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Directorate:	Corporation	
Minutes of:	HCUC Governing Body – <u>Part 1 Minutes</u>	
Date:	Tuesday 4 October 2022	Time: 4.30pm
Venue:	A004/ 005, Uxbridge Campus	
Present:	Nicholas Davies	Governor (<i>Chair</i>)
	Steven Cochran	Governor (<i>Vice Chair</i>)
	Sharon Croxon	Staff Governor (Uxbridge)
	Darrell DeSouza	Governor (<i>Group CEO and Principal</i>)
	Nasim Khan	Governor
	Alasdair MacLeod	Governor
	Mario Michaelides	Governor
	Amanda Priem	Governor
	Ketan Sheth	Governor
	Salman Sudheer	Student Governor (Harrow) (<i>online</i>)
Apologies:	Sofia Barbosa-Boucas	Governor
	Mark Billington	Governor
	Simon Boulcott	Governor
	Safah Rahimi	Student Governor Uxbridge
In attendance:	Dylan McTaggart	Deputy CEO and Principal Uxbridge College
	Jo Withers	Principal Harrow College
	Shane Woodhatch	Group Director Finance & Resource Planning
	Tracy Reeve	Director of Governance
	Gavin Hughes	AP Learning Support & Safeguarding (<i>item 13 only</i>)
	Andrew Miller	Exec Director Corporate Services (<i>items 14-15 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 CEO in his 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 2021/22 which was presented by the Assistant Principal Learning Support and Safeguarding (minutes at item 13).*
- *The annual Human Resources Report 2021/22 (minutes at item 14).*
- *The annual Health & Safety Report 2021/22 (minutes at item 15).*

1. Apologies for absence

Apologies had been received as shown above. The Chair welcomed the new governor from Brunel (Mario Michaelides) and the Student Governor Harrow to their first meeting. Members noted that the Student Governor Uxbridge was currently abroad taking part in the Erasmus project. All Governors and attendees introduced themselves.

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

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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 12 July 2022

The Minutes and the Confidential Minutes were APPROVED as an accurate record.

5. Matters arising from Minutes of the Governing Body Meeting held on 12 July 2022, which were not agenda items.

- **Pay Award**

The meeting considered a paper from the Group Director Finance & Resources (SW) which presented a proposal for an All Staff 'Cost of Living' (CoL) pay award to be made for 2022/23. Governors were reminded that this had been considered in July 2022 by the Resources Committee and the Corporation. The HCUC Corporation in July 2022 had approved a 2.5% COL increase from 1 August 2022 but this was to be contingent on HCUC enrolment numbers (i.e. paid on a back-dated basis after the submission of the R04 data in October 2022). They had also agreed that the non-consolidated payments recommended by the Association of Colleges (AoC) would also be considered in more detail once the final R04 data was confirmed.

This matter had been considered in detail at the Resources Committee on 14 September 2022 when Governors noted the salary comparator data which ranked HCUC lecturers salary bands (upper and lower point) against 18 other colleges. The meeting considered the updated recommendation in the paper to give a consolidated 3.0% to all staff with an additional non-consolidated payment of £750 to those staff where the full-time equivalent (FTE) earning was below £25,000 and £500 to staff where the FTE earning was in the range £25,000 - £30,000. It was also agreed that SLT should look at the impact of developing a more targeted approach to pay awards. The meeting also noted the recommendation that this pay award should be agreed now and backdated to 1 August 2022 rather than waiting for the R04 enrolment figure to be confirmed later in October. SW highlighted the high cash reserves held by HCUC and that this award had been budgeted for. It was also noted that the non-consolidated payment was in line with the AoC recommendation after national negotiation with sector union representatives. Chair of Resources Committee (AMcL) confirmed that Resources Committee was recommending this pay award.

The meeting APPROVED:

- i) a consolidated 3.0% cost of living pay award to all staff (including senior post-holders) backdated to 1 August 2022.*
- ii) an additional non-consolidated payment of £750 to those staff where the full-time equivalent (FTE) earning was below £25,000 and £500 to staff where the FTE earning was in the range £25,000 - £30,000.*
- iii) that SLT should look at the impact of developing a more targeted approach to pay awards and additional lump sums to aid recruitment.*

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

6. Updates

6.1 Chair's Update

The Chair highlighted the regular start of term liaison between himself and the CEO to track enrolment and learner numbers for HCUC. The work in relation to the merger with Richmond Upon Thames College (RuTC) was also still ongoing; although the Merger Joint Steering Group meetings had been paused over the summer break monthly meetings had resumed on 13 September 2022.

