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Directorate:	Corporation	
Minutes of:	HCUC Governing Body	
Date:	Tuesday 19 May 2020	Time: 5.30pm
Venue:	Remote meeting via Zoom video conference	
Present: (by video-link)	Nicholas Davies Melissa Bridge Steve Cochran Tracey Critchley Darrell DeSouza Nasim Khan Johanna Morgan Alasdair MacLeod Steve Owen Amanda Priem Mariann Rand-Weaver Ketan Sheth	Governor (<i>Chair</i>) Uxbridge Staff Governor Governor (<i>Vice-Chair</i>) Harrow Staff Governor Governor (<i>Group CEO and Principal</i>) Governor Governor Governor Governor Governor Governor Governor
Apologies:	Marie Edoa Suzanne Ghadban Paul Walker	Harrow Student Governor Uxbridge Student Governor Governor
In attendance:	Pat Carvalho Dylan McTaggart Imtiaz Aziz Shane Woodhatch Gavin Hughes Andy Miller Tracy Reeve	Harrow Principal and Deputy CEO Deputy Principal HCUC HR Director (<i>item 9 only</i>) Group Director – Finance & Resource Planning Director of Student Services (<i>item 11 only</i>) Executive Director Corporate Services (<i>item 9 only</i>) 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 an update on the HCUC Safeguarding Report 2019/20 since College closure due to Covid-19. (Report and discussion minuted at item 11 below, page 9).

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.

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4. Minutes of the Governing Body Meeting held on 31st March 2020

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 31st March 2020, 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 and CEO confirmed that neither had anything particular to feedback to Governors; the time would be better spent discussing the current COVID-19 situation.

ITEMS FOR DECISION/ APPROVAL**7. Governance**

- **Draft Schedule of Corporation and Committee Meetings 2020/21**

The Clerk presented the draft timetable of Corporation and sub-committee meetings as well as Stakeholder and Scrutiny Committee dates for 2020/21. The meeting noted that this followed a similar format to the current year. The Clerk asked that Governors consider the proposed dates and feedback any non-availability in advance of the final timetable coming to the July Corporation meeting for approval.

NOTED

- **Biennial Review of HCUC Governance Documents**

The Clerk (TR) presented the Instrument and Articles (I&A) of HCUC and the supporting Standing Orders which had been reviewed to meet the biennial timetable and were presented for approval.

Instrument and Articles: TR confirmed that there was no change required to this document as they were fully compliant with all legislative requirements and fully met the operational needs of the HCUC Corporation.

Standing Orders: The meeting noted the minor changes which had been made to reflect organisational and title changes within HCUC since the last review in May 2018. In addition, Section 7, 'Rules of Debate' had been simplified to reflect the reality of how the Corporation at HCUC operated.

Governors APPROVED the HCUC Instrument and Articles and the revised HCUC Standing Orders as presented.

8. Finance Matters

- **Interim IT Project Budget 2020/20**

The GDFRP (SW) presented a paper which was seeking approval from the Corporation for an interim budget allocation of £500,000 for IT project expenditure for 2020/21 and £250,000 for Minor Works during the summer of 2020. The interim allocation would enable the College to make commitments for work during the summer period of July and August, to avoid disruption to students. Governors noted that this request was being recommended by the Resources Committee who had considered the request on 24 March 2020; Chair of Resources Committee AMcL confirmed that the sub-committee supported the request. Governors noted that the interim allocation covered mainly hardware requirements and had been built up based on the development plans of schools and service areas and the IT Strategy. SW confirmed that the final budget request would be brought to the Resources Committee in June and Corporation in July for approval, by which time full details of requirements would be available. Governors noted a breakdown of the key items identified so far at an approximate cost of £1,060,000. The Corporation noted that since the Resources Committee on 24th March 2020 it had become apparent that the College might have to commit an additional £220,000 to upgrade the current IT infrastructure to support the changes required to deliver the HCUC curriculum post-Covid19. SW highlighted the recent announcement from Government that an additional £1.5bn capital funding would be made available over the next 5 years for educational establishments; this could provide some mitigation to the likely additional costs. Governors suggested that the College needed to have a clear IT Strategy and 2/3 year plan for development of the IT infrastructure rather than piece-meal additions. All agreed that this would enable HCUC to get ahead in their IT resourcing and planning and this

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would be a focus for strategic thinking within the College Strategic Planning process 2021-24. DDS highlighted that the Head of IT at the College was currently working with IoT partner Fujitsu to identify how to move the College's IT infrastructure forward.

