPO), the Executive Director Corporate Services (AMi) joined the meeting to answer any questions. The meeting was assured that HCUC had produced a suite of policies designed to cover all areas of GDPR centring around one hub data protection policy which reflected the introduction of DPA18. Minor adjustments had taken place as best practice around GDPR developed. AMi highlighted that the College policies had been found to be informative for staff as they have been referred to on a number of occasions. GDPR staff training was now part of the induction package for all new starters and the training PowerPoint was on the college intranet as a revision training aid. Governors were assured that HCUC had concentrated on the GDPR principles to ensure compliance; all of the GDPR principles were covered in the policies and staff training. The meeting did note that the DPO lacked a formal GDPR qualification although he had experience of working with data protection.

AMi informed the meeting that errors with secure processing had led to some minor data breaches. The number of reported data breaches each year was as follows: 3 (all classified as minor) in 2018; 2 in 2019 (1 minor and 1 moderate); and 1 to date in 2020. The meeting noted the detail of these breaches and governors also noted that there had also been a number of instances where the DPO has been asked advice on a situation, these had been resolved before a breach occurred.

The meeting noted that the College's two biggest areas of risk were assessed as: data breaches (as previously discussed) and the retention and disposal of data. Although HCUC had a policy with a detailed timescale as an Annex there was little evidence of any auditing taking place by those who owned the data. Paper data destruction was reviewed in 2019 and the action decided upon from three options was effectively the status quo with more pressure from managers to ensure individuals shredded documentation regularly. SLT members concurred that there was no way around managing this on a local level with each curriculum

area/ school being responsible for their own data. However, electronic data had now built up to a degree that the college had almost run out of storage space which made data retention cleansing a business critical necessity. AMi assured the meeting that a more robust inspection regime would be introduced; an inspection checklist was currently being formulated which would be added to the HCUC GDPR suite of policies.

The meeting noted that the College would commission a formal audit of compliance with GDPR as soon as a suitable audit offer was available; the companies currently offering external GDPR audits would just base this on the start-up process. The meeting noted that the most reliable, and technically valuable audit was currently offered free by the Information Commissioners Office (ICO) but this was limited to an audit of documents such as the Information Asset Register and evidence of data destruction taking place. Governors noted that the general lack of complaints also pointed towards compliance by HCUC but agreed that there should be a formal audit of the college compliance with GDPR in the near future

The GDPR update report was NOTED and RECEIVED

The Audit Committee would include a formal audit of GDPR on the Internal Audit Plan for 2020/21.

16. Partnerships Report (including GLA and WLIoT update)

The Principal Harrow (PC) presented this report which gave the meeting an update on employer engagement and partnership activities for HCUC for the spring term 2020. She highlighted the recent impact of Covid-19 and the new government guidelines which came into place on 23 March 2020; this would mean future activity would be limited. Governors commended the wide range of activities and partnership development work that had taken place across HCUC - highlights were showcased in the report.

- ***West London Institute of Technology (WLIoT):*** 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 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 on time and on budget. Key mid-year activities were highlighted as follows:

- There had been a successful 3rd December 2019 Preview Launch showcasing student projects and build plans.
- Curriculum teams were now working with the Project Manager and team to fit-out the new building and the refurb of West Block for the IoT. SLT would monitor this work on a weekly basis due to COVID-19.
- Curriculum teams presented their development plans for 20/21
- Marketing Activities – Interim IoT Marketing Officer appointed to develop strategy; website ready for Easter, identified targeted activities for rest of the year.
- The planned launch of an annual team-building event as part of the essential skills development of Level 4 students had been postponed from April 2020
- Plans were in place for Brunel PhD students to support IoT students.
- Employer Advisory Group – positive commitments being demonstrated through co-design and co-delivery activities - employer projects for next year; support for events e.g., Apprenticeship Week and through specific external groups.

PC updated the meeting with the current plans for the IoT development work during the COVID-19 lockdown. HCUC would continue to plan for curriculum delivery next year; appoint a permanent marketing executive; the WLIoT Groups - the IoT Board; the Operating Group; Employer Advisory Group; and the Academic Advisory Group - would continue to meet but now remotely; the National IoT Network and meetings with the DfE Account Manager would also continue remotely. The meeting was reminded that the Vice Chair of the HCUC Corporation had now joined the IoT Board as an ex-officio member. Governors noted that the College would be putting forward a proposal to DfE that the KPIs for 2020/21 should be kept the same as 2019/20 to reflect the possible delay to the completion of the WLIoT Building due to the pandemic.

- ***Mayor's Construction Academy (MCA):*** The meeting noted that HCUC has been awarded the MCA kite-mark for the second year.