6.2 CEO/ Group Principal's Update

DDS highlighted the start of term work around enrolment and the start of a new academic year. The two

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College Awards ceremonies had also been very positive events.

6.3 Update: additional Governors' activities at the College July – September 2022

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

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7. Governance

• Governors' Attendance Report

The Clerk reported on the attendance of HCUC Governors at Corporation meetings during 2021/22. Overall attendance was 77% which exceeded 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 84%. 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 meeting agreed that moving some elements of governance online and the use of the MS Teams format helped with attendance. The Director of Governance (TR) highlighted the ongoing heightened governance activity during 2021/22 centered on the proposed merger with Richmond Upon Thames College (RuTC). When the Joint Steering Group meetings were included, there were 34 separate governance meetings held during 2021/22 compared with 20 in the last year before merger activity commenced (2019/20). The attendance figure rose to 88% when JSG meetings were included. TR thanked the Members of the Corporation for their ongoing commitment to HCUC and the governance process.

The attendance report was NOTED.

8. Merger Update

The CEO (DDS) reminded the meeting that a revised target date for the proposed merger between HCUC and RUTC was still being sought. This was dependent on resolution of planning issues relating to RuTC's capital Phase 2 build and reassurances relating to financial risks arising from the planning delays. The meeting noted an update on the ongoing workstream activity in relation to pre-TUPE discussions with Trade Unions (commencing on 14 October 2022), Marketing and Curriculum & Quality. The meeting was reminded that Funding and Finance was already a 'shared' function with senior HCUC leads working across both colleges. Governors noted the detailed Gateways to Merger paper which was the focus for the Joint Steering Group and was pleased to see the progress being made. TR reminded the meeting that an Extraordinary Governing Body meeting had been timetabled for Wednesday 12 October to allow the Governing Body to consider the likely merger timeline.

The meeting NOTED the detailed update.

9. Draft Programme for Governors Training Day – 9 November 2022

The CEO/ Group Principal outlined the arrangements for the Governors Training Day to be held in person on 9 November at Denham Grove Conference Centre. It was noted that the programme would include:

- An update on HCUC enrolments and the impact on HCUC financial forecast 2022/23.
- Managing public money and implications off possible ONS reclassification of FE colleges.
- An update on QAR outcomes for 2021/22.
- Delivering the Strategic Vision: including Post Merger Optimisation Plan, Learner Engagement, Employer Links, planning for Level 3 and HE Reforms, optimising West London IoT across the sub-region and LSIP and adult education.
- Developing the Estates Strategy, Digital Strategy and Marketing Strategy for HCUC's next phase of development.
- Annual Safeguarding and Prevent Update for Governors

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- Governors' and NEA Link Scheme 2022/23
- Governors' self-assessment exercise to contribute to the College SAR 2021/22

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. The Director of Governance confirmed that Stakeholder and Scrutiny Committee (SSC) Members had been invited to this event and the Chair of Governors and Interim Principal from RuTC would also be attending. The CEO (DDS) confirmed that the designate CEO (Keith Smith) had provided input for this programme as DDS would be leaving the College on 31 October 2022. The meeting commended the useful graphical illustration of how the subjects would be covered to ensure connectivity between key local and national drivers and the College's strategic plans and responses.

The arrangements for the Governors' Training Day were APPROVED.

- **ITEMS FOR DECISION**

10. Curriculum and Quality Headlines

10.1 Learner Achievement 2021/22 – Year End Emerging Headlines

The Deputy CEO/ Principal Uxbridge (DM) presented this report which contained a summary report as well as the detailed data dashboard for Governors. DM highlighted that the data in the dashboard was from the ILR dated 14 September but final year-end data would be based on the final ILR submission to be made in October 2022.