The interim IT project budget for 2020/21 was APPROVED as presented.

9. Update on COVID-19 Action Plan

The meeting received a comprehensive update on the briefing on the College's response to the Government advice in response to the Covid-19 pandemic. The meeting was reminded that the College had been effectively closed for normal on-site operations and had been working through remote means since 23rd March following the Government announcement in relation to the Covid-19 response for schools and colleges. DDS confirmed that there had been little change to these operations leading up to, during and following the Easter break, until the Prime Minister's announcement on Sunday 9th May followed by the 'Road to Recovery' government publication. The College was now preparing for various scenarios so that some level of phased return to the premises could take place, in line with Government advice and very mindful of the continued health and well-being of its learners and staff.

• Summary of operations since 23rd March

- i. **Estates:** The Uxbridge campus and Harrow Weald campuses had remained open for essential College functions, whilst Hayes and Harrow-on-the-Hill campuses were effectively closed, other than for essential access by exception. Cleaning and disinfecting of key areas continued and a skeleton security presence was being maintained. Work on the Capital building by contractors continued as much as permitted by Public Health England (PHE) guidelines; all three projects were still on track for timely completion. IT services (together with LRC & MIS) continued to provide staff and students with remote working capability
- ii. **Communications:** The College had endeavoured to keep learners and parents/carers advised about the changing arrangements, through letters, texts and website information. Staff received regular updates via Principalship outputs and bulletins (which had been copied to Governors), HR newsletters, a Staff internal webpage as well as via various forms of remote meeting – MS Teams and Zoom being the most popular.
- iii. **Marketing:** This had adapted to contend with Covid-19 restrictions with increased online, social media and website related activity. Work was underway to counter the marked drop in applications during the lockdown. The priority was now to secure conditional and definite offers made for 2020/21 along with advising current HCUC learners about their progression. Additional activities which were ongoing and planned included Principals' online Zoom events, virtual open days, curriculum school remote bridging modules and materials for the website.
- iv. **Finances & funding:** Government confirmation of assured 2019/20 16-18 and 19+ funding to agreed profiles had been helpful. Further reassurances related to High Needs Students and Higher Education had also assisted. However, DDS highlighted the ongoing risk associated with Apprenticeship funding due to the adverse Covid-19 impact on employers. Commercial and lettings funding had been curtailed due to CV-19 restrictions. Overall funding shortfall to the year end was now estimated at £266,000 and there was ongoing work to mitigate this. Governors were given assurance that all College key finance KPIs remained stable.
- v. **Human Resources:** in addition to communications, the College had ensured a close eye was kept on staff health and well-being. CPD and advice had been made available to assist, recently focused on best remote working practices. Weekly HR metrics had been provided. The current data indicated low incidences of Covid-19 related symptoms with staff and their immediate families. A register of the most vulnerable staff was being maintained.
- vi. **Learners & Learning:** Staff had rapidly moved to remote, online methods of engaging with learners and were continuing to deliver and support learning. Learner engagement continued to be monitored on a weekly basis and a learner survey had been issued (week commencing 11th May) to ascertain the quality of the learning, as perceived by learners.
- vii. **Assessment and Qualifications:** The meeting was reminded that the decision had been taken by Government to suspend Ofsted Inspections, abandon Performance tables for 2019/20 and remove the need for formal exams and assessments for a significant number of qualifications (including GCSE, A level, BTEC, Functional Skills and Access Courses). This had meant the focus for the remainder of this year had shifted towards methodology to confirm individual learner achievement. In the main, college centres had been

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the responsibility, in liaison with the awarding bodies, to determine the grade and qualification to be awarded. However, for those qualifications (incl. Apprenticeships) where occupational competency was a required qualification criteria, further input and assessment would be needed for 2019/20 achievement. Whilst alternative remote means of assessment were being pursued with awarding bodies where possible, there was likely to still be an aspect requiring practical assessments in the work-place or in campus. These learners would be a priority for when access to the College premises was permitted.

viii. Civic Duty: DDS highlighted that the College had also sought to respond to its civic duty, with assistance to local hospitals and care centres by supplying donations and PPE of various sorts. These had all been very gratefully received and appreciated.

ix. Phased return to campus: DDS stressed that the focus was now on preparing the estate, staff and learners for a potential phased return from 1st June following recent Government advice. Priority learner groups would be: those yet to obtain their achievement, requiring access to the premises; those learners who had been less well engaged during the restricted period; and those who would be involved in formal examinations to obtain their qualifications in 2020/21, in order to supplement and enhance their current remote learning.

