



MINUTES

Directorate: Governance

Minutes of: Resources Committee

Date: 16 March 2021

Time: 10.30

Venue: Online via Zoom

Present:

| | |
|------------------|-----------------------|
| Alasdair MacLeod | Governor (Chair) |
| Simon Boulcott | Governor |
| Darrell De Souza | Group Principal & CEO |
| Steve Owen | Governor |

In attendance:

| | |
|-----------------|--|
| Imtiaz Aziz | HR Director (<i>Items 1-6 and 8 only</i>) |
| Pat Carvalho | Principal and Deputy CEO |
| Vikash Patel | Head of Finance |
| Andy Miller | Executive Director Corporate Services |
| Len Scott | Health & Safety Adviser (<i>Item 9 only</i>) |
| Shane Woodhatch | Group Director Finance & Resource Planning |
| Tracy Reeve | Clerk to the Corporation |

1. Chair's Agenda Item

The Chair did not have any matters to raise under this item.

2. Apologies for absence

No apologies had been received.

3. Notification of any urgent items members may wish to raise under Any Other Business

There was no other business.

4. Notification of Interests Members may wish to declare relating to any item

No interests were notified.

5. Minutes of the Resources Committee meeting held on 25 November 2020, 29 January and 12 March 2021

The minutes were approved and signed by the Chair.

6. Matters arising from the minutes of the Resources Committee meeting held on 25 November 2020 and 29 January 2021 and Confidential minutes from 12 March 2021.

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

ITEMS FOR DECISION/ APPROVAL

7. HCUC Fees and Charges Policy 2021/22

The GDFRP (SW) presented the HCUC Fees and Charges Policy for 2021/22, he confirmed that changes to the policy had been made in light of funding guidance from the ESFA and the Office for

MINUTES



Students; consideration had also been given to market forces and the fees and charges made by other providers. Governors were assured that there was no significant change to the content of the policy but was reminded that the fees and charges were now common across all campuses of HCUC. The meeting noted the Table of Fees, the following changes were being proposed:

- The College registration charge to be raised to £40 (from £35) for full-time students and to £30 (from £25) for part-time students across HCUC. Parking fees to be increased to £190 for full-time and £95 for part-time students (£170 and £85 in current year). ID card charges to increase to £9 (currently £5) and the cost of a replacement ID card to remain at £10. The Administration charge for a withdrawal and refund request would remain at £40
- Fees for 19+ learners on level 3 courses and above (providing it was not their first level 3 courses) would be set at a funding value listed by the ESFA and the maximum loan amount available for all first year entrants. These would be available on the College website.
- HE Fees as shown in the Appendix to the fees policy. The meeting was reminded of the £6,000 cap imposed by OfS as HCUC did not want to implement a full Access & Participation Plan.
- A range of fees for international students: FE £6,900 (prior year £6,300) and HE students not eligible for OfS funding would be raised to £7,350 (from £6,700). The detail of HE fees by course was noted by the meeting. DDS highlighted the requirement from Office for Students that HE Fees were agreed and published early in the year. He also reminded the meeting that HE Fees were effectively capped at £6,000 as HCUC did not have a full Access and Participation Plan.

Governors noted the categories of learners highlighted in the policy and the level of discounts and remissions that they received; they sought clarity on any other areas of hardship that the College considered. It was confirmed that the College offered bursaries for other cases of hardship. SW highlighted that the Richmond Upon Thames fees policy was similar but work would have to be undertaken to align fees for registration, ID cards and car parking. The Chair suggested that in future years some work should be undertaken to compare HCUC Fees with other large College groups. The meeting discussed whether an inflation figure of 5% was appropriate when the actual rate of inflation was much lower. SW confirmed that using a flat 5% (except for commercial course) made it easier to manage across the curriculum. The non-pay inflation assumed in the budget was 4% so this was not far away from the 5% used. SW also confirmed that the College had not received any complaints about fee increases and the international interest was strong for 2021/22 admissions.