- Attendance: Full Time 16-18 (84%) and 19+ (83%) was showing below the year-end target of 85% and so graded 'red'. DM highlighted the lower attendance of 77% (16-18) and 79% (19+) for English and maths; this would remain a priority for 2022/23.
- Punctuality 16-18s: this was holding at 5% which had met the target.
- Retention 16-18 (93.2%) & 19+ (96.0%): was well-above NA (91.0% and 93.5% respectively). However, this was 1% below the figure in the last pre-Covid (year 2018/19) due to the impact of ESOL relocations and increased exam pressures.
- 16-18 QAR: this was slightly lower than 2019/20 levels at 83.0% - 83.5% due to the ongoing impact of additional exams and less assessment throughout the year. The final figure would be confirmed in October 2022.
- Higher Education QAR: graded 'green' at 91%
- WBL: the overall year-end figure was estimated at 50% - 72.2% which was rated as 'amber' against the National Average of 51.8%.
- TLA: 396 formal lesson observations completed with 86% graded as 'Meets & Exceeds' expectations.
- Work Experience (WEX): The meeting was reminded of the delayed start & impact of Covid-19 on employer participation which meant that the early focus for HCUC had been on maintaining currency with employers and placements. As a result of this HCUC had completed placements for 59% of learners by July 2022 against the target of 75%. DM reminded Governors that an element of remote placements were now allowed in some sectors.
- Disciplinary: the volumes of stage 3&4 disciplinarys at 66 was above 2020/21 (49) due to the campus being open for the whole year with learners being onsite for learning. Exclusions were lower at 13 (versus 26 in the prior year).
- Complaints: the 54 complaints in-year compared with 37 in 2020/21. No complaints had resulted in legal action to date.
- Learner Satisfaction: the internal HCUC Mid-Year Learner Survey evidenced good satisfaction (86.5%) which was improved on 2020/21.

The emerging QAR data by College, Age and Subject Sector Area was taken as read by the meeting; full data tables would be available for the Governors' Strategy event in November 2022. The Chair (ND)

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sought clarity around the drop in the QAR data but DMcT confirmed that all indications were that HCUC would have a final end-year position above the national average.

10.2 Emerging Quality Improvement Plan priorities

The meeting noted the first draft of the emerging areas of strength 2021/22 to maintain and the emerging areas for improvement 2022/23 to action.

10.4 Ofsted Update

The meeting took the PowerPoint presentation from Ofsted HMIs which outlined the new Enhanced Inspection process to take place from September 2022. Governors were reminded that all FE Colleges would receive at least one full Ofsted inspection between September 2022 and September 2025.

10.3 Office for Students Tracker

The meeting noted the very detailed HE Governors spreadsheet which allowed the HCUC Corporation to clearly track the College's ongoing compliance with the Office for Students (OfS) general ongoing conditions for registration. Detail against all of the conditions A to G was provided for full assurance. The RAG rated tracker provided additional clarity for the meeting to gain assurance around HCUC's ongoing compliance.

The Curriculum & Quality Headline Report was NOTED

11. Approval of Corporate Goals 2022/23

The CEO (DDS) presented the draft Corporate Goals for 2022/23. The front page of the Corporate Goals Report remained under the four key headings: corporate performance; learner outcomes; quality of education; and responsiveness and compliance. DDS reminded the meeting that the College underwent a full Ofsted Inspection 22-25 February 2022 and the final report was published (3 May) on the Ofsted website and was in the public domain. The Ofsted report confirmed a strong set of outcomes for HCUC, with five out of the eight areas graded Outstanding and the remaining three, graded Good, providing an overall Good; there were no areas judged as requiring improvement. DDS highlighted that this inspection report provided confirmation of the successful merger journey undertaken by HCUC; this had been recognised as such by the Inspectorate team, with the inclusion of an Outstanding grade for Leadership & Management, which acknowledged Governors' and NEA inputs. The close ongoing scrutiny of performance against these Corporate Goals were a key part of this governance and management process.

The draft Corporate Goals for 2022/23 were considered by the meeting and DDS asked Governors to note the following points:

- Quality of Education incorporating curriculum intent, implementation and impact, was judged Outstanding during 2021/22. The college's use of Inspectorate style 'Deep Dive' activity proved very valuable in assisting staff in understanding the high standards sought and providing them with advice on improving the quality of their delivery and support. This ongoing CPD input would continue in 2022/23. The promise of another Ofsted Inspection by 2025 would require some shift in focus to further enhance the employer engagement and local skills provision. This was an area that came through well during the 2022 Ofsted Inspection but would require heightened attention during 2022/23.
- The Learner Outcomes section would continue to provide the valuable in-year tracking and indicators of key KPIs by which the College was judged. Although attendance had not been a factor that raised concerns during Inspection DDS reminded the meeting that it should remain a key early marker of positive learner progress. As discussed earlier in the meeting 2021/22 results pointed to attention required for: Apprenticeships; English & maths, in particular for SEN/EHCP learners; those ESOL students in geographical transition; and Vocational and Technical programmes which now had raised examination based assessment methodology. DDS