Detailed reports were also considered covering the following aspects of HCUC operations during the last two months of the pandemic.

- **HCUC Covid-19 operations and communications**

The meeting noted a detailed report which outlined activity in all Corporate Service areas since the lockdown. Exec Director Corporate Services (AM) highlighted that prior to lockdown a Business Continuity Plan, specifically covering a pandemic, was issued with all nominated areas producing subsequent action plans. All four corporate service areas consulted with the curriculum team to support the continued delivery of education, which was the main aim.

Communication: Prior to lockdown staff awareness advice was published almost daily on the College website and via email to update people and to try and maintain calm. Government advice was followed unless HCUC introduced a stricter regime. In addition, a staff Covid-19 intranet page has been introduced since lockdown. The Executive Director Corporate Services received a daily update from Gov.uk covering all areas of business including education; this was cross-referenced with the updates received by the Principal directly from DfE.

IT Services: The meeting agreed that lockdown had highlighted the true value of IT Services to the College; enormous strides had been made with remote learning in a very short time. IT Services had supported almost every facet of College business ranging from preparing equipment to be loaned to both staff and students to supplying online support post issue. Together with Digital Services they had enabled the remote delivery of curriculum despite using equipment past it's best. Although the aim has been achieved the recent activity had identified that the system had a number of significant weaknesses which would be addressed in a post crisis review. Governors noted that future investment in IT infrastructure would be required if remote working was to continue for any length of time.

Estates and Security: The meeting noted the wide remit of this area during the Covid-19 response. Areas of key activity were noted as: Facilities; Health & Safety (including First Aid); Security; Cleaning; Catering; Construction Works; and Estate Maintenance. A detailed update on activity within each of these operational areas was noted which gave the meeting full assurance that the College had met – and in many instances exceeded – Government and PHE guidelines. AM highlighted the key input of the College Health & Safety Advisor who had played a key role and was central to the discussions on any return to campus. His knowledge on what defined adequate PPE, the rules for wearing it and the need for it would be crucial. With the campuses emptying a summer break roster for Security has been adopted. The only exception was at Harrow on the Hill where construction work had attracted potential burglars; an extra guard to cover overnight has been contracted until work was complete. The College cleaners had been paying extra attention to disinfecting common touch areas such as stair bannisters and door handles; a few rooms had been totally disinfected if there was a doubt as to whether anyone with the virus had touched the room. The meeting noted that the cleaning regime would be reviewed once the limitations of any return to campus are known. Although the College caterers, Aramark had closed on site provision they were ready

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to resume at short notice once PPE shielding at counters had been fitted. The manner in which food was ordered, paid for and delivered would need to be identified before business resumed.

Governors were assured that the pre-lockdown and lockdown phases had been managed well within the parameters of the developing situation. The next, and arguably most difficult challenge, would be the return to using the campus.

- **Financial Implications**

The Group Director Finance & Resource Planning (SW) presented a summary of the forecast financial implications of the Covid-19 pandemic at 11 May 2020. This had been revised since presented to the Corporation on 30 March 2020 when a potential loss of income in 2019/20 had been £3.104m. The meeting was pleased to note that this figure had now been reduced to £266,233. The variance of £2.83m had been achieved through a combination of staff furlough, confirmation on no clawback of agency funding and amendments to commercial activity. The meeting commended this decisive action which had protected the ongoing financial position of HCUC. It was noted that the College had given the occupants of Hayes Business Studios a rent holiday for April and SLT were now proposing to extend this to a 3-month rent holiday during the lockdown period.

The meeting AGREED that the tenants at Hayes Business Studios should be given a 3 month rent free period during lockdown.