The Fees and Charges Policy for 2021/22 was APPROVED as presented; it would be RECOMMENDED to the Corporation on 30 March 2021.

8. Human Resources Update

The HR Director presented the standing Human Resources update report to the meeting.

• ***HR Data Dashboard***

The meeting received the HR dashboard which reported on a number of key HR metrics for 2020/21 year-to-date at the end of the second (noted as 31 January 2021): staff headcount and FTE by College; staff turnover; equality data of the HCUC workforce; recruitment activity; and sickness absence rate. The meeting was reminded that this now included data over a three-year period to enable Governors to monitor any trends. Governors noted the overall headcount (not FTE) for HCUC for permanent staff YTD was now 762 (233 at HC and 529 at UC). The meeting also noted the headcount of casual (HC 32, UC 88) and agency staff (HC 56, UC 62) at each of the two colleges.

The current HCUC staff turnover figure for the rolling 12-month period to 31/01/21 was noted as

MINUTES



14%; this was below the AoC benchmark of 17.4% and was slightly lower than the figure in previous years. The meeting agreed that the lower figure was probably partially due to the uncertainty caused by the Covid-19 pandemic. The turnover rate by contract type (lecturer/ manager/ support) and by age band of employees was also noted. The additional data requested by governors on the length of service was noted by the meeting; this confirmed that older workers remained with the college longer. **SB suggested that the data in relation to length of service of leavers would also be helpful to look for any trends.** The equality and diversity (E&D) data of staff was considered and IA highlighted that the current BAME figure at each of the colleges was: HC 43% (an increase of 4% on the prior year figure), UC 36% (an increase of 1% on the 2019/20 figure). Governors were pleased to note that the overall College figure of 38% and both Colleges were meeting or exceeding the College target of 36% for BAME representation. IA highlighted the current work that was being undertaken to contact staff who were currently logged on i-Trent as 'not stated' in relation to ethnicity. However the nature of this data necessitated sensitive treatment. The gender profiles for each of the Colleges were noted as: HC 76% female and UC 61% female, the overall HCUC figure was 66% female. The meeting noted that this figure was above 46% which was the GLA figure for females who were economically active in the London population. The HCUC figure of 67% for female representation was also above the AoC 63% figure for females in the FE College population. The representation of disabled staff was 7% at HC and 8% at UC; 8% at HCUC overall. IA highlighted that this figure was lower than the GLA figure for disabled persons who were economically active at 12%; however, he believed that there was a level of under-reporting across HCUC which HR was working to try and identify. The age profile of staff was also noted with 60% of HCUC staff over the age of 44, this age profile had remained stable since the prior year. The meeting discussed the considerable recruitment activity (99 recruitment campaigns across the group) that had taken place during the first half of the academic year and noted the ethnicity, gender and age breakdown of applicants and appointees. The offers made to BAME applicants was confirmed at 52% at HC and 61% at UC; any previous inconsistency in this rate had now been removed. Governors were pleased to note that the absence rates were below the AoC benchmark and College target of 5.6 days in all categories of HCUC staff for the year to date 2020/21 (this was on a rolling 12-month period to January 2021). The overall sickness absence rate for HCUC was 4.4 days for the 12 months to 31 January 2021 (5.0 at Uxbridge and 2.9 at Harrow). The meeting agreed that these low levels were probably a reflection of the Covid-19 pandemic and the increased remote working. Governors asserted the importance of ensuring that sickness reporting was accurate even when staff were working remotely. Resources Committee members noted the data on completed performance appraisals for 2020/21; this was currently at 88% and missing appraisals were due to staff leaving the College or being on long-term sick leave. The meeting was pleased to note the high completion rate for Prevent and Safeguarding Training of staff with a figure of 99% at each of the individual colleges.