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- **Newton Construction Centre - GLA Capital Project:** Recruitment was currently 288 against the target of 250. The meeting noted that Construction remained an area of concern in relation to staffing recruitment but the new Head of School and Section Managers started in January 2020. The College was still awaiting the outcome of a Small Equipment bid for a new gas workshop. Due to Covid-19 the launch of the Newton Construction Centre due for June 2020 had been postponed
- **Armstrong Building – Digital & Skills for Work Academy:** Digital Recruitment was currently 264 against the target of 283. The major building work was due to be completed in May 2020 and was currently on time and on budget. However, this would be affected by Covid-19 restrictions so SLT would monitor activity on a weekly basis. The curriculum planning was being finalised but the planned launch in June would be delayed.
- **GLA Devolved Adult Education Budget:** The College would continue to hold termly meetings with the GLA; the next meeting in April would be conducted remotely. HCUC was on track to meet GLA devolved budget across the group. The meeting noted the successful application to the GLA to the Innovation Fund for CPD training for LLDD and mainstream staff.

The Partnerships Report was NOTED and RECEIVED.

17. Academic Report

The meeting considered a report which covered the following: KPI Dashboard for in-year monitoring; competitor analysis information in January 2020 performance tables; Higher Education (HE) update report; an Ofsted Inspection Update; a summary report on progress against Quality Improvement Plans (QIPs) for Harrow College (HC), Uxbridge College (UC) and West Met Skills; an update report on T levels. 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. DMcT highlighted the following aspects of performance:

YTD performance against target for attendance 2019/20

- Attendance overall at 86% for 16-18 (rising to 89% with authorised absences) and 85% for 19+ (88% with AA), against the 86% target. There was variation within certain Schools, monitored at SSC/ SLT level and followed up on a weekly basis. Attendance at English and maths continued to be a challenge across the whole of HCUC.

Retention YTD is high and improved

Retention across both ages (92% 16-18 and 94.5% 19+) was well above national average (NA) but slightly below year-to-date 2018/19. HE retention was also holding at 91%.

Complaints 2019/20

- A detailed complaints report had been presented at HC & UC SSCs and at QCS Committee.
- There had been 28 formal complaints in total to date at HCUC and 8 (29%) had been upheld. The comparable figure in the prior year was 17 complaints with 24% 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 (151 vs 211) and that exclusions were also lower (25 vs 29).

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

Initial observations YTD indicated a better consistency than the previous year. The combined findings for HCUC 152 externally validated LOs indicated that 82% 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.

Learner satisfaction 2019/20

The meeting was reminded that a positive set of learner survey results had been reported in autumn 2019 with a 96% overall satisfaction score for HCUC. Governors were informed that the Spring 'FE choices' survey had just been launched across HCUC; this survey had a component that would link into the externally published 'FE choices' survey results.

Competitor Analysis

The meeting noted the January 2020 performance tables which had recently been published; HCUC compared well against nearby GFE providers. The meeting took the following reports as read: DfE Progress Measures, ESFA Dashboard, FE Choices Survey. Governors were pleased to note that HCUC was number 1 in London for 16-18 QAR data and the value-added data was also the best in London. This showed that the College was adding real value to young people's lives with substantial qualifications. Governors commended the whole SLT and College team for this fantastic result.

Higher Education (HE) Update

In the absence of the Director HE, DMcT presented this report and took questions from the meeting. The meeting noted that both HC and UC SSCs had discussed HE updates and a combined HE report had been presented to QCS Committee (19/03/20). A summary was noted by the meeting:

- In-year retention for HCUC is at: Teacher Training 100%, HNC/HND overall 91%, 1 year 98%, 2 year 80% (compared with a minimum target of 80%).
- Retention overall had improved, for 2 year courses where there has been a particular issue with retention in 2018/19 was 70%.
- National Student Survey (NSS) response rate for 2019/20 was currently at 50% (compared with 58% in 2018/19). For 1 year courses where HCUC had entered a pilot the response rate was 49%. HE students were being encouraged to complete their responses.
- Good progress was being made on the majority of areas for improvement in the HCUC HE Quality Improvement Plans.
- QCS Committee (together with Resources sub-committee) had received reports on how HCUC Governors would gain assurance that the College was meeting the ongoing conditions of registration to maintain its position on the Register of English Higher Education Providers. DMcT highlighted the spreadsheet included in the meeting papers which gave HCUC Governors the detail of how assurance would be provided for each condition, by whom and at which Corporation sub-committee. The meeting also noted the schedule of reports. The meeting focussed on the report which would come to each meeting of the Corporation to provide an overview of Condition E (Good Governance) and an annual review of the HCUC Public Interest Principles self-assessment which was submitted as part of the College's initial registration documents. It was suggested that a review of the Corporation's ongoing scrutiny of how the College was continuing to meet all the conditions of HE registration should be included in the HCUC Corporation's annual self-assessment. Governors agreed that this was a good idea as there was concern across the HE sector that governance scrutiny was not being effectively tracked.
- The HE Spring report to QCS received a detailed overview of continuation rate metrics (for which the College received notification of enhanced monitoring upon registration with the OfS) and how these differed and compared to retention rates.

