

## MINUTES

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<b>Directorate:</b>	Corporation	
<b>Minutes of:</b>	HCUC Governing Body	
<b>Date:</b>	Tuesday 24 September 2019	<b>Time:</b> 5.30pm
<b>Venue:</b>	A004/A005 – Uxbridge College, Uxbridge Campus	
<b>Present:</b>	Nicholas Davies	Governor ( <i>Chair</i> )
	Melissa Bridge	Staff Governor (Uxbridge)
	Darrell DeSouza	Governor ( <i>Group CEO and Principal</i> )
	Suzanne Ghadban	Student Governor (Uxbridge)
	Alasdair MacLeod	Governor
	Steve Owen	Governor
	Diogo Ribeiro	Acting Student Governor (Harrow)
	Sally Westwood	Governor
<b>Apologies:</b>	Steven Cochran	Governor ( <i>Vice Chair</i> )
	Tracey Critchley	Staff Governor (Harrow)
	Nasim Khan	Governor
	Mariann Rand-Weaver	Governor
	Ketan Sheth	Governor
	Karen Tyerman	Governor
	Paul Walker	Governor
	Gavin Hughes	Director of Student Services ( <i>item 13 only</i> )
<b>In attendance:</b>	Imtiaz Aziz	HR Director ( <i>item 13 only</i> )
	Pat Carvalho	Harrow Principal and Deputy CEO
	Dylan McTaggart	Deputy Principal HCUC
	Andrew Miller	Exec Dir Corporate Services ( <i>items 13 &amp; 14 only</i> )
	Tracy Reeve	Clerk to the Corporation
	Len Scott	Health and Safety Manager ( <i>item 14 only</i> )

**Governors' pre-meeting**

In advance of the formal meeting the Governors held a short pre-meeting with no officers of the College present, (the Clerk was present as was the Principal in her role as Governor). There were no specific items that any of the Governors wanted to raise outside of the formal meeting.

**Presentations**

The Corporation Members received the following presentations:

- The College Safeguarding and Prevent Annual Report 2018/19 which was presented by the Deputy Principal Curriculum and Quality (DMcT) in the absence of the Curriculum Director of SEND, Safeguarding and Prevent. (Presentation minuted at item 12).
- The annual Human Resources Report 2018/19 (minuted at item 13).
- The annual Health & Safety Report 2018/19 (minuted at item 14).

**1. Apologies for absence**

Apologies had been received from Steven Cochran, Nasim Khan, Mariann Rand-Weaver, Ketan Sheth, Karen Tyerman and Paul Walker. It was also noted that Tracey Critchley was delayed due to an incident at Hillingdon Underground Station; she did not reach Uxbridge in time for the meeting.

The Chair welcomed the newly elected Uxbridge Staff Governor (MB) and the student governors to their first meeting. All of the governors introduced themselves and MB and the student governors updated the meeting on their role at HCUC/ courses of study.

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

There was no other business notified.

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

No specific interests were notified.

**4. Minutes of the Governing Body Meeting held on 9<sup>th</sup> July 2019**

this amendment the Minutes and the Confidential Minutes were APPROVED as an accurate record.

**5. Matters arising from Minutes of the Governing Body Meeting held on 9<sup>th</sup> July 2019, which were not agenda items.**

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

**6. Updates****6.1 Chair's Update**

There was no specific update from the Chair that was not already covered within the meeting papers.

**6.2 CEO/ Group Principal's Update**

DDS presented his update since taking up post on 22 August 2019. The most significant occurrence had been the signing of the Institute of Technology contract; he thanked the Deputy CEO (PC) and the GDFRP (SW) for their work in achieving this. He was also pleased to inform governors that DfE had agreed to the additional £1.6m of capital funding for the car park deck at Uxbridge.

Term had started well across HCUC and enrolment numbers were on track to match targets. DDS was particularly pleased with the way that HCUC staff had communicated between campuses so that excess numbers applying at one campus had been accommodated at an alternative campus within the HCUC Group. This had meant that learners received high quality education but the College maintained financial viability on course sizes.

The meeting was informed that there had been two ministerial visits to HCUC since the start of term. Michelle Donelan, Minister of State for Apprenticeships and Skills had visited Uxbridge College at the start of September and a delegation including the Turkish Education Minister had visited HCUC week commencing 17 September. Governors commended this visibility of HCUC at ministerial level.

**6.3 Update: additional Governors' activities at the College July – September 2019**

There was nothing to add from the other governors over the summer period.

**NOTED**

**Governing Body Matters****7.1 Governors' Attendance Report**

The Clerk reported on the attendance of HCUC Governors at Corporation meetings during 2018/19. Overall attendance was 75% which met the Governance Key Performance Indicator target (75%). It was noted that where Governors had not met the attendance target individual exceptions had been due to work commitments. The meeting also noted attendance data down to sub-committee level; when combined with attendance at Corporation meetings the overall attendance figure was noted as 77%. The meeting was reminded that the individual Governor attendance statistics had to be included in the formal Members Report which accompanied the annual Financial Statements.

**The report was NOTED.**

**7.2 Committee Terms of Reference**

The meeting considered the updated Terms of Reference (ToR) for the sub-committees of the Corporation which were presented for biennial review. The Clerk confirmed that these had been updated to reflect any legislative or organizational changes. It was noted that the Audit Committee ToR complied with the latest version of the Post-16 Audit Code of Practice. The Resources Committee ToR had been

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amended to include the ongoing monitoring role of this committee in relation to the new West London Institute of Technology.

**The Corporation APPROVED the sub-committee terms of reference for the following committees as presented:**

- i) Audit, Resources, Quality Curriculum and Student, Search, Remuneration Committees.**
- ii) The two Stakeholder and Scrutiny Committees; Uxbridge and Harrow.**

### **7.3 Nine Issues for the FE Sector, Article by CEO of the AoC**

The Clerk (TR) presented the meeting with an article which had appeared in the Times Educational supplement on 9 September 2019. The meeting noted the article written by David Hughes, Chief Executive of the Association of Colleges which highlighted nine key policy and implementation issues that the DfE and Colleges were 'grappling with'. TR highlighted this document as a useful information article for governors to appreciate the sector-wide issues for FE colleges.