- **Employee Relations**

The meeting noted that there had been an increase in casework since last reported at the end of quarter 1; cases had now gone up to 364 (252 at UC and 112 at Harrow) from 72 at the end of October 2020. IA confirmed that this significant increase was due to the pandemic and 264 of the total cases were related to Covid-19. The meeting was reminded that a working group to promote staff wellbeing had been set up, one of the aims of this group was to improve the well-being of staff and in turn reduce sickness absence. IA also highlighted the recent Resilience Training which was run at the Whole College Training Day on 12 February 2021; this had been well received by staff and had a 90% approval rating for the course. The meeting noted the Covid metrics and that HCUC now had 25 staff classified as Extremely Clinically Vulnerable and required to shield on an ongoing basis. The infection rate data was noted by the meeting and the move to remote working during the recent lockdown. IA informed the meeting that at the end of the previous week 44% of staff were now working completely back on site. The meeting noted that 43% of staff had now had at least one dose of the Covid-19 vaccination (compared with 37% at 5 March). The national data on first

MINUTES



vaccinations was currently at 41% so HCUC was in line with this. Governors were informed that HCUC had no staff on furlough since the start of the January lockdown. The meeting sought confirmation on what case work in relation to 'terms and conditions' related to. IA informed the meeting that these cases covered several contractual issues e.g. annual leave/ pay increments. The meeting sought, and was given, confirmation that most 'employee relations' casework was resolved without staff going to appeal. There had only been one appeal during the year-to-date which was then resolved.

- **Staff Focus Group Feedback**

The meeting noted the summary feedback from the Staff Focus Group that had been held remotely on 25 January 2021 for 36 Managers across HCUC. The range of topics covered, were as follows: Key activities of their roles that were critical to learner success and recruitment; Time barriers to fulfilling the job role; Administrative tasks not linked to learner progress and quality improvement; Communications; Interface between support and curriculum; Learner impact culture and ethos; Customer service; Quality (SAR process); internal career development and staff training; EDI, Safeguarding and Prevent; Leadership and management; team working; Staff Wellbeing; HCUC College culture/ values; and staff feeling valued by the organisation.

The positive feedback and the areas for improvement were highlighted in the report to the Resources Committee meeting and were discussed. The meeting was pleased to note that positives were cited as: communications, EDI, Prevent and the way everyone understood the HCUC values. Managers felt very well supported during what had been a very difficult year. The main Area for Improvement discussed had centred on the lesson observation process during remote delivery. Staff felt that grading lesson observations for remote delivery was unfair as it was not their 'natural environment'. SLT had considered this and changed the policy to make the observations ungraded but they would still continue. Governors took the reports containing detailed staff feedback and the management responses as read. Governors were given assurance that action in relation to the suggested areas for improvement was being taken and was being monitored by the Senior Leadership Team. The other area of concern for staff had centred around how staff could be recognised when they were at the top of their grade pay-scale. IA confirmed that the SLT were looking into possible options – including some form of bonus payment for people on the top spine-point but this would need to be affordable. Governors suggested that SLT should look for examples of good practice which would not add to the cost-base.

The Human Resources Report was RECEIVED.

9. Health and Safety (H&S) Report

The Exec Director Corporate Services (AM) presented the comprehensive mid-year report which had been written by the Colleges Health and Safety Advisor (HSA). This report updated governors on all aspects of H&S across HCUC year-to-date in 2020/21. The meeting was reminded that with the Covid-19 pandemic this had been an extraordinary year with regard to caring for the Health and Safety of staff and students. The focus for the H&S Team had been to ensure Covid-19 compliance across all sites and to provide accurate and up-to-date advice for HCUC staff. AMi informed the meeting that staff from the London Borough of Hillingdon H&S Team had visited the Uxbridge Campus earlier in the week to look at Covid-19 compliance. They had made a couple of suggestions with regard to floor marking.

The report covered the following items:

- External Environmental Management System report by QMS: The meeting noted that the college now had a single Environmental Management System and certification to the new ISO 14001 2015 standard was now complete. QMS had undertaken a virtual audit of the EMS on 22 February 2021 and did not report any non-conformances.

