

MINUTES

1

Directorate:	Corporation	
Minutes of:	HCUC Governing Body	
Date:	Tuesday 10 December 2019	Time: 5.30pm
Venue:	Board Room, Harrow College, Harrow on the Hill Campus	
Present:	Melissa Bridge	Staff Governor (Uxbridge)
	Steven Cochran	Governor (<i>Acting Chair and Vice Chair</i>)
	Tracey Critchley	Staff Governor (Harrow)
	Marie Edoa	Student Governor (Harrow)
	Suzanne Ghadban	Student Governor (Uxbridge)
	Nasim Khan	Governor
	Alasdair MacLeod	Governor
	Steve Owen	Governor
	Mariann Rand-Weaver	Governor
	Ketan Sheth	Governor
	Darrell De Souza	Governor (<i>Group CEO and Principal</i>)
	Sally Westwood	Governor
Apologies:	Nicholas Davies	Governor (<i>Corporation Chair</i>)
	Paul Walker	Governor
In attendance:	Pat Carvalho	Harrow Principal and Deputy CEO
	Dylan McTaggart	Deputy Principal
	Tracy Reeve	Clerk to the Corporation
	Shane Woodhatch	Group Director Finance & Resource Planning

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). There were no specific items that any of the Governors wanted to raise outside of the formal meeting.

Presentations

- **'You said, we did' – Student Learner Voice Feedback**

The meeting noted a Learner Voice presentation from the Student Governors Harrow and Uxbridge.

Harrow College (HC):

The Student Governor Harrow (ME) presented the report to the meeting. The report highlighted the key actions and improvements made in 2018/19 as a result of Student Council feedback in the following areas: Student Safety; Smoking, the creation of smoking areas away from College entrances; Catering; IT and Wifi; Improving campus facilities; Work Experience and Volunteering. Governors noted that in 2018/19 1285 learners had gone out on work experience and 192 students undertook volunteering or citizenship activity. The ongoing focus on careers and employability was commended. ME highlighted the strengths and areas for improvement that had been identified at the HC Student Council meeting in November 2019. Positives included: the welcoming environment and friendly atmosphere; the College app; good support from staff; good resources – including the new buildings and Moodle resources; and access to student bursaries. Areas which were being addressed after student feedback were also noted including: canteen food; IT resources; request for faster feedback on assessments in some cases; some timetabling issues; and the lack of a quiet space for students. Principal Harrow (PC) confirmed that the Harrow SLT was working with the students to action the suggested improvements.

MINUTES

Uxbridge College:

Governors noted the 'You Said We Did' presentation which outlined the issues raised during the year and the action taken by College management. The meeting noted that issues during the year had existed around the following: a request for 'better quality' English and maths tuition; a request for less gaps in timetabling; additional help with moving up from GCSE level assignments to Level 3 work standards; better wifi access in some parts of the College; the need for recreational clubs other than based around sport; the need for lecturers to be aware of students' mental health issues; the reliability of the HCUC App; the need to wear ID lanyards all of the time; the need for more staff in the Refectory at peak times; and, a request for more tables and chairs in social areas. It was noted that the digital learning team were looking to produce a more personalised edition of the College App which would better meet learners needs. The management responses and planned actions in response to all of these issues were noted by the meeting. The meeting was pleased to note the positive feedback which highlighted the following things that learners liked about Uxbridge College: staff were professional; good induction programme; students given a lot of independence; LRC staff very helpful; learners feel safe and supported; and the view that the quality of teaching was high. The Tutor Rep conference in October 2019 had been positive with 195 Tutor Reps in attendance.

The Student Governor presentations were NOTED.

1. Apologies for absence

Apologies had been received Nicholas Davies and Paul Walker. In the absence of the Chair, the Vice-Chair, Steve Cochran would be chairing the meeting.

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 and Confidential Minutes of the Governing Body Meeting held on 24th September 2019

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

5. Matters arising from Minutes and Confidential Minutes of the Governing Body Meeting held on 24th September 2019, which were not agenda items.

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

ITEMS FOR DECISION**6. Governing Body Matters**

- ***Search Committee Recommendations***

The meeting noted that the Search Committee had considered the current membership of the Governing Body at HCUC. The meeting was reminded that there were currently two vacancies on the Corporation: one for a qualified accountant to sit on Audit Committee and one for an 'educationalist' to sit on Quality Curriculum and Student (QCS) Committee. Governors considered the recommendation from the Search Committee to appoint Johanna Morgan (JM) as a Governor at HCUC to fill the vacancy on QCS Committee. The meeting was reminded that JM served as a governor at Harrow College pre-merger and had been a Non-Executive Adviser on the Harrow Stakeholder and Scrutiny Committee (SSC) since August 2017. Her knowledge of HCUC and her role at Harrow Council (Divisional Director, People Services Strategy; Commercialisation & Regeneration) meet the current requirements of the Governing Body in order to further strengthen its skills base. The meeting discussed the ongoing need for the Corporation to make some succession plans for the next couple of years when existing Governors would be leaving the Corporation after serving successive terms of office.