- **Human Resources**

The HR Director (IA) presented a report which detailed how the HR Department had responded as the COVID 19 crisis developed. Governors were assured that the HR department's principal concern had been the wellbeing of staff since the first enquiries from staff members who had visited China and Iran were received in February. The College response was precautionary from the start and advised affected staff to self-isolate even though Government guidance at this time did not mandate this. At the beginning of March 2020 when guidance from the government focused on self-isolation, HR responded to the government advice and issued guidance to staff about self-isolation, shielding and sick-leave. The meeting noted that in the week before the lockdown there was a rapid increase in the number of staff reporting that they were self-isolating. By 20 March 2020 71 staff had identified themselves as self-isolating because they had COVID 19 type symptoms, 147 staff had reported medical conditions that they felt made them vulnerable to COVID 19 and 129 staff reported medical conditions of relatives living with them that they felt made them vulnerable to COVID 19. Governors were assured that the 147 staff that had reported a medical condition were followed up by HR and were asked to provide the official NHS letter that was issued to this clinically vulnerable group. The meeting noted that at the current time HCUC had 9 staff that had received official letters from the NHS confirming that they were clinically more vulnerable to COVID 19; these 9 staff had been advised to shield for 12 weeks. IA informed the meeting that at 11 May 2020, the position was as follows:

- 1 member of staff was self-isolating because they had COVID 19 type symptoms
- 3 staff were self-isolating because a family member had COVID 19 type symptoms.
- 98% of staff were working remotely to meet the Government guideline of working from home wherever possible.

The Chair sought clarification on whether the College was collecting data on any Covid-19 testing that staff had undertaken; ***it was AGREED that this question – and whether the result was positive or negative - would be added to the weekly staff survey.***

Job Retention Scheme (JRS) – Furloughing of Staff: The meeting was reminded that on 23 March 2020, the government outlined the key aims and rules of the Job Retention Scheme (furloughing of staff). The overall objective of the Scheme was to keep people at home while enabling employers to retain staff who would be needed when they begin to rebuild their businesses in the future. Following recent changes to the rules of the JRS, HCUC had reviewed the application of the scheme and determined that established and casual staff could be furloughed up to a maximum of 10% of the gross wage cost of all HCUC staff. The changed position has meant that 41 staff had been furloughed; these staff received 100% of their normal salary (HCUC topped up the difference between the government grant from the JRS). In addition, 31 agency workers had been furloughed by the agency provider.

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Recruitment activity: HR had adapted the recruitment process to reflect the need for social distancing and was now using Zoom to conduct recruitment interviews. The first Zoom interviews had been held on Friday 1 May and feedback from the candidates and panel members was positive.

Mental Wellbeing: Over the Easter break staff were mandated to take 4 days' annual leave (pro-rata for part-time staff) this break ensured 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. HR produced a special Newsletter at the start of the lockdown which provided guidance on mental health issues related to remote working and HR staff had supported individuals, helping to resolve issues related to the new remote working arrangements. In addition, HR had, where appropriate, provided occupational health support for staff; the Occupational Health Advisor had been able to sign post staff so they can get the professional help and support they need.

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

Applications: The meeting noted that internal progression looked positive at 80% of 16-18 and 67% of 19+ learners compared with the prior year (69% overall). However, applications were well below the prior year position (1,100 lower) although offers were marginally above (8 higher). Heads of School had been tasked with a volume of keep warm tasks to keep students engaged over the summer. Governors sought clarity on when the College enrolment window closed; DM confirmed that this would usually be October half-term but each case would be looked at on an individual basis.

Student interviews and enrolment: The meeting noted that both remote/online & onsite approaches were in development. Internally progressing students would be enrolled remotely/online and there would be targeted onsite enrolment activity for students allowed onsite during the phased opening activity in June. External applicants during the lockdown had been enrolled via a desktop based system using a successful though mechanical process. Each would be contacted to confirm and keep-warm over the summer. However, moving forward, external applicants would be remotely interviewed via Zoom and systems were being developed to be accessible offsite and overcome access challenges. There would be a mix of remote & limited onsite enrolment, the latter targeting specific groups that would struggle with online enrolment.