**The article was NOTED.**

### **8. ESFA CEO letter July 2019: Bournville College FE Commissioner Report**

The Clerk to the Corporation (TR) presented a paper which drew Corporation Members attention to a recent letter from the CEO of the ESFA. In July 2019, the ESFA CEO Eileen Milner, wrote a three page letter to all college chairs of governors to draw attention to some lessons from a 2016 investigation into Bournville College; a copy of the letter and the Bournville investigation report was considered by the meeting. The investigation report catalogued a series of misdemeanours at the college which resulted in the replacement of its governing body and senior leadership in 2014/15 and its subsequent merger with South and City College Birmingham (which secured an Ofsted inspection grade of good in 2018/19).

The Clerk highlighted the 15 separate actions that ESFA either required or expected governing bodies, chairs or accounting officers to undertake which were included in the letter. These actions had been summarised in a checklist to enable Corporations to review their compliance. TR informed the meeting that the Association of Colleges (AoC) briefing on this matter had suggested that 'ESFA's recommendations should not be a problem but I would encourage all colleges to take the letter seriously in autumn 2019'. The meeting considered the checklist which had been completed in relation to HCUC by the Clerk. Corporation Members were reassured that all suggested actions on the checklist were already in place or - as suggested - for review in Autumn 2019 (e.g. adoption of the AoC Remuneration Code). The Clerk suggested that this checklist should be completed on an annual basis within the self-assessment of governance at HCUC.

**The ESFA CEO letter, Bournville investigation report and the wholly positive self-assessment for HCUC against the criteria flagged in the letter were NOTED and RECEIVED.**

**It was AGREED that the 'Bournville Checklist' should be completed on an annual basis by the Clerk within the annual self-assessment of governance at HCUC.**

### **9. Draft Programme for Governors Training Day – 16 October 2019**

The CEO/ Group Principal outlined the arrangements for the Governors Training Day to be held on 16<sup>th</sup> October 2019 at Denham Grove Conference Centre. It was noted that the programme would include:

- An update on HCUC enrolments.
- An update on QAR outcomes for 2018/19.
- A focus on preparations for an Ofsted inspection under the new Education Inspection Framework (EIF)
- The strategic context for HCUC moving into the third year post-merger
- A review of key current curriculum projects including the West London Institute of Technology (IoT), T Level pilots and substantial industry placements, Mayor's Construction Academy, devolved GLA adult education activity
- A review of the '10 Characteristics of Successful Colleges' as defined by a previous FE

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Commissioner

- Governors' self-assessment exercise to contribute to the College SAR
- Governors' Safeguarding and Prevent Training.

There would also be some time set aside for additional discussion that the Governors may wish to initiate with or without the wider SLT members in attendance. Governors suggested that the April 2020 training days should include specific anecdotal feedback from Colleges that had undergone inspection under the EIF; DDS confirmed that he would look for close equivalents for HCUC to make any feedback and sharing of good practice relevant. The Clerk asked the meeting whether they would like to extend an invitation to SSC Members to attend future training days; this was agreed as a positive move. It was also noted that DDS would invite a representative from one of the banks along to a future event (April or October 2020) to give the Corporation members an update on context within the FE Sector.

**The arrangements for the Governors' Training Day were APPROVED.**

**It was AGREED that:**

- SSC Non Executive Advisers should be invited to future Governors' Training Days.**
- A representative from one of the banks to be invited to one of the HCUC Governors' Training days in 2020.**

## ITEMS FOR DECISION

**10. Approval of Corporate Goals 2019/20**

The CEO (DDS) reminded the meeting that the draft Corporate Goals for 2019/20 had been considered at the July 2019 Corporation meeting. The further development and alignment of standardised HCUC KPIs that each College worked towards in 2018/19 had ensured that both Colleges were working towards appropriate and common outcomes in 2018/19. However, each of the two Colleges retained some flexibility in working towards achieving these outcomes in a way that took account of their local context. The meeting was reminded that during 2019/20 (the third year post-merger) there would be a need for even closer alignment between Harrow and Uxbridge and an increasing need for reflecting the KPIs as a HCUC picture. DDS confirmed that the Corporate Goals for 2019/20 as presented took account of this context.

The front page of the Corporate Goals Report 2019/20 remained under the four key headings: corporate performance; learner outcomes; quality of education (amended from 'Teaching Learning and Assessment' to reflect the new Ofsted Education Inspection Framework); and responsiveness and compliance. In addition, there had been some amendment to the front summary page to accommodate the new Ofsted Education Inspection framework (EIF), the significant increase in the funding relating to High Needs learners and the launch of key Government funded national and regional projects.

DDS highlighted the following changes in the format of the corporate goal reporting for 2019/20:

- The main change on the front page was under the Quality of Education heading (previously TL&A). This change reflects what the SLT understand the new Inspection to be now focused on, namely Quality of Education and learner behaviour, attitudes and personal development. The intent is to adjust substantial lesson observations in line with declared Ofsted methodology using external validation as before, whilst still also retaining 'Drop-ins' as a further means of gauging and improving quality of teaching and learning. Both measures will be reported on in a comparable way at both colleges in 2019/20. As inspection reports and intelligence emerges, it was expected that this methodology would be further revised.
- The Finance & Funding section now reflected the sizeable amount of income associated with High Needs and these are distinguished as element 2 and 3 HNS funding.
- Under responsiveness and compliance, focus had been given to the main Government backed projects that the College was now involved in. These being, Institute of Technology (IoT), T-level pilots and associated substantial Industry Placements, Mayor's Construction Academy (MCA) and activity linked to the newly devolved GLA budget.

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- The Learner Outcomes section and its contents remained largely unchanged. However, the SLT were mindful of the change in emphasis in relation to learner outcomes in the new EIF, in that the impact of learner outcomes in relation to the curriculum being offered is now the key focus.
- Within the body of the draft Corporate Goals the left hand column provided the key Corporate Goal target details, whilst the right hand side 'Notes' column provides an explanation of the CG target or objective. Sometimes targets or objectives have been carried over, albeit on an updated basis, from 2018/19. Where a goal was new or changed substantially this was shown in 'Notes' commentary.
- The 2017/18 national averages (NAs) for classroom based FE provision are not yet available. The 2016/17 national averages are considered to be out-of-date, and so have not been inserted. It was hoped that the up-to-date NAs would be available by the time Governors next see the Corporate Goals update at the December 2019 Corporation meeting. DDS confirmed that the WBL NAs had been updated.

The Chair sought confirmation on how the 'targets' had been arrived at; DMcT confirmed that these had been gleaned from Ofsted expectations at pilot inspections under the new EIF. The meeting noted that as the new inspection regime moved forward there would be more anecdotal evidence to inform expected levels of achievement.