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highlighted that the last available National Averages (NAs) pre-dated the Covid-19 pandemic and were unreliable as comparators for 2021/22 data. SLT would be attempting to obtain NAs relating to 2021/22 as soon as possible.

- The *Finance & Funding* section conveyed the main funding streams relied upon; early enrolment indications for 2022/23 showed that pressure on most lines remained. Project funding was more varied and continued to reflect the promotion of collaborative initiatives focused on economic recovery. Governors were reminded that High Needs Element 2 & 3 funding brought challenges each year regarding claims submitted to the local authorities and would require close attention and good dialogue with partner agencies into 2022/23. Apprenticeship funding had been shy of the targeted amount since the pandemic and would once again require concerted effort to recover and grow this provision. Strengthened progression and new markets linked primarily to the West London IoT (WLIoT) would be key for Higher Education growth.
- *Responsiveness and compliance* would focus on the main Government backed project initiatives. Prime amongst these being: Institute of Technology (IoT); T-levels and their associated substantial Industry Placements; Mayor's Skills Academy (MSA) and activity linked to collaborative economic recovery projects. New project priorities for 2022/23 would include the high profile and collaborative Strategic Development Fund (SDF) project, linked to local skills as well as the 'Multiplier' programme which was focused on numeracy and maths uplift. There would be a challenge to grow and establish T level learner numbers at a trajectory and timing in line with anticipated defunding of BTECs. This would require a concerted marketing and IAG push and enhanced employer engagement to establish large scale appropriate industry placements for learners and intelligent curriculum design to give learners the best chances of success. Close dialogue with the DfE in relation to WLIoT and a broadening of this provision, together with a widening of partnership operations, would be needed to access new markets and fulfil expectations.

The meeting noted the summary HCUC front sheet and the individual summary sheets for each of the two colleges. Further detail on the nuances of the local colleges Corporate Goals was reflected in the narrative of the supporting report which sat behind the summary sheets. The meeting was reminded that within the body of the draft Corporate Goals the left hand column provided the key Corporate Goal (CG) target details, whilst the right hand side 'Notes' column provided an explanation of the CG target or objective. Sometimes targets or objectives had been carried over, albeit on an updated basis, from 2021/22. Where a goal was new or had been changed substantially this was indicated in the 'Notes' commentary.

The meeting APPROVED the summary report for the Corporate Goals and the target key performance indicators for 2022/23.

12. Audit Matters

Internal Audit Strategy 2022/23-2023/24

The meeting noted a paper which detailed the updated internal audit strategy and the annual plan for 2022/23. 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 were reminded that since 1 August 2015 the Uxbridge College Corporation had agreed that no one audit 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 2022 this approach was proposed to continue into 2022/23 for HCUC.

The meeting noted the key areas of concern after a review of the HCUC risk register for 2022/23 and in

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discussion with HCUC senior managers. The meeting also noted a summary of internal audits undertaken in 2021/22. Areas planned for inclusion in the internal audit plan 2022/23 were noted as: Key Financial Controls; Payroll; Funding compliance; compliance with GDPR legislation; and High Needs provision.

The Corporation APPROVED the HCUC Strategy for Internal Audit and the detailed Audit Plan 2022/23 and 2023/24.

ITEMS FOR INFORMATION

13. Safeguarding Report 2021/22

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 2021/22. 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 2021/22 for both Colleges. Gavin Hughes, the Uxbridge safeguarding lead attended the meeting to present the report and take questions. He highlighted that the statistics were not markedly different from the Mid-Year Report which was brought to the Corporation meeting in March 2022. However, during the year there had been a high level of learners declaring mental health issues' much of this anxiety stemmed from the pandemic. GH assured the meeting that the College had continued to support all at-risk learners throughout the Covid-19 pandemic. The ongoing negative impact on learners' mental health was highlighted with a high level of anxiety and mental health issues already identified in new enrolments for 2022/23.