Marketing activity: A number of significantly enhanced approaches to engaging current applicants & reach new applicants remotely had been launched. These included:

- Bridging modules for Schools & applicants: subject specific taster modules sent to applicants and shared with Hillingdon & Harrow Schools.
- School Curriculum Virtual Open Day panels: These were aimed at new applicants and schools where students would participate in subject specific interactive sessions and be led through headline course details, meet the team, walk through the facilities, and understand their future progression, career and salary opportunities.
- Digital advertising presence: There was an increased digital activity with website based Covid 19 reassuring messages & FAQs, radio & newspaper campaigns.

- **Draft Risk Assessment for return to College during Covid-19 pandemic**

The meeting noted a draft of this important document which had been coordinated by the Executive Director Corporate Services. DDS informed the meeting that work was currently underway to complete an Action Plan to take forward the necessary mitigation highlighted in this risk assessment. Governors were reminded that Corporation approval of this Action Plan would be required in advance of any learners returning to campus (other than limited key groups already on site). The Clerk confirmed that this could be enacted via written resolution but it would be better to hold an additional Extraordinary Corporation meeting to enable the Governors to consider and approve the final Risk Assessment and Action Plan for return to College. It was expected that the 2m social distancing rules would remain in place for some time. Plans were being developed for static PPE to be installed such as plastic screens for Reception, and similar public/customer facing areas and possible one way circuits to enable the 2m social distancing to be observed. However, the introduction of social distancing would greatly reduce the numbers able to attend college at the same time.

Staff Governor (TC) suggested that Section 6 of the Risk Assessment also needed to reflect the 80% of the supported learners in the College who were not located within Foundation or the PMLD and LLDD units as this would impact on assumed staffing ratios within the plan.

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The meeting was given confirmation that those staff and few (vulnerable) learners who did need to currently access the campuses, were aware of the need to adhere to all the rules about hygiene, maintaining social distance (>2metres) and minimising the numbers in any one area (<5 people). All staff wishing to access the building were required to seek permission from the respective Principals, and to sign and agree the appropriate H&S Risk assessment. The College continued to return a daily DfE register of staff and learners accessing campus each day and was also liaising with Local authorities to share information and support EHCP learners.

The COVID-19 Update Report was NOTED and RECEIVED.

The Return to College Risk Assessment and Action Plan would be brought to the Corporation for approval in advance of any learners being invited back into College; a date for an Extraordinary Corporation meeting would be set in early June 2020.

10. Partnerships Report (including GLA and WLIoT update)

The meeting took this report as read. 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.

- **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 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 pre-COVID. 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 response from DfE to a request to keep targets at 2019/20 levels taking account of COVID and a slow start to the national roll out.
- The need to increase marketing activity; HCUC was working to appoint a Senior Marketing Executive.
- A longer pause in employer engagement due to COVID; the College was preparing to reengage.

The Vice-Chair (SC) confirmed that he had attended his first IoT Project Board meeting as the HCUC Corporation representative and that it had been a very positive meeting.

- **West Met Skills (WMS):** The meeting was reminded of the impact of Covid-19 on work based learning and apprenticeships. The risks around apprentices who had been made redundant or were having to be put on a break in learning were noted. The overall impact on WBL income would currently be 63 apprentices who had a break in learning; in monetary terms this was £80,000. Governors were assured that MIS were reporting on apprentices on a weekly basis and SLT were doing all possible to mitigate the impact. The WMS team continued to work with employers, with apprentices and to follow new leads as well as keeping warm existing employers. The College would be canvassing employers on their needs with regard to furloughed staff or potential redundancies to offer college programmes or short courses to allow employees to re-engage with the jobs market. There were plans in place to pilot a short online programme in May 2020. WMS staff were also planning virtual open days for Apprenticeships.

- **Other projects:**

- **GLA Devolved Adult Education Budget:** The meeting was reminded of the successful bid to the GLA's Innovation Fund for CPD training for LLDD and mainstream staff and successful capital bid to convert Fleming block (old kitchen and classroom) into a gas workshop for Construction to meet the new occupational standards being introduced for September 2020.
- **T Level programmes (Digital and Early Years Education from September 2020):** Specifications from awarding bodies had been received for the Digital and Early Years Education T levels and HCUC curriculum teams were now working through these during the lockdown. Plans were to pursue work placements for 2020/21 for Digital but recruitment of viable T Levels groups for September 2020 was a major concern due to the Covid-19 impact. Confirmation of September 2020 and 2021 T Level

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numbers and indications of T Levels to be developed for September 2022 would be provided to DfE by the end of May.