MINUTES

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

- ***The appointment of Johanna Morgan (JM) as a Member of HCUC Corporation for a four-year term of office, (December 2019 to December 2023).***
- ***JM to be appointed as a member of QCS Committee.***

● ***Corporation Self-Assessment 2018/19***

As part of the Governance Self-Assessment process 2018/19, Governors completed a college generated questionnaire designed to assess governors' views on compliance with good governance standards. The self-assessment questionnaire and governors' responses had been discussed at the Governors Training Event on 16 October 2019. Subsequently governors returned their completed questionnaires and narrative comments. In addition to this the Clerk reviewed the Skills Audit which had been undertaken in July 2017 in order to ensure an appropriate balance of skills and knowledge within the new HCUC Corporation. For additional assurance, the Clerk also undertook a review of HCUC Corporation's performance 2018/19 against its adopted Governance Code – the Association of Colleges Code of Good Governance for English Colleges. The meeting noted this detailed 'RAG' rated review against all of the elements of the code; Governors were assured that there were currently no areas of non-compliance that need remedial action. At the October 2019 Governors' Training Day the performance against the Governance Objectives for 2018/19 had also been discussed by HCUC Governors.

The outcome of the discussions on achievement of the 2018/19 Governance objectives were noted as follows:

- a. To continue to develop the team working dynamic of the new HCUC Corporation and to ensure that the new Governance team were 'Ofsted-ready' in order to support an Outstanding grade for Leadership & Management in any future Ofsted inspection of HCUC. Specific objectives within this:
 - To develop clear concise dashboard briefing for Governors on all elements of HCUC performance to help the Corporation to be 'Ofsted-ready'. (Clerk and SLT).
 - To monitor and challenge any instances of poor attendance from individual governors in accordance with the Code of Conduct and Instrument and Articles. Additional attendance data to be compiled on a rolling year basis. (Clerk and Chair of Governors).
 - To improve the flow of information between the HCUC Corporation and the two Stakeholder and Scrutiny Committees (SSCs).

The meeting agreed that considerable strides had continued to be made during the second year post-merger; notably with the implementation of core systems and a strong culture across the whole of HCUC. The new Corporation was working effectively and Ofsted-readiness had been partly tested during 2018/19 when a group of Governors were involved with the Ofsted Monitoring Visit in June 2019. Corporation members would continue to focus on HCUC strengths and weaknesses during 2019/20 and ensure ongoing Ofsted readiness. The new KPI Dashboard which had been developed during 2018/19 made College strengths and weaknesses clear for Governors to understand at HCUC and individual College level. It was agreed that there was a need to focus on ensuring ongoing strong attendance from all HCUC Governors during 2019/20. The flow of information between the HCUC Corporation and the two Stakeholder and Scrutiny Committees had been improved during the year. This relationship was strengthened with the inclusion of the SSC non-executive advisers in HCUC Governors Training and Strategy Days during 2018/19; this would be a standing invitation to SSC Members moving forward.

- b. To further review the current governance structure of HCUC to ensure that it was still 'fit for purpose' as HCUC moved into Year 3 of operation (2019/20).

This had been considered during the year especially in relation to the new West London Institute of Technology that HCUC had been awarded. The focus of the SSCs at individual College level enabled a clear oversight of both Colleges strengths and weaknesses which was fed into the HCUC Corporation

MINUTES

through the Quality Curriculum and Student Committee. The current structure was deemed as 'fit for purpose' as it moved into the third year post-merger.

- c. To further develop governance training opportunities (internal and external) for all levels of governor expertise and to meet the challenges of a changing external environment; Governors to be kept appraised on all relevant legislative changes e.g. the College Insolvency Regime.

Governors felt that this objective had been partially met; external training opportunities had been made available and the internal training – especially as provided at the two Governors Training and Strategy Days – had been very useful. However, it was agreed that with an ever-changing external environment this was something that could never be deemed to be fully completed.

As a result of the Self-assessment and discussion at the Governors' Training Day the Clerk presented the following three priorities for the further development of governance at HCUC during 2019/20:

- **To continue to develop the team working dynamic of the HCUC Corporation and to ensure that all member of the Governance team were 'Ofsted-ready' in order to support an Outstanding grade for Leadership & Management in a future Ofsted inspection of HCUC under the new Education Inspection Framework. (A full Ofsted Inspection under the new EIF was likely in 2019/20.)**
 - **To ensure Governors have access to updated/ live performance data through ongoing briefing on curriculum areas of strength or underperformance during 2019/20.**
 - **To develop a succession planning strategy for future government recruitment and to recruit two new governors to fill current vacancies on Audit Committee and QCS Committee. Audit Committee member to be a qualified accountant as recommended by the FE Commissioner.**
 - **To monitor and challenge any instances of poor attendance from individual governors in accordance with the Code of Conduct and Instrument and Articles. Additional attendance data to be compiled on a rolling year basis.**
- **To further review the current governance structure of HCUC to ensure that it was still 'fit for purpose' as HCUC moved into Year 3 of operation (2019/20) and to reflect the addition of the Institute of Technology to the governance remit. A specific 'IoT Governor' to be identified from within the current membership; this role would include attendance at IoT Board meetings.**
- **To further develop governance training opportunities (internal and external) for all levels of governor expertise and to meet the challenges of a changing external environment; Governors to be kept appraised on all relevant legislative changes.**

The meeting commended this comprehensive governance self-assessment process. Governors were reminded about the importance of realistic self-scrutiny by governors and senior leaders.