Safeguarding Register: Categories within the 37 serious safeguarding cases at Uxbridge College and 25 cases at Harrow College were noted and this was benchmarked against the figures for the prior year (48 and 22 respectively in the prior year). The details of numbers and action taken with learners on a Secondary 'at risk' register at each of the colleges was noted by the meeting. 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. GH highlighted the high numbers of Looked After Children on role during 2021/22 – 236 at UC and 221 at HC – this was the highest number ever recorded at HCUC. The Governors sought confirmation that the student support team had sufficient capacity to support this growing workload. GH confirmed that it was a large workload but staff were coping. Staff Governor (SC) highlighted the work currently being done to develop better reporting within student services so that the degree of support and intervention required was more easily visible within the statistics.

Prevent: There had been four new Prevent referrals made at Uxbridge College (UC) during 2021/22 and none at Harrow College (HC). The Chair (ND) sought some additional detail on where the Prevent referrals had come from – one was from staff and another had become a Channel case. ND sought confirmation on the confidence level of SLT that risks around the possibility of students having extreme views were being accurately captured. GH highlighted the difficulty in this area as it was only when students acted upon extreme views that they became visible. The meeting sought, and was given, assurance that the College was in full compliance with the specific duties placed on FE colleges because of the 'Counter-terrorism and Security Bill 2015'. It was noted that both Colleges continued to attend the London HE/ FE Regional Prevent Meetings; this had been a useful source of networking and sharing good practice

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 reminded 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 whilst

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remaining mindful of overall safeguarding implications for other learners. In 2021/22 there had been 25 self-declarations (44 in the prior year) and 5 were stopped from enrolling (compared to 6 in September 2021).

Student Involvement: The student involvement regarding Safeguarding and Prevent was noted; all students had a Prevent tutorial delivered to them during their first few weeks at HCUC. A further British Values/ Prevent tutorial was delivered in September or October 2021. Anti-bullying week was promoted throughout the College in November 2021 and anti-bullying, cyber-bullying mental health and domestic violence tutorials were delivered during the year. Safer Internet Day was promoted around the College in November 2021; the e-Safety tutorial was delivered, and advice shown on the plasma screens around College campuses and on the front page of Moodle. A knife crime awareness week was delivered in tutorials in December 2021. Learners had been very active around the issue of sexual harassment with promotional videos made by both Student Presidents to encourage response to a questionnaire. The meeting commended this specific action as it was of real concern to the Governors. Governors noted that Staff were been trained in mental health first aid and had held regular Wellbeing sessions with students. This was supported by dedicated materials on the Student Portal and a poster campaign around the college which encouraged students to talk about issues such as extremism, radicalisation and peer harassment as well as how to report any concerns. Students were further supported by the Mental Health Student Support Officer posts and extended work with local agencies including CCG, MIND, the WISH Centre, Papyrus and Paiwand.

GH reminded the meeting of the arrangements for a Link Governor for Safeguarding which had been in place since 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 Annual Safeguarding Report 2021/22 was RECEIVED.

14. Annual Human Resources Report 2021/22

The Exec Director Corporate Services (AMi) presented the Annual Human Resources Report 2021/22 to the meeting in the absence of the HR Director. The annual report gave the meeting a comprehensive update on the following HCUC Human Resources metrics for the 2021/22 academic year: Workforce Data; Equality Data; Recruitment Data; Sickness Absence; Training and Development; Employee Relations; and Staff Focus Groups Meetings.

Governors were reminded that this report had been considered in detail at the Resources Committee meeting on 14 September 2022 and a detailed summary was contained in the minutes of the meeting. The meeting sought additional clarity around the definition of a 'casual' member of staff compared with agency staff. Governors also sought, and were given, assurance that HCUC did not operate with any 'zero-hours' contracts. The Director of Governance informed the meeting that the Resources Committee had asked the new HR Director (KE) to review the format of HR reporting to governors and this would be implemented for the November 2022 meeting in order to provide more useful HR information for Governors. A specific action plan to mitigate the increase in staff turnover was being developed by SLT. The meeting sought some additional clarity on how HCUC worked to encourage applications from people with a declared disability.

Governors asked for HR data in future reports to be split between academic and support staff. Governors also suggested that the use of the terminology BAME in the report was now outdated and should be replaced with the phrase 'ethnic minorities' as outlined in government guidance.