**The meeting APPROVED the one page summary reports for the Corporate Goals and the target key performance indicators in each of the two colleges for 2019/20.**

## 11. Audit Matters

### **Internal Audit Strategy 2019/20-2020/21**

The meeting noted a paper which detailed the updated internal audit strategy and the annual plan for 2019/20. Governors were reminded of the requirements and obligations placed upon the Audit Committee and the Corporation under the overarching statutory documents of FE colleges. The importance of the challenge and scrutiny role of the Audit Committee and Governors was noted and agreed. Governors noted that since 1 August 2015 the Uxbridge College Corporation had agreed that no one firm would be appointed to deliver the annual internal audit contract; internal audit requirements were now reviewed annually and specialist firms appointed as necessary. It was confirmed that this had worked well during each year since for HCUC. Specialist audits had been commissioned where necessary; this had provided a good level of assurance for Governors and had also proved to be good value for money. It was confirmed that after further discussion at Audit Committee in September 2019 this approach was proposed to continue into 2019/20 for HCUC. The meeting noted the audit area covered in the last year of the internal audit contract included Key Financial Controls (with a satisfactory assessment). GDFRP (SW) highlighted that the funding audit assurance for 2018/19 learner data was scheduled to take place in November 2019 but the ESFA had been late in notifying the audit firms on the ESFA frameworks in order to complete the audit assurance by November. The delay had resulted in audit firms having to finalise their reports suitable to the new framework and KMPG are only able to do funding assurance audits from December onwards which will be too late for HCUC year end. SW assured the meeting that to mitigate any possible funding clawback post year end 2018/19, a provision would be made.

The meeting noted the key areas of concern raised by a review of both colleges risk registers for 2019/20 and in discussion with College senior managers. Areas planned for inclusion in the internal audit plan 2019/20 were noted as: Safeguarding & Prevent (standing biennial review); Health and Safety (standing biennial review); Key Financial Controls including payroll; Funding compliance; and Human Resources operations and systems; GDPR; and Apprenticeships. Governors noted that £63,000 had been included in the HCUC College budget for 2019/20 to cover the numerous audits.

The meeting was assured that this annual plan and strategy had been considered by the Audit Committee on 19 September 2019 and the Audit Committee had asked that the audit of Human Resources be undertaken as early as possible in the academic year as it had been deferred from 2018/19.

**The meeting APPROVED the Strategy for Internal Audit and the detailed audit plan for 2019/20 and 2020/21 was APPROVED.**

### ITEMS FOR INFORMATION

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**12. Safeguarding Report 2018/19**

Members considered the annual report, prepared by the two College Safeguarding Leads, which gave an overview of the Safeguarding and Child Protection issues raised during 2018/19. The report covered both Harrow College and Uxbridge College. The meeting noted overall numbers of serious safeguarding cases and the breakdown by category of incident during 2018/19 for both Colleges. The report was presented and any subsequent questions answered by Deputy Principal Curriculum and Quality (DMcT).

Safeguarding Register: Categories within the 30 serious safeguarding cases at Uxbridge (UC) and 30 cases at Harrow (HC) were noted and this was benchmarked against the figures for the prior year (27 at UC and 31 at Harrow in prior year). The details of numbers and action taken with learners on a Secondary 'at risk' register were noted by each College. The strong network and interaction with numerous external agencies to support learners was commended. Governors were pleased to note that HCUC remained committed to supporting the work of the Local Safeguarding Children's Board. The meeting expressed concern at the numbers of learners on the register due to sexual exploitation. Governor asked for further analysis of this safeguarding risk to be undertaken in order for the College to consider whether there was additional mitigation that could be put in place to reduce this risk for learners.

Prevent: There had been no Prevent referrals made at either College during 2018/19.

The meeting sought, and was given, assurance that the College was in full compliance with the specific duties placed on FE colleges as a result of the Counter-Terrorism and Security Bill 2015. It was noted that both Colleges attended the London HE/ FE Regional Prevent Meetings; this had been a useful source of networking and sharing good practice. Both Colleges were now using the Impero Software 'key word' identification system which enabled Safeguarding Leads to analyse online activity and respond to any student accessing material that could be categorized under radicalization or promoting intolerance.

Staff Training and Development: The meeting noted details of activity taken during the year and was given assurance that 99% of staff at HCUC had received Prevent and Safeguarding training. Annual updates were delivered to all staff via an online training system with face-to-face training on a biennial basis.

Criminal convictions and bullying: Governors were pleased to note that both Colleges now used the same procedure at enrolment with all students asked to declare any unspent criminal convictions. The consistent procedures to deal with any criminal convictions gained during learners attendance at HCUC were noted and Governors were assured that each case was dealt with on an individual basis.

Student Involvement: The detail of the student involvement with regard to Safeguarding and Prevent was noted.

Uxbridge College: All students had a Prevent tutorial delivered to them during the first few weeks at College. A further British Values tutorial was delivered in February. Students have unlocked 'badges' on their phone app by completing tutorials and quizzes for certain subjects.

Anti-bullying week was promoted throughout the College in November with a pledge wall and wrist bands on each site. Anti-bullying, cyber-bullying mental health and domestic violence tutorials have been delivered. Safer Internet Day was promoted around the College in February; the e-Safety tutorial was also delivered and advice shown on the plasma screens and on the front page of Moodle. A knife crime awareness week took place and an external speaker attended to talk about Digital Wellness.

Students attended mental health art therapy courses and staff have been trained in mental health first aid and have started well-being groups at both campuses.

Harrow College: All students had Safeguarding, Prevent and British Values tutorials delivered to them during their first few weeks at College. This included specific issues, key terminology and how to report concerns. All Full Time students completed an online Prevent assessment following the tutorials and this had a 98% Pass rate. A further recap tutorial session was delivered in February to all FT students and this was followed up with a session within the April Student Council, which was aimed at preparing students for what Ofsted inspectors could ask. Supporting this is dedicated materials on the Student Portal and a Poster Campaign around the college encouraging students to talk about issues such as Extremism and Radicalisation and how to report concerns. The College's annual Staying Safe Fair was held in November and included activity on bullying, knife crime, eSafety, Hate Crime and Drug abuse. Further workshops on Gangs and Knife Crime were delivered in April 2019 and the Student Union delivered materials to raise further awareness. The college was assigned a Safer Schools Officer who was used to support these agendas. Factors such as Mental Health and other Wellbeing factors were covered

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through tutorials and the Health Fair in January 2019 that focused on raising awareness of different issues and the services to support student wellbeing.