The HCUC Governance Development Objectives 2019/20 were APPROVED as presented.

- **Governance Key Performance Indicators (KPIs)**

The Clerk presented draft KPIS for the Corporation to use within the 2019/20 self-assessment process.

The Governance KPIs as presented were APPROVED.

- **Feedback from October 2019 Training and Planning Day**

The Clerk provided a brief summary of the main items covered at the T&P Day in October 2019 and Governors feedback on their usefulness and relevance; responses were largely positive.

NOTED

- **AoC Briefing – Manifestos for General Election, December 2019**

The meeting **NOTED** briefing from the AoC which summarised the stated policy plans/ viewpoints on FE Colleges from the Manifestos of the 3 major political parties. The document explained each of the parties' viewpoints and planned action on the following: Colleges and the FE system; Funding, capital and the

MINUTES

workforce; 16-18 year olds; Adults and apprentices; Support and access; and other important promises.
The Manifesto statements were NOTED

- **Chair's Update**

The Acting Chair flagged that he and the Chair had attended the annual AoC Conference in November which had seemed quieter than usual; no ministerial representative had attended or spoken at any point during the two day event.

- **CEO's Update**

DDS highlighted the successful and busy start to the new year and the all-time high QAR performance data for 2018/19. There was a good momentum behind the Institute of Technology (IoT) development work and all capital projects were currently on track. The College had received a number of visits from DfE staff and ministers as well as the ESFA who were using the College as an example of good practice to some foreign visitors. The ESFA were also keeping a close watch on T Level development. The College management had now had the first meeting with the GLA since the adult education budget had been devolved to them.

- **Governors' Update**

The Chair of Resources Committee highlighted his attendance at the recent IoT launch event and commended the very strong input and commitment that was being shown by the College partners in this venture.

NOTED

7. Self-Assessment Reports (SAR) 2018/19 and HCUC Overview

The meeting considered an overview Self-Assessment commentary 2018/19 that related to HCUC; this had been drawn from the individual Harrow College (HC) and Uxbridge College (UC) SARs and performance data. The SAR overview report for HCUC had been drafted to mirror the format of the new Ofsted Education Inspection Framework (EIF) and reported on the following: Quality of Education (curriculum intent, implementation and impact); Behaviour and Attitudes; Personal Development; Leadership and Management; Education programmes for young people; Adult learning programmes; Apprenticeships and High Needs Provision. The meeting also considered the SAR appendices, which provided more detail on the characteristics of each of the two constituent colleges in terms of learners, curriculum offer, outcomes, progression and destination data. HCUC's learner cohort for Class Based Learning (CBL) was split, 63% (16-18): 37 (19+). The Deputy Principal (DMcT) highlighted the local data which had some differences within the overall total: Harrow College's 8,227 leavers were split 43% 16-18 and 57% 19+; Uxbridge College 11,213 leavers were 77% 16-18 and 23% 19+. The meeting noted the assessed SAR grades for overall effectiveness 2018/19 across HCUC compared with the comparable judgement for 2017/18.

Proposed SAR Grades - HCUC	2017/18 Judgement	2018/19 Judgment
Overall effectiveness	Good	Good <i>with outstanding features</i>
Quality of Education	Good <i>with some outstanding features</i>	Good <i>with outstanding features</i>
• Curriculum intent	Good <i>with some outstanding features</i>	Outstanding
• Curriculum implementation	Good <i>with some outstanding features</i>	Good <i>with outstanding features</i>
• Curriculum impact	Good <i>with some outstanding features</i>	Outstanding
Education Programmes for young people	Good	Good <i>with outstanding features</i>
Proposed SAR Grades - HCUC	2017/18 Judgement	2018/19 Judgment

MINUTES

6

Adult Learning Programmes	Good	Good
Apprenticeships	Requires Improvement	Requires improvement <i>with good features</i>
Provision for High Needs	Good	Good
Behaviour and Attitudes	Good	Good
Personal Development	Good	Good <i>with outstanding features</i>
Leadership and Management	Good <i>with some outstanding features</i>	Good <i>with outstanding features</i>

DMcT informed the meeting of recent advice given by an Ofsted Inspector that the College's self-assessed grades should be based on narrative rather than numerical format. Governors were assured that the SLT judgements were honest and open about where the college was at – clear RAG ratings had been arrived at after robust common examination. The meeting was reminded that the SAR judgements had been built up through the College; each curriculum area self-assessed then validation panels were held to validate the judgement. Governors also noted that the SAR would be subject to a peer review (colleagues from another college) as well as being sent to an ex-HMI for review before it was uploaded to the Ofsted portal.