The meeting RECEIVED the annual Human Resources Report 2020/21.

15. Annual Health and Safety (H&S) Report 2021/22

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The Exec Director Corporate Services (AMi) presented the comprehensive report which updated governors on all aspects of H&S across HCUC during 2021/22. The workload for H&S staff had been massively increased due to the Covid-19 pandemic and the College Health and safety Adviser visited all campuses on a regular basis until the second lockdown in January 2021. The H&S report covered the following items:

- Health & Safety Action Plan 2021/22 which arose from the internal audit of the Health and Safety Management System conducted by an external consultant from SQR Group in May 2021. The meeting noted that the quality of the audit report had been very poor, but it had made several useful recommendations. The meeting was assured that the ongoing progress against this action plan was now a standing agenda item at Audit Committee and had been discussed in detail at the Audit Committee on 22 September 2022.
- Health and Safety (H&S) Staffing
- H&S Reporting
- H&S Inspections
- Health & Safety Training: IoSH and Risk Assessment

The annual Health and Safety Report 2021/22 was NOTED and RECEIVED.

16. Partnerships Report

The meeting received an update report on employer engagement and partnership activities for HCUC presented by the Principal Harrow College (JW). This provided an update on the following aspects of HCUC work: Apprenticeship progress including the Technical Apprenticeship School; Employer Partnerships and Employability Programmes; Stakeholder Partnerships; Subcontracting; and the WLIoT.

Apprenticeships: The meeting noted that recruitment remained challenging, but HCUC had recruited 58% of the profile for the first quarter 2022/23 with Engineering recruiting particularly well. Minimum predicted achievement for 2021/22 was 66.4% which was above the national average.

Employer Partnerships and Employability Programmes: Heathrow Strategic Partnership and Heathrow Priorities meetings had been attended in September 2022. HCUC was continuing to increase and broaden engagement with employers building on the SWAP model for 19+ to extend across 16-18 provision. Heathrow and Thames Water were being explored as pilot programmes. A new partnership with Microsoft and Wates was also being formed to explore opportunities for FT students.

Stakeholder partnerships: JW highlighted that HCUC would be hosting an event for NHS and wider educational partners to present the recommendations from research into reasons for the low progression of Health & Social Care students into the sector. This research had been commissioned by National Health England in partnership with BUL and BNU. It was also noted that West London Strategic Development Funds had been launched in partnership with eight other West London colleges.

Subcontracting: The meeting noted that the Good Work for All profiles had now been agreed for all partners and contracts were being prepared. The sub-contract for Pathways had been extended ahead of the new allocation as they had continued to deliver for the programme during August 2022.

West London Institute of Technology (IoT): The meeting noted that following a successful Strategic Away Day, an internal Strategic Planning Day held in September to further refine the 'Plan', focusing on a triangle of confidence in the brand promotion, curriculum offer and quality. JW confirmed that exploration of new partnerships with Microsoft and University of West London continued.

The rest of the very detailed report was taken as read due to the weight of business the meeting was considering.

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

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cover paper were taken as read. Much of this had already been considered under agenda item 10 earlier in the meeting. The meeting also spent some time looking at progress against the QIP 2021/22 which would be considered in more detail at the October 2022 Governors' Training Day.

The Academic Report was RECEIVED.

18. Finance Directorate Report

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

18.1 Management Accounts July 2022

The accounts for HCUC had been presented to and reviewed by the Resources Committee on 14/09/22. Key performance indicators to 31 July 2022 were noted as follows: historical cost deficit of £30,000 (compared to forecast surplus of £50,000 (adverse variance of £81,000); cash days in hand 239.2 (forecast 217.5); current ratio 2.61 (forecast 3.01); Reserves as a Percentage of income 158% compared with a forecast of 155%; financial health grade of Outstanding. The meeting was reminded that this would not be the final position for the year; several 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 2022 accounts would be reissued once the financial statements audit was completed, to highlight all adjustments.