DMcT reminded the meeting of the arrangements for a Link Governor for Safeguarding which had been instigated in 2017/18. Each of the two Stakeholder and Scrutiny Committees had one nominated non-executive adviser (NEA) member with a specialist remit for safeguarding; these two NEAs attended the individual colleges Safeguarding Committees. This local focus was then brought together at HCUC Corporation level with Nasim Khan acting as the Corporation lead on Safeguarding issues; he liaised with both of the specialist NEAs and the SLT links to keep an over-arching watch on both Colleges.

**The report was RECEIVED.**

### 13. Annual Human Resources Report 2018/19

The HR Director (IA) and Exec Director Corporate Services (AM) presented this report.

Workforce Data: Governors noted that the total headcount at HCUC was now 713 (499 at UC and 214 at HC) this had reduced from 773 at the end of 2016/17. Staff turnover across the College group was 15% during 2018/19 which was below the AoC benchmark of 17.4%. Data on turnover by age showed that turnover by age was substantially the same at 7% for the 'Under 44' and 'Over 44' age groups. The turnover at UC was higher (8-9%) than at HC (3%) which was probably a reflection of a younger age demographic and more career progression.

Workforce Equality Data: At HCUC 61% of the workforce were in the 45+ age group. HCUC female representation in 2019 was 66%, this figure exceeds the GLA figure for females who are economically active in the London population at 46%. Females made up 74% of the workforce at HC and 63% of the workforce at UC. The BME representation at HCUC at 36.19% was marginally above the HCUC target of 36%. HCUC BME representation was also slightly above the GLA figure of 36% for BME who are economically active in the London population. BME representation at HC is well above the College target at 38.3%. At UC, the BME representation is just below the 36% target at 35.3%. At HCUC, the representation of staff with a declared disability is 5.47%, which is above the FE benchmark of 4.0%. However, the HCUC 2019 figure of 5.47% is below 12%, which is the GLA figure for disabled persons who are economically active in the London population. Representation of disabled staff at HC was 4.2% and at UC was 6.0%. IA informed the meeting that he believed that there was an element of under-reporting in HCUC data for disability; there was a need to review staff Disability status since they had declared at the point of recruitment. Governors sought clarity on how the College would improve clarity and accuracy of the disability status of existing staff. IA confirmed that in future any referrals to occupational health would be documented and disability status updated with the results of any assessment. IA confirmed that although low at 5% the disability statistics at HCUC were consistent with other FE Colleges. However, more work would be undertaken on this issue and HR was mindful that a more proactive approach was required with HCUC job adverts being sent to disability groups. The Chair asked the HR Director (IA) to highlight any areas of concern other than disability as the workforce data figures looked reasonably static. IA highlighted the lower proportion of internal promotions from BME staff at Uxbridge (26%) which was lower than seen at Harrow (28%) and when compared with the economically active in London figure (36%). It was agreed that further analysis would be undertaken on this issue and reported back to Governors via the Resources Committee.

#### Recruitment:

Harrow College: The meeting noted that during the period 1<sup>st</sup> August 2018 to 31<sup>st</sup> July 2019, there were 425 applicants from a total of 44 recruitment campaigns.

- 37 candidates were offered roles. Of the 37 offered, 25 were from BME groups (67.5%).
- 43.2% of appointments were male, and 56.8% were female.
- 73% of all appointed were in the >41 age group.
- There were 12 promotions in this period; of these, 5 were from BME groups (41.7%).

Uxbridge College: In the same period there were 1398 applicants from a total of 144 recruitment campaigns.

- 112 candidates were offered roles. Of the 112 offered, 43 were from BME groups (38.4%).

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- 36.6% of appointments were male, and 63.4% were female.
- 53.6% of all appointed were in the >41 age group.
- There were 30 promotions in this period; of these, 8 were from BME groups (26.7%)

The Clerk asked a question on behalf of the Staff Governor (Harrow), TC, who was unable to reach Uxbridge due to disruption at Hillingdon Station. TC suggested that in light of the issues flagged with checking the references of agency workers in the recent Ofsted Monitoring Visit Report the number of agency workers should be included in the standing HR Report to resources Committee.

Sickness absence: The Sickness absence rate at both Colleges and across HCUC was below the HCUC target of 5.8 days or less (AoC benchmark). In addition, it should be noted that the 2019 absence rate for HCUC of 4.7 days was lower than the published benchmark figures from the CIPD Health and Well-Being at Work Survey May 2018, which reported Public Sector as 8.5 days, Non-Profit Sector as 7.3 days, and the Private Sector as 5.6 days.

Training: The Training and Development Budget 2018/19 across HCUC was £253,000, which was broken down as follows;

- £140,000 allocated to teacher training (£65,000 at UC and £48,000 at HC) and 95% of this budget was spent.
- 29 staff undertook the teacher training course during 2018/19
- All individual staff training and development requirements were met within the staff development budget.
- 99% of established staff completing the Safeguarding and Prevent online training

In May 2019, Human Resources launched a new online appraisal process; 15 training sessions were run to support the implementation of the new process.

Salary Alignment: Since the merger in 2017, the London Weighting (LW) element of employees salary had been represented differently at HC and UC. UC showed LW separately but at HC the salary was inclusive of LW. It had now been approved by Resources Committee that the system was aligned across HCUC with LW being represented as an inclusive element. Governors noted that although this change would have no impact on employees salary, it would have benefits in terms of reporting and monitoring of employee costs.

Employee Relations: The meeting noted the detail of employee relations work during the year. This included formal action to deal with poor performance, staff grievances where mediation had been attempted, contractual issues, flexible working requests and disciplinary issues. Governors sought clarity on whether the College had any exposure in relation to the incidence where staff had resigned due to poor performance. IA confirmed that there would be no liability however there were 2 ongoing Employment Tribunals which HCUC would be required to defend; 1 in relation to race and 1 to disability.