- **Capacity Development Fund (CDF) 2019/20:** The meeting noted that 431 HCUC students would complete a Substantial Industry Placement (SIP), i.e. an extended work placement. This number was noted as an achievement with respect of the previous very poor performance of Working Knowledge to set up SIPs for students in the autumn term at Uxbridge. The current DfE communication was that there would be no clawback of CDF funds 2019/20 provided a college could demonstrate how activity to engage employers and generally support placement work was continuing during the Covid-19 closure. A detailed report had been provided to the Joint SLT to demonstrate how CDF2 activity was continuing under lockdown; a clear evidence base was being kept. The College now had confirmation that it would receive £500,000 CDF funding for next year.

The Partnerships Report was NOTED and RECEIVED.

11. Covid-19 Curriculum Headlines

The Deputy Principal (DM) gave a presentation to the meeting which outlined the Term 3 Priorities and Updates. The first priority was the successful completion of the 2019/20 academic year which would include: ensuring ongoing student engagement and the quality of the remote TL&A; work to calculate achievement and success with the awarding bodies; and filling any knowledge gaps or missing assessments for learners. The second priority would be to prepare for the next academic year which would include: pre-teaching for progressing learners during the remainder of term 3; maximizing internal progression and external applicants for 2020/21.

Remote Learner Engagement and TL&A: The meeting noted that new web-based registers had now been developed which demonstrated that 94% of all full-time learners had engaged with remote learning to some degree. However, only 55% (up from 49% in the report) had been present for all their timetabled online sessions. Regular weekly attendance was 65% of learners. Governors were assured that anecdotal evidence suggested that HCUC attendance was higher than many other Colleges and the attendance figure recorded was robust. In order to gauge the quality of the delivery a new 'remote' observation process had been developed which was planned to be used on a light-touch basis across all Schools. However, DM informed the meeting that this had been postponed as it was just too much for teaching staff at the current time. As the National FE Choices learner survey was cancelled for this year the College had issued an internal Learner Survey to FE and HE learners; results would be brought to the next Corporation meeting. The meeting considered the detailed RAG rated Covid-19 Teaching Learning and Assessment Action Plan and was pleased to note that there were no actions rated as 'red'; all planned action was already completed or on track for timely completion.

Learner Achievement 2019/20: As discussed earlier in the meeting the usual exam and assessment methodology had been cancelled when lockdown was announced. DM reminded the meeting of the arrangements that had been put in place by Ofqual and the awarding Bodies which had categorised qualifications into three 'buckets':

- i. Calculated grades (A levels, GCSEs, Functional Skills, and most vocational qualifications).
- ii. Amended assessment (qualifications which must be assessed but a new approach had been developed e.g. Online exams/ assessments)
- iii. Delayed assessment (qualifications with a strong practical element which needed to be partially assessed onsite).

The meeting noted that current thinking was that a number of HCUC students would be required to complete outstanding 'amended' or 'delayed' assessments. There was likely to be significant volumes of learners required to complete practical assessments on site in some schools e.g. ENGTI, H&B & Construction. The meeting discussed the current SLT concern that some learners might be disadvantaged by the varied methodologies for assessment that were being used by different awarding bodies. DDS highlighted that this was a major concern as there were a large number of awarding bodies that the College worked with – confirmed as 25 to 30 – and they did not have a consistent approach. Governors were assured that the

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College had submitted two strong responses to recent consultations to try and mitigate any learner disadvantage. The additional impact on Apprenticeships of furlough and redundancy was highlighted.

- **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 continued to be a priority during lockdown and the support teams were working very hard to support students remotely.

Safeguarding Support: Across HCUC there were currently 17 live cases on the College Safeguarding Register that staff were working with. In these 17 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 118 students identified as potentially 'at risk' for mental health reasons; 29 were receiving more regular support such as weekly, or more frequent, conversations. The meeting noted that all Looked after Children on role at HCUC were being contacted by weekly email and those that needed extra support (approximately half of the group, 159 learners) were provided with ongoing contact by phone and messaging. The College continued to complete a large number of Personal Education Plans for these students remotely. 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 has been set up for students. The students eligible for bursaries or Free School Meals continued to receive these in weekly payments to their bank accounts. The Governor Safeguarding Lead (NK) sought clarification on how any learner in trouble at home could contact College staff and was given clear assurance that sufficient processes were in place. GH highlighted that the Stakeholder and Scrutiny Committee (SSC) Safeguarding leads had attended recent College safeguarding meetings remotely.