The Management Accounts to 31 July 2022 were NOTED and RECEIVED

18.2 Interim Enrolment Report 2022/23

The meeting noted the enrolment report for 2022/23 for each of the two colleges at 4 October 2022. The portfolio target (which was confirmed as the internal College target to allow for withdrawals during the initial 6-week period) for FT 16-18 year olds were noted as follows: Harrow – 1,702; Uxbridge – 4,440. SW informed the meeting that this did not include the current withdrawals and enrolment would continue until October half-term 2022. The possible impact on lagged funding for 2023/24 could be circa £1.2 million. The Deputy CEO highlighted the unprecedented level of scrutiny that was being used with all learners for 2022/23 and staff were working hard to mitigate any withdrawals. SLT were looking at variations across School and had offered challenge to each Head of School to understand the classroom delivery as well as interaction with learners to minimise withdrawals. SW informed the meeting that enrolment against the ESFA allocation was currently 97% which was broadly in line with anecdotal feedback from other colleges. Current thinking was that schools were holding onto learners after a dampening of exam results (the first year back to exams after CAGs and TAGs during Covid). There was also evidence that young people were going into employment rather than attending college to support their families during the 'Cost of Living Crisis'.

SW confirmed that the SLT were reviewing group sizes and staffing where enrolment numbers were lower than 90% of forecast; the pressure of static income but an increasing cost-base was noted. The CEO (DDS) highlighted the need to balance quality and resourcing. DDS confirmed that any school where enrolment was less than 80% of target was being reviewed to look at the teaching hours, class sizes and resource allocated. DDS confirmed that SLT were very mindful of the ongoing tension between resource and quality but were committed to maintaining the excellence in provision that HCUC was known for. He assured the meeting that SLT were looking at the portfolio on a school-by-school basis to ensure that any staff cuts or nested courses would have no detrimental impact on learners. Governors were assured that an update on enrolment numbers would be brought to the Governors' Strategy/ Training Day on 9 November 2022.

The meeting NOTED the Enrolment Update Report.

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18.3 Risk Management Update

- **HCUC Risk Register**

The meeting considered the HCUC Risk Register which reflected the agreed Corporate Goals. This had been updated by the Executive team, through a review of the 2021/22 and 2022/23 corporate goals, and projects coming on stream throughout the year. The meeting considered the twelve 'red' risks and the mitigating action that was in place to defend against crystallisation of the risks.

- 1.09 Failure to recruit sufficient staff, qualified at the appropriate level. (Risk score still at 12 'red').
- 1.11 Project Work fails to prepare the College for T levels, CDF and the Transition Fund. (Risk remains at 15 'red')
- 2.05 Inflexible delivery models for Apprenticeships could restrict growth (Risk score remains at 12 'red'). DDS reminded the meeting that the SLT were currently developing a five-year strategy to develop plans for growth in Work Based Learning (WBL), Institute of Technology provision, and commercial income.
- 3.02 Insufficient enrolment on employability pathways for adult unemployed learners will reduce spend of ESFA contract. (Risk score remains at 12 'red').
- 3.11 Underachievement of funding targets (Risk score still at 15 'red'). As previously discussed in the meeting.
- 3.12 Failure to secure and respond to large levy paying employers could impact on apprenticeship income (Risk introduced in June 2020 and still had a risk score at 15 'red'). This risk had become ever more of a threat during Covid-19 lockdown, but the college had recognized this and the Business Development Consultants (BDCs) were working to recover this market.
- 3.19 16-18 and 19+ mainstream recruitment target not met, leading to a reduction in funding in current and future years. (Risk score at 12 'red'). As discussed earlier, DDS confirmed that enrolment was ongoing with daily updates and ongoing review by the SLT.
- 3.20 WBL non-levy 16-18 and 19+ apprentices target not met. (Risk score still at raised level of 15 'red'). Current WBL delivery against the ESFA allocation was being closely monitored but had been severely impacted by the Covid-19 pandemic and this long-tail of recovery was still having an impact.
- 4.02 Failure to attract and retain staff especially in highly competitive areas (Risk score at 12 'red').
- 5.05 Failure to achieve IoT targets (Significant red risk with a score of 12.)
- 6.11 Compliance with GDPR and other data related regulation (Risk score remains at 15 'red'). As previously discussed by Governors at Corporation and Strategy days the SLT were still working to improve current HCUC practice on the destruction of obsolete data in a timely manner. The meeting was assured that progress was being made but the risk score had not yet been reduced in order to maintain focus. The ongoing work to strengthen IT security was also noted.
- 6.12 College loses IT capability and/ or data following a cyber-attack. (Risk score remains at 12 'red'). This risk was very real despite IT Services using up to date security software and policies.