- **Emerging Strengths & Areas for Improvement (Afls) 2019/20**

The emerging common strengths (i.e. a strength in each of the colleges) of HCUC were noted as:

Curriculum Intent:

- HCUC curriculum well designed; takes into account employer & London's economic needs.
- The curriculum ensures that all learners benefit from high academic & vocational ambitions.

Curriculum Implementation:

- High and improving standards in the majority of TLA across the majority of Schools.
- Highly qualified staff with expert knowledge in their fields.

Curriculum Impact:

- 16-18 & 19+ QAR Achievement is high very, well above NA and improved over four years.
- QAR consistency between Subject Areas and Qualification Types is very good and improved over four years- particularly for 16-18s.

Behaviour & Attitudes:

- Learner's professional behaviour is observed as good across a range of different classes/workshops.
- Students behaviour is highly respectful, they are courteous to staff and one-another.

Personal Development:

- Highly inclusive college environment.
- Good focus on student well-being, mental health and whether 'at-risk.'

The common areas identified across HCUC for improvement in 2019/20 were highlighted as:

- Consistency in Study Programme attendance
- 90% enrolments 16-18 & 19+ SSAs QAR>NA
- 90% enrolments 16-18 & 19+ Qualification types QAR>NA
- WBL > timely & overall across HCUC
- Further stretch & challenge for all learners
- Increase the volume of work experience >80% (incl. Significant Industry Placements)
- Intent in curriculum planning: a continued and robust review of curriculum intent to provide confidence in its purpose
- Implementation in E&T: a robust EIF E&T (TLA) judgements to increase high performing E&T (incl. prioritising curriculum intent & implementation)
- Effectively track + support students (incl. through monitoring systems).

MINUTES

The meeting commended the detailed information provided in the SAR 2018/19, which enabled them to understand the strengths and weaknesses of the two colleges and provided a clear picture across HCUC. The Acting Chair sought clarity on how the College evidenced the judgement around 'behaviour and attitudes of learners'. The meeting noted that this would be based on anecdotal feedback as well as data on decreased number of disciplinaries, increased retention and positive student voice feedback. In addition the Ofsted Monitoring Visit in June 2019 had flagged that learners were 'courteous of staff and each other'. DM informed the meeting that when SLT were undertaking punctuality and attendance duties across College they saw firsthand that students were respectful to staff. Governors agreed that they would concur with this anecdotal evidence and positive judgement. The meeting commended the increased consistency across the whole of HCUC in the judgements.

MRW flagged a typographical error in the footer of the Appendices which said '2016/17', and DMcT noted a couple of anomalies between the text and the data shown in the tables; these would be corrected before submission.

The HCUC Self-Assessment Report 2019/19 was NOTED and APPROVED; it would be uploaded to the ESFA Gateway and to the Ofsted online portal.

- **Higher Education (HE) SAR & Office for Students (OfS) update**

HE outcomes 2018/19

The meeting was reminded that the individual College's Stakeholder and Scrutiny Committees (SSCs) had reviewed HE outcomes for 2018/19 and a full combined HE report had been presented to the Quality and Curriculum and Student (QCS) Committee on 21 November 2019. The meeting noted the following summary:

- HCUC HE outcomes 2018/19 overall retention was 80%, (70% for 2 year courses) and 96% achievement.
- The HE SAR (in relation to Condition B of the College's registration with the OfS) had been completed with robust actions identified to address areas for improvement (including student continuation rates – Condition B3 – for which the College received an enhanced monitoring notice from the OfS). The HE SAR had been reviewed in detail at the QCS Committee in November 2019.
- In-year retention 2019/20 for HCUC was at 100% for one year courses, 2 year courses at Uxbridge College (UC) were at 80% for 2019/20 (compared with 70% in 2018/19).
- The Access and Participation Statement (Condition A of the OfS registration) had been evaluated and revised for 2020/21. Priority areas were linked to the IOT e.g. engaging more female students in higher technical study and the ongoing poorer performance of black African students on HE programmes.
- There has also been a review of HCUC's level of compliance with the Consumer Protection Law guidance (Condition C). Governors were assured that there had been significant improvements during 2018/19 but the College had continued to self-assess this condition as "not yet fully compliant" as there was a breach relating to the publication of fees.
- The HCUC Student Protection Plan was due for review in January 2020. The meeting noted that in future, the review would take place early in the autumn term to ensure the most up to version of the plan was available when courses were advertised in November for the forthcoming year. MRW suggested that this might better be reviewed in the summer term moving forward.

DM thanked governor MRW for her ongoing input to the monitoring of HE at HCUC; her knowledge of the university sector and new OfS requirements was proving extremely useful for the College.