Staff Focus Group Feedback: The meeting noted the summary feedback from Staff focus groups held during 2018/19. These had involved 77 staff in total (40 at UC) and 37 at HC), and were conducted in the Autumn, Spring and Summer terms. The first groups involved lecturing staff (November 2018) whilst the second comprised a range of Managers (February 2019), the final group was support staff (May 2019). The meeting was reminded that the purpose of the focus groups was to use the forum to discuss issues that were assisting or hindering an effective work environment and work practices, with a view to addressing action that could lead to improvement and/or advise staff about the College's stance on the matter. Comments were not attributed to an individual member of staff, and the focus group was supplemented with an anonymous questionnaire that broadly mirrored the topic areas covered. The range of topics covered, some of which were specialist in nature and so were confined to one group or the other: Time management and barriers to fulfilling the job role; Communications; Learner impact/ culture & ethos; Customer service; Lesson observations; Teaching & learning hour; Study programmes, including English & maths; Ofsted Inspection; Student attendance & punctuality; People management, Career development; Staff training; E-learning; IT resources; Quality/Improving the quality of TL&A; Equality & Diversity ; Safeguarding /Prevent; Leadership & management; Team-working; College Values. Corporation members were reminded that detailed reports had been presented to Senior Leadership



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Team, Stakeholder and Scrutiny Committees and Resources Committee throughout the year. At each of these meetings the management response and resulting action plan had been discussed. Governors sought clarification on how the feedback had changed from the prior year and were given assurance that there had been little change; this was probably due to the process of organisational change slowing down at HCUC as it progressed further after merger. **Governors suggested that future Focus Group Reports should provide some benchmarking data based on prior year data or sector benchmarks if available.**

**The annual Human Resources Report 2018/19 was RECEIVED.**

**It was AGREED that agency worker numbers should be referenced in the standing HR Report to the Resources Committee.**

#### 14. Annual Health and Safety (H&S) Report 2018/19

The Health and Safety Adviser (LSc) and the Exec Director Corporate Services (AM) presented the comprehensive report which updated governors on all aspects of H&S across HCUC during 2018/19. The report covered the following items:

- Update for External Health and Safety Management System report – July 2018
- Internal Health and Safety Management System report – July 2019
- External Environmental Management System report by – July 2019
- Health and Safety Policies
- Health and Safety Committee
- First Aid Arrangements
- Accident and Incident Statistics
- School/Service Area Inspections
- Health & Safety Training
- Risk Assessments, including Fire Risk & Asbestos Risk
- Contractor Health and Safety
- Workstation Assessments

The meeting was assured that good progress in all aspects of Health and Safety across HCUC had been made post-merger and the Health & Safety Advisor had travelled across HCUC on a regular basis.

Health and Safety Policies: A complete review of the HCUC H&S Policy was completed ready for the 2019/20 academic year. All other requisite H&S policies had also now been put in place cross-HCUC.

Health and Safety Committee: Health and Safety Committee meetings were held once a term at each of the Colleges. The H&S Committees were comprised of senior managers and union representatives. Meetings had been held once per term and were chaired by the Executive Director of Corporate Services.

Staff and Student Injuries: The meeting noted the injury statistics for staff and students. Once again the high incidence of staff injuries at Harrow Weald was noted; this was related to staff attending to high needs students in Spring House. Staff had been injured by students on a number of occasions. Governors were assured that the staff at Spring House continued to seek ways to improve management and care of high needs learners to reduce the number of injuries caused to staff. The meeting noted that there had been 3 RIDDOR reportable incidents affecting staff; all of these were at the Harrow Weald campus.

**The annual Health and Safety Report 2018/19 was NOTED and RECEIVED.**

#### 15. T Levels – Update on HCUC Preparations and the Capacity Development Fund

The meeting received the following update report from Deputy Principal Quality and Curriculum (DMcT).

##### T Levels

The meeting was reminded that HCUC would be delivering the first T Levels at Uxbridge College from September 2020 – the only FE College in London to have been granted permission to do so. The College aimed to ensure that it is in the forefront of these curriculum reforms by developing clear strategies and ways of working which would inform future practice.

The following key points were noted in relation to T Level delivery:

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- T Levels were being introduced as part of the Government's Industrial Strategy and associated Post 16 Skills Plan.
- HCUC would be an "early adopter" of the T Levels. Uxbridge College is due to start delivery of the first Digital T Levels and the Early Years Education T Level in September 2020.
- Both curriculum teams were awaiting the programme specifications to be released. The College was engaging with DfE requirements with regards to submitting timely implementation plans (TLIPs) and with the Professional Development Consultant (PDC).
- The College would also be delivering further T Levels from tranche two in September 2021: the 2<sup>nd</sup> Digital T level (Digital Business Services – Data Technician) at Harrow and also Science (Laboratory Technician) with Health Science (Pharmacy Services) at Uxbridge
- Substantial Industry Placements (SIPs) of 45-60 days are a key element of each T Level. Governors were reminded that students would be unable to achieve their qualification without this element having been completed. DDS assured the meeting that preparation work had already started to build the required links with employers to meet this level of work placement.

The meeting also discussed the current uncertainty around the future of the applied general qualifications – BTECs - when 'T' levels were adopted. DMcT informed the meeting that a new T Level Manager post would be created for HCUC to develop schemes of work for the initial curriculum areas.

### **Capacity Development Funding**

Governors were reminded that HCUC did not bid for round one of the T Levels Capacity Development Funding for 2018/19. HCUC has now been awarded Capacity Development Funding for round two (CDF2) for 2019/20. This funding had been made available to help providers prepare to support young people to achieve their Substantial Industry Placements (SIPs). The CDF2 allocation was based on the eligible cohort numbers of 16-18 Level 3 students from 2017/18. It has been confirmed that HCUC would receive c£531,000 CDF2 in 2019/20 which has to be spent in-year. The meeting noted the stretching target for 2019/20 for HCUC to achieve 20% of the eligible cohort – 431 students to complete a SIP. This total would be split 175:250 across HC and UC and targets had been allocated to curriculum areas across HCUC. The Staff Governor Uxbridge (MB) informed the meeting that some of her Travel and Tourism learners would be undertaking a 5 week work pilot in March 2020; the students were universally very keen to be involved in this new initiative. DDS informed the meeting that more information on this new requirement would be provided at the Governors Training Day in October. The challenge of ensuring that learners still met the requisite 540 annual hours on their classroom based learning within the study programme as well as undertaking a Significant Industry Placement was noted by the meeting.

Governors were assured that there had been some recent appointments to key roles to ensure the College was well placed to meet the CDF2 targets. and develop approaches to ways of working in relation to work placement:

- Working Knowledge (an external partner) had been engaged to work alongside College teams to support HCUC in building capacity and make the step-change required to secure high volumes of SIPs.
- Navigate (an external partner) would provide an App to support tracking.
- The College had made a number of key internal CDF2 staff appointments: Industry Placement Development Officers. The IPDOs would provide a link between Working Knowledge and curriculum teams.

### **Teaching Regional Improvement Project**

The meeting also noted that HCUC had been successful in a bid to run a Teaching Regional Improvement Project (TRIP). The College would be the lead of 4 partners and the delivery of TRIPs would be part of the extensive CPD related activity being run by the Education Training Foundation (ETF) on behalf of the DfE. The HCUC project was to be completed by February 2020 and aimed to research ways in which teaching should be developed in light of T Levels requirements. It would focus on the link between industry placements and curriculum delivery and assessment.