18.4 Capital Projects Update

The GDFRP provided a verbal Capital Update Report to the meeting.

- House at Harrow Weald: The meeting noted that the house sale had not yet completed as planned due to lack of funds at the vendor and a complication around access which had to involve DfE involvement and permission. SW was hopeful that a revised completion date would be set in due course.
- Harrow on the Hill Campus: The estate at Harrow on the Hill (HoH) had been upgraded over the summer as previously discussed at previous meetings. A new Employer Hub had been created in the Enterprise Building and the LRC had move from the first floor to the ground floor which freed up space for additional classrooms or office space. In addition, Student Services had been relocated to the centre of the college enabling easier student access for advice, guidance and support. The area that was

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previously occupied by Student Services would be converted to an executive block including the boardroom. The Hair and Beauty Salons had also been upgraded which had reflected in their enrolment. The meeting agreed that this improvement at HoH would be important in order to compete with other local colleges who had recently secured large sums of money to upgrade their buildings e.g. Stanmore College had recently received circa £60m grant funding for their new campus. The overall spend on these improvements would be £307,000.

- F Block Works at Uxbridge: SW informed the meeting that a proposal had been submitted to the DfE for grant funding of £105,000 under the Strategic Development Fund. This would allow the creation of a new workshop and learning spaces to develop a new low carbon transport curriculum of bicycle maintenance and increase college equipment to service electric vehicles. A site survey was likely to be required by DfE. The meeting noted that any funds secured would need to be used by March 2023. SW informed the meeting that the college would probably spend in excess of £250,000 on this new project but development in this area of the campus was limited to refurbishment. The meeting was reminded that the prefabricated structure of F Block could not be demolished due to the preservation/ environmental restrictions relating to the on-site newts in the nearby pond.

The Finance Directorate Report was NOTED and RECEIVED

ITEMS TO BE TAKEN AS READ

19. Resources Committee – 14 September 2022

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

- i) The Committee approved the bad debt write-off for 2021/22
- ii) HR Director would review format of HR Reporting to Governors (with input from Resources Committee Governor SB).
- iii) Increasing Staff Turnover and ongoing difficulties in recruitment
- iv) Salary review and COL pay award
- v) The possible ONS reclassification of colleges into the public sector. Work at HCUC to establish an Arm's Length Foundation (ALF) to mitigate any loss of reserves.

NOTED

20. Audit Committee – 22 September 2022

The minutes of the meeting would be circulated as soon as available. Key considerations of the meeting were noted as:

- i) Health & Safety Audit Action Plan: Audit Committee had continued to monitor the Health & Safety update and progress made to address the issues raised at the audit of H&S at the College (June 2021)
- ii) External Audit 2021/22: The meeting received an outline of the planned timetable from Cooper Parry, the college's external auditors. The audit of the financial statements 2021/22 would commence on 17 October 2022.
- iii) Key performance indicators for auditors: These had been agreed and would be confirmed in November 2022 when they would be appended to the annual Audit Committee Report to the Corporation.

NOTED

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21. To confirm the dates and times of the meetings for 2022/23

- o Tuesday 13 December 2022 at 4.30pm (at Harrow on the Hill)
- o Tuesday 28 March 2023 at 4.30pm (at Uxbridge)
- o Tuesday 16 May 2023 at 4.30pm (at Harrow on the Hill)
- o Tuesday 11 July 2023 at 4.30pm (at Uxbridge)

22. Items for Next Meeting

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

ANY OTHER BUSINESS

23. Any other business as previously notified

- **Retirement of HCUC CEO/ Group Principal (DDS)**

The meeting was reminded that this would be the last attendance of DDS at Corporation before his retirement at the end of October 2022. The meeting commended DDS for his input at the College over the last 21 years. His calm leadership, focus on quality of education and depth of knowledge had been a big asset to HCUC and the Governing Body. DDS thanked the Governing Body for their ongoing challenge and support and for their commitment to the College. He also thanked all members of the SLT and the Director of Governance for their strong team ethic which had enabled HCUC to remain second to none in the London FE sector. DDS wished the college well for the future and reminded people of his leaving Afternoon Tea event to be held on Thursday 20 October 2022.

There was no other business.

The meeting closed at 7.05pm.

Signed

Date.....



Uxbridge Campus
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