The meeting AGREED that the Governing Bodies oversight of how the College was continuing to meet all conditions of registration should be included in the Corporation's annual self-assessment.

Inspection Update

DMcT highlighted the updated version of the A3 Education Inspection Governors' Crib-sheet which outlined the strengths and Areas for Improvement of HCUC. The meeting also noted the PowerPoint presentation which had been compiled by the SLT as an introduction to the College for any Ofsted inspection team. Of particular note was the slide showing 'HCUC: Our journey'; governors commended how much had been achieved since the August 2017 merger. The meeting discussed the inevitable delay to the College being

subject to a full Ofsted Inspection due to the Covid-19 pandemic. The Vice-Chair asserted that this delay was a shame as the College was in such a strong position to demonstrate its qualities to Ofsted. The meeting agreed that although inspection was now not an imminent threat staff and governors needed to remain Ofsted-ready.

In-Year Progress against Quality Improvement Plans 2019/20 for HC, UC and WMS

The meeting was reminded that the Areas for Improvement (Afls) had been identified through the detailed self-assessment analysis across HCUC for 2018/19. The in-year progress against the individual HC, UC and WMS QIPs had been considered in detail at the QCS Committee in March 2020. A detailed report by College and for WMS 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’. The meeting noted that whilst overall attendance for HC, UC and HCUC remained above the minimum 86% in-year target, English and maths continued to pose a challenge. In addition, whilst there had been a positive drive to accurately capture lateness on registers, there were pockets where learner punctuality issues persisted.
- 90% enrolments 16-18 & 19+ SSAs QAR>NA – ‘green’.
- 90% enrolments 16-18 & 19+ Qualification types QAR>NA – ‘green’.
- WBL > timely & overall across HCUC – ‘amber’.
- Further stretch & challenge for all learners – ‘green’
- Intent in curriculum planning: a continued and robust review of curriculum intent to provide confidence in its purpose – ‘green’
- Implementation in E&T: a robust EIF E&T (TLA) judgements to increase high performing E&T (incl. prioritising curriculum intent & implementation) – ‘amber’.
- Effectively track + support students (incl. through monitoring systems). – ‘green’

The Academic Report was RECEIVED.

18. Finance Directorate Report

18.1 HCUC Management Accounts

The GDFRP (SW) presented the composite HCUC management accounts to the end of February 2020 which had been considered in detail at the Resources Committee meeting on 24th March 2020. The meeting noted an operating surplus for the period ending 29th February 2020 of £2,965,513 compared to a forecast surplus of £2,234,383 giving a favourable variance of £731,130. Governors sought, and were given, confirmation that the main reason for this variance was timing of expenditure with schools spending later than planned. The significant variances were highlighted as follows:

- Income of £30.355m against a budget of £27.751m (favourable variance of £370,000); of which £278,000 was a favourable variance in High Needs Support income at Harrow.
- Expenditure was showing a favourable variance of £361,000 against the budget of £27.751m. Staff costs of £17.988m compared to the budget of £18.327m, (favourable variance of £339,000 due to vacant posts within Academic and Support staff). Members were reminded that the budget assumed all posts would be filled for the whole year.
- Other Operating Expenses: a positive variance of £23,000 against the budget of £9.423m. This was noted as mainly being due to timing issues.
- Balance Sheet remained strong with a cash balance of £11.531m.
- All ratios were healthy: cash days in hand at 78.9 (forecast of 129.7); and current ratio at 2.05 (forecast of 1.96). Reserves as a percentage of income were at 109% against a forecast of 107%. The meeting sought clarity on why the cash days were low and noted this was due to outstanding GLA grants for current projects.
- The College was currently complying with all loan covenants.

The HCUC Management Accounts to 29 February 2020 were RECEIVED

18.2 Performance against target for ESFA contract 2019/20

The meeting noted that performance against the ESFA contract was strong across the HCUC Group. The 16-18 year-old learner recruitment for HCUC was 101% against target (6,008 against 5,942) which would generate additional income of £674,000. Harrow was at 103% (1,778 against 1,722) with a nominal 'surplus' of £390,000 and Uxbridge was at 100% (4,230 vs 4,220) against target which would generate additional funding of £283,000. The meeting was reminded that due to the lagged funding methodology in the FE sector, the increase in funding would only take effect in 2020/21.