MINUTES

- Health and Safety Committee: Health and Safety Committee meetings were held remotely during the first term; the H&S Committee was comprised of senior managers and union representatives. Meetings had been held remotely during the first term as planned and were chaired by the Executive Director of Corporate Services; term 2 meetings were scheduled but were cancelled as most of this term had been impacted by lockdown.
- First Aid Arrangements: Governors were assured that a First Aid Risk Assessment had been prepared/and reviewed at the start of the academic year and a copy was available on the H&S software reporting system OSHENS. The meeting noted that there had been an ongoing shortage of rota First Aiders at Uxbridge & Hayes campuses again this year; technicians would take on First Aid duties in their departments to support the rota First Aiders.
- Accident and Incident Statistics: The meeting was reminded that there had been one major incident during the year-to-date 2020/21 with a First Aid Assistant hospitalised and the death of a member of staff (due to Covid-19). Governors were reminded that HSE had visited the Uxbridge Campus to investigate this incident but had concluded that there was no fault on the part of HCUC and a written report had not been required by HSE.
Student Injuries: There had been 62 student/visitor injuries reported across all campuses. Slips, trips & falls were still the most common cause of injury to students and numbers were consistent with the previous year.
Staff Injuries: There had been 7 workplace injuries (staff & contractors) reported across all HCUC sites for the year-to-date. It was noteworthy that 2 of these incidents were a result of assaults by students on staff. The Chair sought additional detail on these assaults and was given assurance that they were dealt with seriously but not always reported to the police.
RIDDOR Reportable Accidents: As discussed above there had been one RIDDOR reportable accident so far during 2020/21 when a member of was thought to have had a heart attack but was infected with Covid and passed this on to the First Aider (22 October 2020).
- Fire Safety and M&E inspections: AM confirmed that fire drills were conducted at each campus at the start of the academic year. This had been done to provide staff with an opportunity to practice the college evacuation process with new students. Additional activity was noted as follows: Harrow on the Hill 1 Fire Drill; Harrow Weald 1 Fire Drill; and, Hayes 3 false alarms & 1 activation from smoke in the music room. AM confirmed that all regulatory checks on the fire safety & warning equipment had been regularly conducted by an Estates officer or the M&E contractor. All other M&E regulatory tests and checks had been conducted in line with the colleges Legionella, LOLER, ventilation & electrical testing obligations.
- Health & Safety (H&S) Training: The meeting was reminded that the H&S Training matrix had been prepared at the start of the year and updated as necessary throughout the year. Most of the H&S training at HCUC was provided via the Safesmart e-learning system; a total of 919 staff & 52 students were registered as users in the past 6 months of the academic year. The meeting noted the detail and volume of courses completed by HCUC staff between 1 September 2020 to 10 March 2021.
- Risk Assessments: The meeting noted that the H&S Team had dispensed with people completing online OSHENS Risk Assessments at Uxbridge and Harrow campuses due to poor online compliance. A paper based system had been reinstated to ensure better reporting.

Governors asked for additional clarity on the assaults on HCUC staff and Len Scott (LS), HCUC H&S Adviser joined the meeting to provide this detail. The meeting was fully assured after hearing the individual detail and college action taken in response to each of these incidents. Governors noted that the individual incidents had led to some learning points which had been taken on board by management and had led to further improvement in some processes. The CEO (DDS) thanked LS for his excellent work during the last year on Health & Safety, as previously stated it had been an extraordinary year. DDS also highlighted that LS input to the regular meetings with Trade Union

MINUTES



representatives during the last year to discuss the College actions in response to the pandemic had been really helpful.

The mid-year Health and Safety Report 2020/21 was NOTED and RECEIVED.