Careers and Information & Guidance (IAG): GH informed Governors that the IAG team had been supporting curriculum areas to collect and send out work in the post for students unable to work online. The Careers team had made contact with all students hoping to progress into Higher Education, providing IAG on potential changes to entry criteria etc. 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.

Volunteering: The meeting commended the ongoing volunteering activity from both staff and students at HCUC during the Covid-19 lockdown. The College was working with the new Jack Petchey Award for students volunteering during the pandemic. The meeting noted some specific examples of volunteering that learners and HCUC staff were undertaking during lockdown and commended the wide range of activity and the positive impact.

- **Updates on Learner Surveys**

The meeting was reminded that as previously discussed the FE Choices compulsory national learner survey run by the DfE had been cancelled this year. Therefore, HCUC had decided to do conduct its own internal survey with similar questions, but with an acknowledgement of remote learning during lock down. HE learners would also complete their own survey. The meeting noted the questions included in the survey and the closing date at the end of May 2020. The number of responses and results to date were taken as read; the final results would be brought to the July 2020 Corporation meeting. Staff Governor (MB) highlighted the strong attendance of Level 2 learners at circa 99.9%; many of them preferred online delivery.

The report was NOTED

ITEMS FOR INFORMATION

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

12. Academic Report

The meeting considered a report which covered the following: KPI Dashboard for in-year monitoring;

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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. Governors commended the clear 'RAG' rated format which enabled them to identify any areas of under-performance very easily. The data presented related to pre-lockdown figures.

YTD performance against target for attendance 2019/20

Attendance overall was now at 86% for 16-18 (rising to 90% with authorised absences) and 85% for 19+ (88% with AA), against the 86% target.

Retention YTD

Retention across both ages (94.8% 16-18 and 97.0% 19+) was well above national average (NA) but slightly below year-to-date 2018/19. HE retention was also holding at 92%.

Complaints 2019/20

There had been 28 formal complaints in total to date at HCUC and 9 (33%) had been upheld. The comparable figure in the prior year was 26 complaints with 15% 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.

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.

Higher Education (HE) Update:

DM presented this report (which was taken as read) and took questions from the meeting. A summary was noted by the meeting:

- In-year retention for HCUC was at: Teacher Training 97%, 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%.
- Students were being supported via online delivery to achieve.
- National Student Survey (NSS) response rate for 2019/20 currently at 90% (v 58% in 2018/19).
- The meeting noted the detailed actions taken with regard to HE since the national lockdown which would ensure with ongoing Office for Students requirements; e.g. seeking agreement from learners that they agreed to move to an online delivery model.

The Academic Report was RECEIVED.

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13. Finance Directorate Report**13.1 HCUC Management Accounts**

The GDFRP (SW) presented the composite HCUC management accounts to the end of April 2020. The meeting noted an operating surplus for the period ending 30th April 2020 of £3,365,000 compared to a forecast surplus of £1,861,000 giving a favourable variance of £1,505,000. 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 £37.357m against a budget of £36.902m (favourable variance of £455,000); of which £501,000 was a favourable variance in High Needs Support income at Harrow.
- Expenditure was showing a favourable variance of £908,000 against the budget of £36.645m. Staff costs of £23.506m compared to the budget of £24.491m, (favourable variance of £985,000 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.
- Balance Sheet remained strong with a cash balance of £18.177m.
- All ratios were healthy: cash days in hand at 124.3 (forecast of 119.1); and current ratio at 2.10 (forecast of 1.74). Reserves as a percentage of income were at 141% against a forecast of 105%.
- The College was currently complying with all loan covenants.

The HCUC Management Accounts to 30 April 2020 were RECEIVED

13.2 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 (6,009 against 5,942) which would generate additional income of £668,000. Harrow was at 103% (1,779 against 1,722) with a nominal 'surplus' of £385,000 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.

NOTED

13.3 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 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

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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.

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, this had not changed since last considered on 31 March 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.