The meeting also noted the activity that would be undertaken on the Transition Project which would be the Level 2 pre-runner to T levels (to get learners ready to progress to a Level 3 qualification).

**The update report on preparations for 'T' Levels and Capacity Development Funding at HCUC was NOTED**

## 16. Partnerships Report

The meeting received an update report on employer engagement and partnership activities for HCUC presented by the Deputy CEO/ Principal Harrow College (PC) for the 2019/20 year. This included an update on the Institute for Technology proposals. The meeting commended the range of activities and partnership development work across HCUC - highlights were showcased under the following headings:

- **West Met Skills:** The meeting noted that WMS was awaiting the outcome for 3 tenders submitted year to date: City of London HR, Hertfordshire Council – accounting and management; and Slough Council – HR, management and schools offer.
- **Partner Organisations:** The meeting noted the ongoing partnership work that HCUC was undertaking with Hillingdon and Harrow local authorities. The bid to support low skilled workers in the North London NHS Trust would be significant if the College was successful. Work with the GMB Union and Heathrow Skills Partnership was also noted.
- **Activity Supporting Strategic Plan Development:** The meeting noted the potential work to be undertaken with HVM Catapult (High Value Manufacturing Catapult is a group of manufacturing research centres in the United Kingdom, which forms part of the Catapult centres initiative). The Deputy CEO had also attended the Pearson HE Association Forum in August 2019 when she had presented details of the West London IoT – aims, curriculum and challenges - to university body representatives (including UCAS, OfS, Universities and Colleges Employers Association UCEA, AoC HE rep, Committee of University Chairs (CUC)). PC highlighted the visit from Michelle Donelan (Minister of State for Apprenticeships & Skills) who had visited Uxbridge Campus to find out about how the college was taking forward T Levels and the West London Institute of Technology. HCUC was the first college to be visited by the new Minister.
- **AoC Briefing:** PC highlighted the recent AoC briefing explain the detail of the recently announced Government £400m funding package for 16-18 education which included the following key points:
  - a) 4.7% rise in 16-to-18 rates in 2020-1 (with the full-time rate at £4,188);
  - b) increases in some programme weighting factors;
  - c) funding for GCSE re-sit students and
  - d) full continuity in terms of Teacher Pension Scheme grants for the year (which added roughly another £100m to the £400m).

The meeting noted that nothing had been announced offering anything new for adult education, apprenticeships or higher education.

- **Mayor of London's Roundtable Discussion with London Leaders in FE, 16 September 2019:** Governors noted that the CEO/ Group Principal (DDS) had represented HCUC at the AOC's Mayoral roundtable meeting with FE leaders. Key discussion had centred around the need to further support adult funding rates, an appreciation that the GLA devolved budget process has consulted providers and promoted more collaborative working, and an acknowledgement by the Mayor that colleges are in the best position to determine what is required in terms of Adult Education provision to meet the skills' demands of London. A number of colleges including HCUC, provided a view of the role colleges were playing in preventing youth violence. Whilst colleges can play a key educational role in getting through to young learners, the need to tackle the sources that fuel youth violence requires a multi-agency approach including not only colleges but the police, social services and youth workers within the community groups.
- **Institute of Technology (IoT):** As previously noted, the Licence and Capital Funding Agreement had been signed on 23rd August 2019. The meeting noted the detailed Key Performance Indicators for level 3, levels 4/5 and level 6, agreed with the DfE that HCUC would be accountable for delivering from year 2. The nominal target for 2019/20 was 272 learners; to date 234 learners had been recruited and there were still 2 more recruitment weeks. The detailed commitments within the Commercial Agreement and Licence Agreement from each of the partners – Brunel University,

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Fujitsu, Heathrow, and West London Business – were noted by the meeting. The key activities to develop the IoT over the next year were noted by the meeting. These would include:

<b>IoT Board and Groups</b>	All had met at least once since July 2019. Action plans and milestones were in place and would be monitored by each group and the IoT Board.
<b>Marketing and Recruitment</b>	Temporary landing page created to support 2019/20 recruitment, permanent website to be created mid-December 2019. Also creating marketing plan to include activities to reach different target groups
<b>Soft launch – 3<sup>rd</sup> December</b>	This would include a student award ceremony. The event will celebrate the current work by students on an employer project. Projects would be led by Fujitsu and Heathrow as well as formally invite DfE etc.,
<b>Curriculum Planning</b>	Employers to review curriculum this term and other planning activities to start from October 2019.
<b>Capital Build</b>	New Build work at Uxbridge to start in October 2019

The meeting was informed that a specific IoT Risk Register was now in place – this had been considered at the September 2019 meetings of Resources Committee and Audit Committee. This IoT Risk Register format was as 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 secondly risks associated with not recruiting staff to identified skills gaps. ***The GDFRP would bring the IoT Risk Register for consideration at the Governors' Training day in October 2019.***

***The Partnerships Report was NOTED and RECEIVED.***

### 17. Academic Report

The meeting considered the HCUC Executive Summary and the detailed papers which sat behind this cover paper were taken as read.

- Provisional review of A, AS and GCSE 2018/19 results.

**HCUC:** The overall A2 QAR was 94% (compared with 78% in 2017/18); this was a significant improvement. The AS QAR was 78% and had also improved significantly from the prior year figure of 73%. The meeting noted that value-added data - when available - would provide a more complete picture of performance for A2.

GCSE provision was noted as being dominated by English and maths (see comments below). Other GCSE provision had shown a decline in overall QAR and in high grades (9-4). QAR data was 90% against 91% in the prior year and high grades were 64% against 68% in 2017/18. Detailed performance data by subject and level at each of the two colleges was provided in the meeting paperwork and members noted details of the action plan in place to turn around any negative trends.

- English and maths Results 2018/19:

- **Functional Skills (FS)** English QAR had declined by 1% to 77% in 2018/19. Functional Skills maths had improved from 78% in the prior year to 81% in 2018/19. Further results were yet to be finalised due to impending resits at level 1 and these may have a positive impact on the final QAR.

- **GCSE** headline QAR (with new grades 9-1) for English had improved across HCUC from 89% to 90% but high grades had declined from 29% to 28%. GCSE maths headline QAR also showed a marginal improvement from 90% to 91% with high-grades improving from 25% to 27%.