The Office for Students: Ongoing monitoring and intervention

The meeting was reminded that the OfS assumed its full regulatory powers over Higher Education provision in August 2019. The College was now familiarising itself with the guidance that the OfS had recently published relating to providers maintaining their position on the register (OfS Regulatory Advice 15). This document outlined the approach the OfS will take to monitoring providers to ensure they continued to meet all conditions of registration. The College was also familiarising itself with the requirements outlined in Regulatory Advice 16 on reportable events; a recent paper had been presented to the Resources Committee of the Corporation. Governors were assured that HCUC was developing a reporting mechanism (based on

MINUTES

the metrics and other relevant information) for the Senior Leadership Team (SLT) and Corporation to provide assurance that all conditions for registration were continuing to be met. This would be available for discussion at SLT in January with a finalised version presented to the Spring QCS Committee for approval. The meeting also noted that the College risk register has been updated in light of this new OfS guidance; further updates would be made as necessary. The two detailed papers on the regulation requirements of the OfS and the detail of Reportable Events in relation to the HE registration were taken as read.

The HE Update Report was NOTED.

8. Audit of Financial Statements 2018/19

- **To receive, consider and approve the Report & Financial Statements of HCUC for the period ending 31st July 2019 as recommended by the Resources Committee**

The Group Director Finance and Resource Planning (GDFRP), gave the meeting a comprehensive presentation which detailed the results for HCUC for the year-end 31 July 2019. It was noted that the Financial Statements and the associated audit reports had been considered in detail by the Resources Committee and the Audit Committee on 27 November 2019. The meeting was given assurance that the Resources Committee was recommending the Financial Statements 2018/19 to the Corporation.

The following key points were highlighted:

- The operating surplus for the year was £1,005,000 (compared with £547,000 in 2017/18). This equated to 1.14% of income.
- Once the impact of the £6.4m actuarial FRS17 pension loss was applied this resulted in a 'Total Comprehensive Loss' of £5.473m.
- The balance on the income and expenditure account (excluding pension reserve) now stood at £71.777m (compared with a figure of £68.950m in 2017/18).
- Total income for the year was at £50.102m compared with £49.365 in the prior year. This included a 30% increase in Element 2 funding to reflect the increased number of High Needs learners.
- Total expenditure was at £49.097m compared with £48.786m. The increase of £311,000 equated to a figure of 1% increase and the meeting noted that within this figure £279,000 had been spent on exceptional staff restructuring costs post-merger. Other operating expenses had been kept flat at circa £10.2m in the current and prior year.
- The College had accumulated reserves of £54.679m, non-current assets of £93.065m and cash balances of £19.935m.
- Net Current assets were at £9.238m compared with £8.888m in the prior year.
- The LGPS pension liability was noted as £21.773m compared with £13.521m last year. Governors were reminded that the pension liability (FRS17) was not included by the ESFA when assessing the financial health of colleges. The reason for this large movement was a change in the actuarial assumptions especially in the discount rate used. However, external audit partner NS confirmed that the assumptions used by the College actuaries were largely in line with those used at other Colleges by different actuaries but the discount rate at 2.1% was at the upper limit of an acceptable range based on the benchmark data of 2.1%.

The meeting considered the Income and Expenditure account and the Notes to the Financial Statements and Balance Sheet. The GDFRP highlighted that in 2018/19 the College delivered activity that produced £41.522m in Agency main allocation funding (compared with £40.361m in 2017/18). The total Agency funding had been at 81.3% of income in 2018/19 (81.6% in prior year). The meeting noted the detail of the fixed asset additions during the year, which amounted to £6.833m; of which £5.366m was on land and buildings and £1.467m was on equipment. The meeting noted the strong financial performance indicators for the 2018/19 year that included a very strong operating cash inflow (£2.2m) as well as the following:

- Operating surplus of 1.14% of income (1.14% in 2017/18).
- Current ratio (assets over liabilities) of 2.12 (1.9 in 2017/18).
- EBITDA (education specific) - earnings before interest, tax, depreciation and amortisation - at 13.0% which was an increase on the prior year figure of 12.12%.

MINUTES

- 67% staff costs as a percentage of income including agency staff (69% in prior year).

The meeting also considered and noted the Statement of Corporate Governance and Internal Control and the assessment of the College as a 'going concern'. SW confirmed that the other senior members of the SLT at HCUC had contributed to the narrative of the Members Report on HCUC Strategy, curriculum and the summary of capital works undertaken at the Harrow Weald and Harrow-on-the-Hill campuses. The meeting commended the strong financial results and agreed that the College was in a position to meet current and future economic challenges from a position of relative strength when compared with many other FE Colleges. It was agreed that the College's key strategic aim in relation to finances 'To maintain the strong financial profile needed to ensure a secure future', had been fully achieved. Members suggested that reference to the College in the Financial Statements should be amended to read the College Group.

The meeting APPROVED the Report & Financial Statements of HCUC for the period ending 31st July 2019 as recommended by the Resources Committee; they would be signed by the Corporation Chair and the Group CEO as Chief Accounting Officer.

- ***To receive, consider and approve the Management 'Audit Findings' Report prepared by the External Auditor (BDO LLP) for HCUC***

The meeting considered the Audit Findings Report which had been presented to the Corporation (via the Audit Committee) by the external auditors BDO LLP (formerly Moore Stephens LLP). The Corporation noted that this report acknowledged the strong financial outturn and cash position for HCUC and that the audit conclusion on all qualitative aspects considered was clean. The unmodified regularity audit opinion was noted by Governors as were the assurances given around the risk of fraud and independence. It was noted that there had been no weakness of controls identified by the external audit but there were two recommendations for improvement; one in relation to the Fixed Asset Register and the other to Accruals. Both recommendations were accepted by College management and would be actioned as soon as possible. The meeting agreed that the low number of recommendations highlighted an ongoing positive control environment at HCUC. The Corporation commended the College finance team and BDO for another positive result.