10. HCUC Management Accounts for period ending 28th February 2021

The GDFRP (SW) presented the composite HCUC management accounts to the end of February 2021. The meeting noted an historical cost surplus for the period ending 28th February 2021 of £1,901,000 compared to a forecast surplus of £1,215,000 giving a favourable variance of £687k. Governors sought, and were given, confirmation that the main reason for this variance was timing of expenditure with schools spending later than planned. The significant variances were highlighted as follows:

- Income of £29.870m against a budget of £30.010m (adverse variance of £140,000).
- Expenditure was showing a favourable variance of £814,000 against the budget of £29.437m. Staff costs of £18.885m compared to the budget of £19.410m, (favourable variance of £525,000 due to vacant posts within Academic and Support staff). Members were reminded that the budget assumed all posts would be filled for the whole year.
- Other Operating Expenses: a positive variance of £282,000 against the budget of £7.483m. This was noted as mainly being due to timing issues.
- Balance Sheet remained strong with a healthy cash balance.
- All ratios were healthy: cash days in hand at 140.02 (budget 157.24); and current ratio at 1.90 (forecast of 2.43). Reserves as a percentage of income were at the budgeted level of 138%.
- The College was currently complying with all loan covenants.

The Chair sought, and was given, confirmation that the Finance Team did not foresee any complications with the 2020/21 year-end financial statements audit.

The HCUC Management Accounts to 28 February 2021 were RECEIVED.

11. Interim IT project budget and minor works budget

The Committee considered the requested interim allocation of £500,000 for the IT Project Budget and £250,000 for the minor works budget 2021/22. This would enable the College to make commitments for work during the summer period of July and August 2021 to avoid disruption to students. The Chair sought clarification on the allocation in the financial plan for 2021/22 and SW confirmed that it was £1,200,000 for IT which would include the costs associated with attaining the Cyber Essentials Plus certification. Governors were reminded that the final IT budget for 2021/22 would be approved in July 2021 within the budget approval process; full details of requirements would be brought to the June meeting of Resources Committee. The detail around the key areas of spend that had so far been identified were noted by the meeting; this totalled £1,255,000 across HCUC (£812,500 at Uxbridge and £442,500 at Harrow).

The meeting discussed the move to give staff laptops rather than permanent PCs. These would be dispensed via laptop vending lockers which would automatically log who had taken equipment – this would free up time within the IT team. The Chair sought confirmation on how this was currently tracked and SW informed the meeting that it was held within IT Services who tracked staff usage.

The interim IT budget of £500,000 and £250,000 for minor works for 2021/22 was APPROVED.

12. Agency (ESFA) allocation 2021/22

SW informed the meeting that Colleges had been notified of some elements of their funding allocations for 2021/22. The meeting considered this funding allocation compared to the plan year as

MINUTES



included in the mid-year forecast which was approved by the Resource Committee on the 29th January 2021. The plan year anticipated a reduction in income due to lagged learning effect on 16-18 and high needs element 2 learner numbers: the allocation of £37.282m was £518,000 higher than included in the plan but was £1.939m lower than the allocation received in 2020/21. This reduction reflected the impact of lagged funding and a decrease of 344 learners across HCUC. SW highlighted that these figures excluded any Richmond Upon Thames (RuTC) funding allocation. They also excluded the funding allocation for the Adult Education Budget which would come via the Greater London Authority (GLA). SW confirmed that the college had not yet received any indication – even verbally - on the level of the GLA allocation for 2021/22.

SW explained the allocation being £518,000 higher than plan as follows:

- a) Main 16-18 allocation was £109k lower than plan which included high value courses and leavers in year programme for 2020/21
- b) High needs element 2 allocation was £390k higher than plan. SW suggested caution as high needs learners currently stood at 495 learners across HCUC; with the impact of Covid19 HCUC might not see an increase in demand.
- c) Teachers pensions allocation was £268k higher than plan. This was based on payments made to Capita, rebased for the full year and included 23.6% employer contribution.
- d) The balance of the allocation was considered cost-neutral, expenditure would be re-aligned accordingly in the budget income streams.