- Performance Indicator Table 2018/19:

The final QAR was still awaited as some retention and achievement was yet to be finalised. Detailed QAR data based on qualification type and age was noted. Retention for 16-18 provision had exceeded the prior year at 92.9% (91.6% prior year and NA of 91%). The 19+ retention data was currently at 95.4%

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against the prior year's figure of 93.8% (93.5% weighted NA). The WBL (apprenticeship) QAR overall data was predicted to be in line with national averages. Timely QAR for WBL had improved compared with the prior year but was likely to be below NA. The meeting was reminded of the ongoing focus and commitment within HCUC to analyse the detailed data by age, level and subject sector areas in order to drill down below headline data and ensure that consistency across the full provision of the two colleges could be evidenced moving forward.

- Attendance & Punctuality:

The College overall target for attendance of 86% for 2018/19 had not been met with raw attendance at 85.3%, though attendance showed at 88.3% when accounting for authorised absences. A number of Schools had matched or bettered the target, but the large volume of English & Maths FS & GCSE classes, despite improvement, showed lower than average attendance (81-82%). Lateness remained within the target set (6%) but was noted as an area for ongoing attention.

- Complaints 2018/19:

The meeting was reminded that 2018/19 complaints were detailed in the July 2019 academic report to the Corporation and had been considered in detail at the individual college SSCs and the Quality Curriculum and Student Committee. Uxbridge saw an increase in complaints to 22 (compared to 20 in the prior year). The meeting noted that 50% of complaints made at UC were upheld or partially upheld with none having legal risk attached. Harrow saw a decrease with 6 complaints (compared with 13 in the prior year); 50% of these were upheld but one complaint was still unresolved. Governors were assured that all complaints were handled in a timely manner. Across HCUC the College had been careful to allocate a risk level to each complaint and none had resulted in any legal action. The meeting was reminded that the complaints reports would be considered in detail at every meeting of the HCUC Quality Curriculum and Student Committee.

- Lesson Observation Report:

The meeting noted that the 82% positive lesson observation profile over the year for Harrow College and Uxbridge College provided evidence of good or better quality of TLA delivery. Governors were reminded that an additional sample audit using ex-HMIs and Ofsted inspection "drop-in" methodology which was conducted in 2018/19 found greater variation and indicated areas for attention in 2019/20.

- Progress against the SAR Quality Improvement Plan (QIP) 2018/19:

The meeting noted the progress against the HCUC common areas for improvement within the 2018/19 QIP:

- Consistency in study programme attendance 85.3% against the target of 86%. *Rated 'red' on traffic light system.*
- WBL Timely and Overall - QAR to be confirmed. *Rated 'yellow'.*
- A level offer. *Rated 'green'.*
- AS level offer. *Rated 'green'.*
- Greater consistency of learner outcomes for a few SSAs. *Rated 'green'.*
- Further improvement in 19+ Access to HE offer. *Rated 'yellow'*
- Robust judgements of TL&A quality to confirm greater consistency of high standards. *Rated 'green'.*
- Further stretch and challenge for all learners. *Rated 'yellow' due to inconsistent feedback from the externally commissioned TL&A audit.*

- Headline HCUC Emerging Areas for Improvement 2019/20:

The meeting noted the following emerging areas which would be confirmed after the full Self Assessment Report had been written for 2018/19.

HCUC	HCUC Common Areas for Improvement 2019/20
	Consistency in Study Programme attendance

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90% enrolments 16-18 & 19+ SSAs QAR>NA	WBL > timely & overall across HCUC
<i>TBC- Targeted qualification type – E&amp;M?</i>	<i>TBC- Higher Education retention</i>
Further stretch & challenge for all learners	Increase the volume of work experience >80% <i>(incl. Significant Industry Placements)</i>
Intent in curriculum planning: a continued and robust review of curriculum intent to provide confined in its purpose.	Implementation in E&T: a robust EIF E&T (TLA) judgements to increase high performing E&T <i>(incl. prioritising curriculum intent &amp; implementation).</i>
Effectively track + support students <i>(incl. through monitoring systems e.g. ProMonitor &amp; formative feedback).</i>	

- Headline HCUC Emerging Areas for Improvement 2019/20:

The meeting noted the new approach that the SLT were proposing in response to the new Ofsted focus on Quality of Education (formerly Teaching Learning and Assessment) under the Education and Inspection Framework (EIF). The way that inspectors would triangulate observation data was noted. DMcT informed the meeting that the proposal for lesson observations at HCUC would be for Deep Dive style Learning Observations which would be up to 60 minutes long, of which 40 minutes will be direct observation and 20 minutes when the observer would action discussions with teachers, discussions with learners & scrutiny of learners' work to assess 'intent, implementation and impact'.

- Higher Education Outcomes:

The Deputy Principal highlighted the positive HE outcomes which were detailed on page 11 of the academic report: retention was at 75% and predicted achievement at 93%. UC Teacher Training Data was particularly strong with 96% retention and 100% achievement. In considering HE Governors agreed that the methodology for Governors to approve the Annual Assurance for the OfS should mirror the previous two years.

**It was AGREED that delegated authority should be given to the QCS Committee Governors to approve the Annual HE Assurance Statement 2018/19 if the timetable precluded consideration by the full Corporation.**

**The Academic Report was RECEIVED.**

### 18. Ofsted Monitoring Visit Report, June 2019

The meeting considered a summary report from the Deputy Principal as well as the issued formal Ofsted Monitoring Visit Report. The detailed feedback on each element of the themes investigated was taken as read. Governors were reminded that HCUC received an Ofsted Monitoring Visit on 5-6<sup>th</sup> June 2019 with a follow up dedicated safeguarding visit on the 11<sup>th</sup> July. The focus of the Monitoring Visit was to assess the progress leaders had made on the main areas for improvement from Harrow College's Ofsted inspection. Also, inspectors had looked at the progress leaders and managers had made in bringing Harrow College and Uxbridge College together as HCUC. The visit comprised of five themes with each receiving a judgment of Significant progress, Reasonable progress or Insufficient progress.

The meeting was reminded that the final HCUC June 2019 Ofsted Monitoring Visit Report had resulted in the following judgements:

	Themes	Finding
1.	What progress have leaders at all levels made in improving weaker aspects of teaching across the college's education and training provision	Reasonable progress

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2.	What progress have senior leaders made in ensuring that the curriculum is suitable for the learners and apprentices that the college campuses serve?	Reasonable progress
3.	What progress have leaders and governors made, following the merger, in scrutinising the quality of education and training provision	Significant progress
4.	What progress have senior leaders and governors made in establishing an HCUC culture, ambition and vision, following the merger?	Significant progress
5.	How effective are safeguarding arrangements for learners with high needs, including the response by leaders and managers to resolve any concerns and processes to ensure agency staff are safe to work with learners?	Reasonable progress

***The meeting NOTED and RECEIVED the feedback from inspectors and the formal Ofsted Monitoring Visit Report June 2019***

### 19. Finance Directorate Report

The Group Director Finance and Resource Planning presented the Finance Report.