Institute of Technology: SW confirmed that the ninth drawdown had taken place on 8th May 2020; the year-to-date grant funding drawn down was now £4,782,844. The carpark work at Uxbridge was now complete with the exception of the parking management system. Works planned for May were painting, carpentry, render and cladding. 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. The funding awarded 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. Design plans were currently being drawn up and work would commence in June to be completed for September 2020; the risk to this timeline was noted as being in relation to the purchase of specialist equipment.

NOTED

13.5 ESFA Funding Allocation 2020/21

The meeting received a verbal update on the indicative ESFA allocations for 2020/21. The bottom line income figure for HCUC was circa £3.6m higher than the current year due to a number of increases in 16-18 funding and increased learner numbers (HCUC total now at 6,052). These included; an increase of £390,000 in High Needs Element 2 Funding which would be £3.35m in 2020/21 (558 learners); a 4% increase in the base rate of funding for 16-18 learners; higher income due to an increased course weighting on some STEM subjects. The AEB budget was assumed as flat against forecast but the meeting noted

that this may be higher in the final allocation which would come via the GLA devolved funding. Money allocated for free college meals was now £271,000 and the Capacity Development Funding would be reduced to £500,000 (£530,000 in current year). The GDFRP confirmed that more information would be provided to Governors as it became available but he was currently expecting all indicative allocations to be confirmed other than the Apprenticeship income which was at risk during the current coronavirus climate.

The Finance Directorate Report was RECEIVED.

14. Corporate Goals 2019/20 – Update on progress

The CEO (DDS) provided an update on the Uxbridge College's and Harrow College's Corporate Goals year-to-date achievement. DDS highlighted the unusual circumstances due to the Covid-19 pandemic and the impact on the Corporate Goals. The meeting noted that as the College entered the final term of the academic year, the focus within the Corporate Goals paper would normally be on the end year fine-tuning of the key KPIs in terms of Finance & Funding, Quality of Education, Learner Outcomes and Projects & Partnerships. However, 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.

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 noted 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 volatile and more uncertain aspect related to Apprenticeship provision and governors were assured that the College had applied for available 'apprenticeship relief funding'. In addition, other funding shortfalls had arisen within the Commercial and Lettings income lines and as a result the College had identified staff to be furloughed to assist in countering the overall shortfall of approximately £266,000.

Most of the indicators relating to Quality of Education were in place prior to the CV19 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 that a learner survey to assess student voice on remote learning was currently underway, results would be brought to the next Governing Body 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 have 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 would be delayed. DDS asserted the importance of ensuring positive learner destinations and although these would be more assured for those learners awarded their Qualifications, there would be an inevitable uncertainty for those whose qualifications were likely to 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 highlighted that the biggest impact of Covid-19 was in relation to partnership work with employers and the loss in momentum and pipeline work. It would be key for 2020/21 that the College worked to re-establish this employer input and momentum to limit any negative impact on the launch of the new T-levels, future apprenticeship and commercial provision.

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

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

15. Extra-ordinary Resources Committee – 4th May 2020

The Chair (AMcL) confirmed that all matters raised in this extraordinary meeting, which had been convened to discuss the emerging financial implications of the Covid-19 pandemic, had already been considered during the meeting. The minutes of the meeting were noted.

NOTED

16. Feedback to 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 and the work being undertaken to facilitate a phased return to College.
- The financial impact of Covid-19 was now lower than first anticipated (reduced from circa £3m to £266,000 in the 2019/20 financial year. The biggest risk was in relation to Apprenticeship income.
- The IoT and all other capital build projects were still on track for timely completion.

The feedback to the SSCs was AGREED

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

- Extraordinary meeting Friday 5th June at 2.45pm (remote access via Zoom video conference)
- Tuesday 7th July 2019 at 5.30pm (remote access via Zoom)

The meeting agreed that in light of the cancellation of the Governors’ Training and Planning Day in April 2020 due to Covid-19 it would be a good idea to hold a 2-hour Zoom meeting to focus on Strategic Planning, particularly the College IT Strategy.

It was AGREED that the Clerk would establish a date for a Governors’ Strategy Meeting – focusing on the College IT Strategy - (to be held remotely) before the end of the summer term 2020.

ANY OTHER BUSINESS

18. Any other business as previously notified

There was no other business.

The meeting closed at 7.50pm.

Signed

Date.....

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