19+ recruitment for HCUC was also above target with a funding 'surplus' of £858,000. Harrow was above the 19+ target by £295,000 and Uxbridge was above target by £563,000. SW highlighted that this strong performance was due to higher Adult Education Budget (AEB) delivery in Additional Learning Support (ALS), English and Maths.

18.3 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 a 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.
- 5.13 The College closure due to 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. A Covid-19 Action Plan and Contingency Plan was being finalized.

- **IoT Risk Register**

The meeting also noted a separate Risk Register for the West London Institute of Technology (WLIoT), 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. It was noted that this document would have to be updated to reflect the new risks of the Covid-19 pandemic.

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

18.4 Capital Projects Update

The meeting took the Capital Update Report as read, this had been considered in detail at the Resources Committee meeting in March 2020 and there were no decisions currently required. Key current bids and projects were noted as follows:

Health & Social Care Building Weald: Although the Health & Social Care building had been in use since November 2017 there were still snagging items to be addressed; this was despite the contractor agreeing to the outstanding items and bringing resolution to these items during February half term. The College was taking advice from Gardiner Theobald regarding next steps to complete the snagging issues so that a final account could be agreed. SW confirmed that a retention was still held by the College which could be used to settle the above outstanding snagging items.

The Skills for London Capital Fund Stage 2: The meeting was reminded that the construction work on the

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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.

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 seventh drawdown had taken place on 6th March 2020; the year-to-date grant funding drawn down was now £3,103,758. The carpark work at Uxbridge was now complete with the exception of the parking management system. Ground works for the new IoT build, piling and sub structure were complete and the Mechanical and Electrical (M&E) design was currently being finalised. Works planned for March were the roof, windows and dry lining installation and screed

House at Harrow Weald: The meeting noted that an offer of £500 000 had been received for the house at Harrow on the Hill; this was lower than the original valuation (£575 000 to £600 000) due to the work required on the house. A counter offer of £525,000 had been requested to cover the agency fee etc.

GLA Small Equipment and Project Application: PC informed the meeting that she had just heard that this GLA bid had been successful. Governors were reminded of the 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 was based on 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. SW highlighted that the value of an individual plumbing apprenticeship standard was £21k over 18 months and the 1-year programme circa £11k.

The Finance Directorate Report was RECEIVED.

19. Corporate Goals 2019/20 – Update on progress

The CEO (DDS) provided an update on the Uxbridge College's and Harrow College's Corporate Goals mid-year achievement. The meeting noted that the mid-year update of the Corporate Goals was usually a good indicator of the end year position; the majority of funding and finance factors had been confirmed by this stage and the focus was usually on the more volatile Apprenticeship and AEB provision. This year with the wide nature of partnership and project activity in place, a high level focus had been considered sensible. Equally, most of the indicators relating to Quality of Education were in place following the comprehensive activities that have taken place already during the autumn and spring terms, much of this involving external Ofsted trained practitioners. Moving forward, a fine eye detailed examination of predicted grades and analysis of at-risk learners would be instrumental in securing the high level of performance that had been secured over recent years. The meeting was reminded that as previously reported and now, following RO6 and RO7 ILR funding returns, it was known that HCUC 16-18 and 19 + learner number targets for 2019/20 had been exceeded. HE and Short course targets also appeared to be on track. DDS highlighted that the final positions on HNS and Apprenticeships targets were yet to be confirmed but were proving more challenging. Further work to enhance the HCUC picture on sustained destinations commenced in February.

The meeting noted the potential COVID 19 impact on achievement of the Corporate Goals.

Academic Goals: DDS informed governors that Ofsted inspections had ceased until further notice. The Government announcement to suspend normal College operations and confirmation that no external assessments and examinations would occur this year, would mean that the usual predictions of learner achievement would no longer apply. A process for estimating grades was now being agreed with DfE, Ofqual and Awarding bodies. The exact nature by which current learners on the wide range of courses run at HCUC, would be assisted to progress their learning and achievement, remained to be confirmed.

Finance Goals: Assurances in relation to release of funding for 2019/20 in line with profiled learner numbers had now been confirmed by the Government and via ESFA. Similarly, some assurances in relation to funding based on current returns was also being assured for 2020/21. Release of Capital grants for ongoing project work had also been recently confirmed. However, the negative impact on employer partners and

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related loss of momentum in relation to Apprenticeship provision was something that the College would carefully examine.