#### 19.1 Management Accounts July 2019

The accounts for HCUC had been presented to and reviewed by the Resources Committee on 18/09/19. Key performance indicators to 31 July 2019 were noted as follows: historical cost surplus of £846,000 (compared to forecast surplus of £710,000); cash days in hand 142.8 (forecast 138.7); current ratio 2.25 (forecast 2.00). The meeting was reminded that this would not be the final position for the year; a number of adjustments were being made in preparation for the external audit and presentation of the financial statements. These adjustments would include accruals and prepayments, in addition to a provision in relation to any final adjustments relating to the funding claim. The July 2019 accounts would be reissued once the audit was completed, to highlight all adjustments.

***The Management Accounts to 31 July 2019 were NOTED and RECEIVED***

#### 19.2 Capital Projects Update

GDFRP informed the meeting that the IoT contracts had now been signed. The meeting was pleased to receive confirmation that an additional £1.6m grant from the DfE for the car park at Uxbridge had now been approved. The first draw down of the grant would be £1.1m in September. SW confirmed that the work on the new car park deck was on track to complete as planned in September 2019. The meeting noted that the GLA contracts were yet to be signed; they were expected to be completed on 27th September 2019.

#### 19.3 Interim Enrolment Report 2019/20

HCUC had exceeded its Full Time 16-18 college target, however enrolment was continuing, as students may start to withdraw or become "no shows". The College was currently 71 above the internal target number of 5,970. Harrow College 1,707 against the target of 1,722 (99%) and Uxbridge College 4,334 against 4,248 target (102%). The agency allocation was for 5,942 learners. The College had now recruited 105% FT 19+ learners against internal target. Part time 19+ numbers had not yet been achieved, but the College would continue recruiting to these throughout the year, with a range of courses. The CEO informed the meeting that a detailed update would be brought to the Governors' Strategy Day in October 2019.

#### 19.4 Risk Management Update

The College was now working with one combined risk register across HCUC which reflected the agreed Corporate Goals. This had been updated by the Executive team, through a review of the 2018/19 and 2019/20 corporate goals, and projects coming on stream throughout the year. The meeting considered the 'red' risks and the mitigating action that was in place to defend against crystallisation of the risks.

- 1.08 Insufficiently qualified and equipped staff to support the delivery of study programmes and quality outcomes for learners. (Risk score remains at 12 'red').
- 1.09 Failure to recruit sufficient staff, qualified at the appropriate level. (Risk score remains at 12 'red').

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- 1.13 College SAR and/ or Ofsted rating falls below Outstanding within the new EIF. (Risk score remains at 12 'red').
- 2.05 Project Work fails to prepare the college for T Levels, Capacity Development Fund and the related Transition programme. (New risk added since June 2019 with a risk score of 10 'amber').
- 3.11 Underachievement of funding targets (Risk score still at 15 'red'). Until the 6-week census point was reached there could be no certainty around this. However, the CEO informed the meeting that current enrolment figures were encouraging across the whole of HCUC. For the 2019 enrolment the individual colleges had communicated well and in several instances transferred any 'excess' students on a programme to the other College.
- 3.14 Management Information – timely/ accurate (funding, finance, HR) (Risk score remains at 12 'red'). There were consistent procedures across HCUC now in place and a restructure of all areas had taken place. However as the new composite HCUC systems were still relatively new (e.g. HR system) the risk was still deemed as high.

**The HCUC Risk Register was NOTED and RECEIVED.**

**The Finance Directorate Report was NOTED and RECEIVED**

## ITEMS TO BE TAKEN AS READ

**20. Resources Committee – 18 September 2019**

The minutes of the meeting would be circulated as soon as available. The following key issues were highlighted by the Chair (AMcL):

- The Committee had approved the bad debt write-off and the schedule of HE Fees for 2020/21 after written approval from the Governors not in attendance on 18th September.
- Resources Committee were confident in the financial planning information provided with clear visibility around the HCUC cashflow over the next 18 months.
- The positive figures around the level of training and development that the College was able to support for staff. All staff requested training and development had been approved and 29 individuals had been funded and supported through Teacher Training qualifications.

**NOTED**

**21. Audit Committee – 19 September 2019**

The minutes of the meeting would be circulated as soon as available. The Clerk fed back the key issues from the meeting in the absence of Audit Committee Members:

- Annual Risk Management Report 2018/19: Audit Committee received this and were recommending it to the Corporation for approval. The Committee had sought assurances around the ongoing risks of the Institute of Technology (IoT) especially with regard to recruitment of the necessary specialist staff. Governors were given assurance around the tight controls in place - IoT action group etc. - to de-risk this new project wherever possible. The meeting noted that there was a specific 'work stream' for the IoT project in relation to staffing.
- Internal Audit Strategy 2019/20: the meeting was given confirmation of the ongoing benefit of sourcing specialist auditors for different internal audits eg. safeguarding, health and safety. This strategy provided value for money and produced a more rigorous audit with more valuable recommendations for ongoing improvement. This methodology was included in the internal audit strategy brought to Governing Body for approval.
- Internal audit of Human Resources department: Audit Committee members asserted the need for this audit to be undertaken early in 2019/20 (January 2020 rather than February/ March 2020) as it had already been deferred (with Audit Committee approval) from the prior year's internal audit plan.



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- External Audit: The meeting received an outline of the planned timetable from BDO (formerly Moore Stephens), the college's external auditors. This would commence in October 2019.

**NOTED****22. To confirm the dates and times of the meetings for 2019/20**

- Tuesday 10<sup>th</sup> December 2019 at 5.30pm at Harrow Campus
- Tuesday 31<sup>st</sup> March 2020 at 5.30pm at Uxbridge Campus
- Tuesday 19<sup>th</sup> May 2020 at 5.30pm at Harrow Campus
- Tuesday 7<sup>th</sup> July 2020 at 5.30pm at Uxbridge Campus

**23. Items for Next Meeting**

There were no items suggested. The Chair asked Members to feedback any ideas to the Clerk in advance of the next meeting.

**ANY OTHER BUSINESS****24. Any other business as previously notified**

There was no other business. The meeting closed at 7.35pm.

Signed .....

Date.....