The report was NOTED

13. Capital and IoT Projects Report

The meeting considered the Capital Update Report it was noted that there were no decisions currently required. Key current bids and projects were noted as follows:

- *Institute of Technology*: SW confirmed that the nineteenth drawdown had taken place on 5th March 2021; the year-to-date grant funding drawn down was now £8,598,000 (received £8,300,063). The higher spec specialist equipment required for the IoT was expected soon.
- *House at Harrow Weald*: The meeting noted that the offer of £505,000 had now fallen through due to delaying tactics by the buyer. A second cash offer of £500,000 was accepted at the end of February 2021 and SW was currently working with solicitors to conclude the sale.
- *ESFA Further Education Capital Allocation (FECA)*: SW confirmed that the deadline for completion of all the work had now been extended to September 2021. The meeting was reminded that the total allocation from the ESFA had been £2.094m with HCUC also spending £523,541 (25% contribution). Governors were assured that work was all on track to meet the revised deadline. The spend to date was noted as £1,667,698 and works had been completed for Bronte, Fleming and C Block.

The Property Update Report was RECEIVED.

14. Higher Education – Consumer protection law update

• Student Protection Plan Update

The meeting was reminded that the Higher Education and Research Act 2017 required Higher Education Institutions (registered with the Office for Students (OfS)), to maintain a Student Protection Plan. This would protect students' interests in the case of any material change, e.g., programme changes, suspensions, closures or institutional closure. The meeting was assured that HCUC was committed to helping to ensure that students achieved the best academic outcomes from their studies but events may occasionally occur which meant that unforeseen changes had to be made to

MINUTES

modules or programmes.

Governors were informed that the OfS had recognised that the Covid-19 pandemic was causing considerable disruption to students' experience of higher education. Recent guidance had made it clear what the OfS required from universities and colleges:

- Give prospective and current students clear information about what they could expect from their course during the next academic year. This would include: the extent to which initial teaching would be online; how this would happen; and what support there would be for online teaching.
- Keep students updated on how teaching might be delivered in different scenarios as public health advice changed.
- Make sure that the university/ college HE terms and conditions were fair and transparent.
- Make sure that students could access a complaints process which was accessible, clear and fair.

The meeting noted Appendix A to the report which clearly outlined the mitigating action taken by HCUC to remain compliant under condition C1 of the OfS Funding Agreement which covered the Student Protection Plan. Resources Committee also noted Appendix B which outlined the various conditions of funding and current RAG rating of HCUC's compliance which was reported to Resources Committee on an annual basis. Governors agreed that they could continue to be fully assured that the College had continued to be compliant with consumer protection law during this period. The Chair sought, and was given confirmation that there had been no 'OfS reportable events' during the last year.

It was AGREED that this assurance from Resources Committee in relation to condition C1 would be taken to the Governing Body on 30 March 2021.

15. To receive the Resources Committee Risk Register update

The meeting received the HCUC Risk Register that had been updated by the Executive Team, through a review of the 2020/21 corporate goals, and projects coming on stream throughout the year. The meeting discussed risks with changed risk profile and the key 'red' rated risks in more detail and the mitigating actions that had been put into place:

- 1.08 Inufficiently qualified and equipped staff to support the delivery of study programmes and quality outcomes for learners. (Risk score unchanged at 12 'red').
- 1.09 Failure to recruit sufficient staff, qualified at the appropriate level. (Risk score at 12 'red').
- 1.12 Project work fails to prepare the college for T levels, Capacity Development Fund, and the Transition programme (Risk score raised from 10 'amber' to 15 'red'). The impact of Covid-19 on securing work placements was proving problematic.
- 1.13 College SAR and/ or Ofsted rating falls below Outstanding within the new Ofsted EIF. (Risk score remains at 12 'red').
- 2.05 Inflexible delivery models for Apprenticeships could restrict growth (New risk score which had been raised from 10 'amber' to 12 'red'). The ongoing impact of Covid-19 on employers was also having an impact on the WBL curriculum.
- 3.02 Insufficient enrolment on employability pathways for adult unemployed learners will reduce spend of ESFA contract. (New risk score raised from 6 'green' to 12 'red').
- 3.03 Insufficient student demand to achieve long term growth targets (New risk score now raised to 12 'red').
- 3.06 Commercial school income/External projects do not meet income targets, outputs and outcomes (New risk score at 12 'red' previously 10 'amber').
- 3.10 Pension contribution increases (Risk score at 12 'red').