The 2018/19 External Audit Management Report for HCUC, from auditors BDO LLP was RECEIVED and APPROVED.

Letter of Representation

The meeting considered and approved the draft Letter of Representation; this had a standard format for all FE Colleges, which was required by the Joint Audit Code of Practice; it did not include any narrative specific to HCUC.

The Letter of Representation for HCUC was APPROVED and would be signed by the Corporation Chair and the Group Principal/ CEO as Chief Accounting Officer of HCUC.

9. Learner Involvement Strategy 2019/20

The meeting noted the annual update of the HCUC Learner Involvement Strategy. This strategy used both College led approaches and learner led approaches to seek the views on issues and develop systems and structures to empower learners to raise issues and promote discussion. Implementation of this strategy was the responsibility of the Director – SEND, Safeguarding & Prevent (UC), and the Head of Learner Services – Experience & Employment (HC) along with the Student Governor Representatives. Governors sought input from the Student Governors on whether they believed that the Student Body was 'over-surveyed'. They both stated that they did not as they received good feedback on the management action that had been taken in response to the survey findings; this made it a worthwhile exercise.

The Learner Involvement Strategy 2019/20 was APPROVED as presented.

ITEMS FOR INFORMATION

10. Statutory Updates: Annual Equality and Diversity Report

The meeting noted the annual Equality and Diversity (E&D) Report covering students across Harrow College and Uxbridge College during 2018/19. The annual quality assurance audit for equality and diversity would be completed and would review College practices for equality and diversity provision, including the effectiveness of College policies and procedures, response to new legislation, successful resolution of any complaints/grievances in relation to equality and diversity, the effectiveness of staff training, provision of support and services for learners with learning difficulties and disabilities and health and safety aspects of equality and diversity. The detailed data for each of the Colleges were taken as read and the meeting considered the composite data for HCUC. Any particular strengths, weaknesses or areas of concern at individual college level were discussed by the meeting.

• Learners

HCUC Student Population: In terms of ethnicity the College was attracting similar percentages of the different ethnic groups as the previous year. The largest ethnic groups were noted as the following: Asian or Asian British: Indian – 25.7%; English/ Welsh/ Scottish/ Northern Irish/ British – 22.3%; Black or Black British; African – 16.8%; Any Other White – 15.9%; Asian or Asian British: any other – 14.8%; Asian or Asian British: Pakistani -10.2%; Other – 10.1%.

Gender: The gender breakdown by percentage for full time learners was broadly the same as during the prior year with 42% female and 58% male (prior year figure was 40.5% and 59.5%).

Student Success rates for 2018/19: Student success rates for 2018/19 were higher than in the prior year and they remain high across most ethnic groups. All groups except Black Caribbean were above the QAR national average and all groups were within 5% of the college average (which was the target the College set itself), apart from Black Caribbean at 80.64%.

Success by gender: The female/ male gap had risen from 1.65% in the prior year to 3.26%; female QAR 2018/19 was 90.99% and male was 87.73%.

Socio-economic disadvantage: Learners living in postcodes identified as areas of socio-economic disadvantage performed 1.04% lower than those without a socio-economic disadvantage; this was an improvement on the prior year figure of 2.88%.

Looked after children: The achievements of Looked After Children (LAC) had shown that these learners performed 3.41% lower than other learners (at 86.53%) but this represented an improvement overall on 2017/18 achievements (85.67%). Detailed destination data for LAC was noted and the meeting was pleased to note that 96% had a positive destination recorded in 2018/19.

High needs learners: The meeting was reminded that in 2018/19 HCUC had seen an increase in the number of High Needs Learners as had been seen in the previous 3 years. As in the prior year the College supported the majority (80%) of these learners on mainstream courses. High Needs Students' success rates had increased compared with the prior year figure of 82.07% to 87.49% in 2018/19; the achievement gap had reduced from 4.7% to 1.98%. Further analysis showed that the area requiring improvement was English & maths. The 2018/19 success data for High Needs Learners in English and Maths was lower than for other students but had shown 3% improvement on the prior year. Therefore, this would remain a continued area for improvement for 2019/20. Destination data for High Needs Learners was positive at 98% and the majority (62.5%) had progressed on to new courses at HCUC.

Learners that declare a learning difficulty: The success rates of those learners that declared a learning difficulty were 4.43% below those that did not have a learning difficulty; this gap had increased from 3.88% in the prior year. Governors were given assurance that this area had been flagged for improvement action during 2019/20.