DDS highlighted that there would be 3 key goals for the remainder of 2019/20:

- To secure the financial position of HCUC and limit the negative impact of the pandemic for the current and future years.
- To secure strong achievement for all learners.
- To maintain the Capital build programme as close to timeline as possible – especially in relation to the new WLIoT Building.

The Corporate Goals Update report was NOTED and RECEIVED

ITEMS TO BE TAKEN AS READ (with questions from Governors)

20. Audit Committee – 4th March 2020

The minutes of the meeting were noted. All items had been brought to the current Corporation meeting.

NOTED

21. Quality Curriculum and Student Committee – 19th March 2020

The minutes of the meeting would be circulated as soon as available.

NOTED

22. Resources Committee – 9th March and 24th March 2020

The Chair (AMcL) confirmed that all matters raised in the two meetings had already been considered during the meeting.

The minutes of the 24th March meeting would be circulated as soon as available.

NOTED

23. Stakeholder and Scrutiny Committees (SSCs)

The meeting received the minutes from the two college SSCs which had met on 3rd March (Uxbridge SSC) and 4th March (Harrow SSC). The Principals (DDS and PC) highlighted the key issues from each of the minutes which the SSC wanted to highlight with Corporation members.

NOTED

24. Feedback to Stakeholder and Scrutiny Committees

The CEO reminded the meeting of this new agenda item to improve the flow of communication from the HCUC Corporation to the individual Colleges Stakeholder and Scrutiny Committees. After consideration the meeting agreed that the following two key items would be fed-back to the SSCs in advance of the formal Corporation minutes becoming available to SSC members.

- Covid Action Planning.
- Mid-Year Review Financials: Corporation discussed this matter in detail and noted the strong ongoing financial position of HCUC. The financial health grade of HCUC for 2019/20 would remain at 'Outstanding'.
- Strong in-year retention rate recognized
- HCUC was number 1 in London for 16-18 QAR data recently published.

The feedback to the SSCs was AGREED

25. To confirm the dates and times of the meetings for 2019/20

- Wednesday 29th April, Training and Planning Day, (now deferred date TBA)
- Tuesday 19th May 2020 at 5.30pm (remote access via Zoom video conference)
- Tuesday 7th July 2019 at 5.30pm (remote access via Zoom video conference)

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ANY OTHER BUSINESS

26. Any other business as previously notified

There was no other business. The Chair thanked everyone for their input and their fortitude during the long video meeting. He asserted once again that the SLT were doing an excellent job in a very difficult situation and governors should take assurance from this; the priority now was to keep students and staff safe.

The meeting closed at 7.40pm.

Signed

Date.....

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| Minute Ref | Action | By who | By when |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 7 | Covid 19 Action Plan: Governors to be kept informed with regard to key metrics and government guidelines in between meetings. | SLT | Ongoing |
| 10 | Fees and Charges Policy: Wording amendment to para 4.6.3 with regard to inflationary factor to be used for HE fees. | GDFRP | April 2020 |
| 12 | Governors Strategy Day: <ul style="list-style-type: none"> Postpone booking at Denham Grove (29 April 2020) SLT to consider whether governor input to start next Strategic Planning cycle needed before the end of 2019/20. | Clerk SLT | April 2020 June 2020 |
| 13 | Search Committee: Steven Cochran (SC) to be reappointed as a Member of HCUC Corporation for a one-year term of office, (1 April 2020 to 31 March 2021). SC to continue in his role as Vice-Chair of the Corporation and as an ex-officio member of the West London IoT Board. Alasdair Macleod (AMcL) to be reappointed as a Member of HCUC Corporation for a four-year term of office, (1 April 2020 to 31 March 2024). AMcL to continue in his role as the Chair of Resources Committee during this period. Amanda Priem (AP) to be appointed as a Member of HCUC Corporation for a four-year term of office, (1 April 2020 to 31 March 2024). AP to be appointed as a member of QCS Committee. Search Committee to continue to search for a qualified accountant to fill the vacancy on Audit Committee and for an external governor to fill the new vacancy on Resources Committee. The Search Committee to consider succession planning during summer 2020. | Clerk Clerk Clerk Search Committee/ Clerk Search Cttee/ Clerk | 1 April 2020 1 April 2020 1 April 2020 Ongoing June 2020 |
| 15 | GDPR: Audit of HCUC compliance with GDPR to be included in internal audit plan 2020/21 | Audit Committee GDFRP | June 2020/ September 2020 |
| 17 | Higher Education: Corporation oversight of how the College was continuing to meet the conditions of registration with the OfS to be added to annual Governance self-assessment. | Clerk | October 2020 |