MINUTES

- 3.11 Underachievement of funding targets (Risk score still at 15 'red'). The ongoing impact of Covid-19 on particularly Apprenticeship work was being very carefully monitored.
- 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; the college had recognised this and the Business Development Consultants (BDCs) were working hard to stay in touch with employers during Covid-19 business disruption.
- 3.19 16-18 and 19+ mainstream recruitment not met, leading to reduction in funding in current and future year (New as a significant risk with score raised from 10 to 12).
- 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.
- 4.05 Failure to achieve IoT targets (Significant risk at 12 'red').
- 5.11 Compliance with GDPR and other data related regulation (Risk score at 15 'red'). SLT were concerned that despite staff training and advice from the Information Commissioners Office (ICO) on best practice, destruction of obsolete data was not always happening as quickly as recommended.
- 5.12 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.
- 5.13 Operational impact due to Coronavirus (Covid-19). (This new risk added in March 2020 was still deemed as a risk score of 12 'red'). The meeting was reminded of the measures in place and the adherence to all Public Health England and Government guidelines. The recent third wave and second college lockdown deemed this to continue to be classed as a significant risk.

- **IoT Risk Register**

The meeting also noted a separate Risk Register for the West London Institute of Technology (WLIoT). SW reminded the meeting that this Risk Register format was in a format specified by the Department for Education and was used by them as a monitoring tool as well as internally by HCUC. There were two 'red' risks in relation to: insufficient learner numbers (adverse impact of Covid-19), and possible changes to government policy on Apprenticeships. The Chair suggested that the SLT would need to keep a close eye on the IoT after the departure of the Deputy CEO (PC) in May 2021. DDS confirmed that he was mindful of this and also needed to keep a close watch on any implications of Brexit.

- **Merger Risk Register**

The GDFRP presented the Merger Risk Register which reflected the key risks associated with the proposed merger between HCUC and Richmond Upon Thames (RuTC) College. SW informed the meeting that this was being monitored on an ongoing basis by the Merger Joint Steering Group (JSG). Key risks remained around pensions, the crystallisation of a VAT payment which would fall due to HMRC on the dissolution of RuTC, and the potential lack of capacity within the IT Team at RuTC.

The HCUC Risk Register, West London IoT Risk Register and the HCUC/ RuTC Merger Risk Register were NOTED and RECEIVED.

16. Notification of any attempted fraud in the period to date

The GDFRP informed the meeting that there had been two very recent incidences of fraud on the Barclays Credit Card account; one using the GDFRP credit card details and one using a Head of School credit card. Both credit cards had been locked in the college safe – which was the standard security protocol - at the time when they were 'used'. This fraud had been identified by the Finance

MINUTES



Team during the monthly reconciliation and amounted to £4,883.98. Barclays had refunded the money pending investigation. Governors sought, and were given, assurance that Finance had checked for any activity on other credit cards and SW confirmed that all cards were checked at every month end reconciliation. Governors were assured that all necessary control procedures were in place. Governors sought confirmation on how many HCUC college credit cards were held and it was noted as eight in total. SO confirmed that online card fraud was a massive issue at the moment within the banking sector and there was a very real need for staff to remain vigilant.

It was AGREED that GDFRP should continue to maintain a close watch on this area of potential online fraud.

17. To confirm and agree the dates and times for the meetings in 2020/21

The dates and times of the remaining meeting in 2020/21 was noted and agreed as follows:

- Wednesday 23 June 2021 at 10.00am

18. Any Other Business

- **Hayes Business Studios**

The GDFRP (SW) informed the meeting that Hayes Business Studios tenants would be given a three-month rent 'holiday' to mirror what happened during the Covid-19 lockdown in 2020. The cost to HCUC had been circa £18,000 in total for the 3 months in spring 2020. Governors noted that this had been welcomed by the range of businesses occupying the units. They were small start-up businesses with low capital and had appreciated the rent holiday. The meeting agreed that this would be a positive thing that HCUC could offer for the local community and stakeholders.

NOTED

There was no other business.

The meeting closed at 12.25pm

Signed

Date