Student Disciplinaries:

Uxbridge: There had been a larger number disciplinary hearings: 170 compared to 139 in the prior year. The meeting noted the number of disciplinaries by ethnicity and the percentage figure compared with the percentage of the College population for 2018/19. A disproportionate number of disciplinaries involving Black African, Black Caribbean and Arab students was found in 2018/19. The meeting was assured that the College's E&D action plan continued to identify and support 'behaviourally at risk' Black African, Black Caribbean and Arab students.

MINUTES

Harrow: There had been 100 Stage 3 Warnings (compared with 91 in the prior year). The figures showed similar disproportionate numbers of Black Caribbean, African, and Any other students. As with UC, this would be included on HCUC E&D Action Plan.

- **Staff**

Staff from BAME backgrounds: The BAME representation at HCUC was 36.19% which was marginally above the HCUC target of 36%. This figure was also marginally above the 36% GLA figure for BAME who were economically active in the London population. Harrow College was well above the BAME target at 38.32% but Uxbridge College was marginally below at 35.27%.

Staff Gender: The breakdown of female/ male staff at HCUC was: UC 63%/ 37% and HC 74%/ 26%. Overall the figure for HCUC was 66% female representation which was above the 46% GLA figure for females who were economically active in the London population.

Staff Disability: The number of staff disclosing a disability was: UC 6.01% (v 6.9% prior year) and HC 4.21% (v 5.9% prior year). Overall the HCUC representation of staff with a declared disability was 5.47% which was above the FE College average of 4.0%. However, the HCUC figure at 5.47% was below 12% which was the GLA figure for disabled persons who were economically active in the London population.

Staff Age: The age profile of staff at HCUC was now 39% under 44 and 61% over 44.

Staff Recruitment: The data from each college was noted for 2018/19.

Harrow: there were 425 applicants from a total of 44 recruitment campaigns and 37 candidates were offered roles. Of the applicants 60% were BAME and 25 of the 37 offers (67.5%) were to candidates from BAME groups. The gender split of appointments was 43.2% male and 56.8% female and 73% of those appointed were in the 'over 41' age group. There were 12 internal promotions at HC during this period and of these, 5 were from BAME groups (41.7%).

Uxbridge: There were 1,398 applicants from a total of 144 recruitment campaigns and 112 candidates were offered roles. Of the 112 offered, 43 were from BAME groups (38.4%). The gender split of appointments was 36.6% male and 63.4% female and 53.6% of those appointed were in the 'over 41' age group. There were 30 promotions and of these, 8 were from BAME groups (26.7%).

Training: 34 staff were trained in 2018/19 on Equality and Diversity during the Whole College Training Days, making a total of 738 staff having received E&D Training over the past six years. Staff appraisals continued to be used to give staff the opportunity to explain how they have contributed to E&D across the protected characteristics. The meeting was reminded that E&D training was mandatory at the College for all new staff and new Governors; this was provided to all new College staff and every 3 years via online training. Feedback from new staff attending E&D training in 2018/19 had been positive.

Policies and procedures: The meeting was pleased to note that the relative effectiveness of the E&D Action Plan was indicated by the fact that no actions were at red status ('no significant progress') by the end of the year. All actions achieved green status ('achieved', or 'progress as expected').

The meeting was assured that the College was mindful of the legislation in relation to E&D and complied fully with the Public Sector Duties contained in the Equality Act. Governors were reminded that the College published an E&D Report on the College website on an annual basis. The meeting was also reminded about the current College objectives in relation to E&D which were required to be reviewed every four years. The current objectives were in relation to: student success for groups with protected characteristics to be within 5% of the College average; and, BAME staff employed within the College to be at 36% (current figure was 36.2% at October 2019).

Complaints: The meeting was reminded that complaints were also monitored through the E&D action plan and no significant anomalies had been found in relation to protected characteristics during 2018/19.

At Uxbridge College 20 complaints were received (compared to 31 in the prior year) of which 3 directly related to E&D; 1 of these was partly upheld.

For Harrow College 17 complaints were received (compared to 10 in the prior year) of which 1 directly related to E & D. It was not upheld.

The meeting was reminded that a complaints report was also monitored through the QCS Committee and at each of the individual college Stakeholder and Scrutiny Committees (SSCs).

The meeting agreed that the report demonstrated that 2018/19 had been a successful year for Equality and Diversity in the College. There had been a general high level of success rates for different ethnic groups

MINUTES

12

and a maintained narrowing of gaps in achievement for those with protected characteristics. However, there were some actions required for those groups of students with protected characteristics that were not performing to the high standards the College sets itself, and these would be addressed in the implementation of the E&D Action Plan for 2019/20. The meeting commended the very thorough report and noted that QCS Committee would be monitoring actions against the E&D Action Plan through the year. The meeting was reminded that this E&D Annual Report was published on the College website with a comprehensive narrative summary.

The Annual Equality & Diversity report 2018/19 for HCUC was RECEIVED.

11. Notification of any fraud 2018/29

It was noted that there were no known attempted fraud or corruption issues to report during 2018/19.

The report was NOTED

12. To receive the Audit Committee Annual Report to the Corporation 2018/19

The Chair of Audit Committee presented the Annual Report from the HCUC Audit Committee for 2018/19. This detailed the membership and the activities of the Audit Committee during the academic year. It was noted that this report would be submitted to the ESFA to accompany the Financial Statements 2018/19.

The report was RECEIVED.

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

13. Partnerships Report

The Principal Harrow (PC) presented this report which gave the meeting an update on employer engagement and partnership activities for HCUC for the autumn term 2019. Governors commended the wide range of activities and partnership development work across HCUC - highlights were showcased under the following headings:

- ***Employer activity – Staff/ Student engagement:*** The meeting noted that both Harrow and Uxbridge providing students with a range of opportunities to engage with employers/organisations – talks, branded assignments, volunteering. The majority of work experience had been planned for the next two terms. The meeting considered the detailed paper which reported on the wide range of activities and partnership development work across both colleges and West Met Skills. Specific events were highlighted to showcase what HCUC was doing to engage with external stakeholders and in relation to fact-finding to support curriculum planning.
- ***West Met Skills:*** The meeting was pleased to note that the Hayes Business Studios were fully occupied and income was in line with its financial target for the meeting room lettings. There were also strong referrals and recruitment for Uxbridge College Hayes courses: Jobcentres, local community organisations and training providers, including Belina Consulting's GRow Project, Twining Enterprise, Prospects / Shaw Trust, National Careers Service, Catalyst Housing, Greenford Job Fair and Harrow Council Job Fair. Links were being developed with Brent Jobcentres in Wembley and Harlesden to generate Harrow College referrals. The meeting was assured that West Met Skills continued to embed activities with existing employers as well as developing opportunities with new employers and trying different approaches to working with the unemployed through sector based academies and targeting under-represented groups (e.g. women).
- ***Employers/ Employer Groups:*** The ongoing work with Heathrow and the North West London Health and Care Partnership meeting was noted. The meeting was pleased to note that four students from HCUC had been shortlisted for the West London Business Awards; the awards ceremony would be on 7 February 2020.
- ***Partner Organisations:*** The meeting noted the ongoing partnership work that HCUC was undertaking with Hillingdon and Harrow local authorities as well as with the Heathrow Skills Partnership. A very productive meeting took place during the last week of November with BA, Qantas, Atkins, Balfour Beatty, Morgan Sindall, and Heathrow to discuss the principles of co- designing and delivery of HCUC

MINUTES

13

provision to support skills gaps and enhance the curriculum. HCUC was complimented on the approach it was taking with employers through the IoT work to partner with employers.

- **Activity Supporting Strategic Plan Development:** The meeting noted the recent work with the DfE, ESFA and Pearson to discuss the challenges around T levels, substantive work placements and applied general qualifications. The HCUC Executive Team continued to be members of a number of AoC national Policy Groups (Employment, Quality, Devolution and Apprenticeships).
 - **GLA Grant Funding:** The meeting noted an application under the 'Small Equipment and Project Fund' to convert a defunct kitchen at Harrow Weald. This would provide a permanent gas workshop which would be important as apprenticeship standards and the level 3 curriculum would include plumbing and gas rather than just plumbing from August 2020. The cost of the workshop will be recovered over four years. HCUC had applied for half of the total cost circa £296k; the outcome would be known in January 2020. HCUC also intended to bid under the 'GLA's Innovation Fund' for a CPD project to up-skill specialist ALS staff and vocational staff to improve teaching and learning for LLDD students. The minimum bid was for £100,000 and the outcome would be known in January 2020.
 - **Progress on Key Strategic Priorities:** The meeting noted a progress update on the following key strategic priorities: Mayor's Construction Academy; Armstrong Capital Build (Harrow); Newton Capital Build (Harrow); IT Infrastructure; IT Strategy; and Marketing Strategy. Governors were reminded that further to suggestions at the Governors Training Day in October 2019 the College would be employing a marketing consultant on a short-term basis to support the College Marketing Team in developing a College Marketing Strategy to include the Institute of Technology (IoT). Governors were assured that sufficient resource would now be dedicated to the early marketing of the IoT; in the College financial plan years circa 1% of the IoT income had been allocated for marketing of the IoT.
- **West London Institute of Technology (WLIoT):** As previously noted, the Licence and Capital Funding Agreement had been signed on 23rd August 2019. The meeting noted the delay in being able to use the official logo and the roll out of the DfE national campaign to raise awareness of the IoT brand. The impact of this delay could not yet be quantified. The nominal target for 2019/20 was 272 learners; to date 294 learners had been recruited but there was a slight under-recruitment in L4 learners (22 short of the 149 target); this was due to under-recruitment in construction. It was noted that during the current year the College had increased employer engagement that would support marketing activities. In particular, the Construction school had two employers (Berkley Group and Morgan Sindall) supporting this term's mini-projects and Kier had also joined the Employer Advisory Group.

The meeting noted the recent activity and priorities of the various WLIoT Groups: the IoT Board; the Operating Group; Employer Advisory Group; and the Academic Advisory Group. The meeting was reminded that the Vice Chair of the HCUC Corporation would be joining the IoT Board as an ex-officio member in spring 2020 following a request for a closer link from Governors at the October 2019 Strategy Day. The meeting was reminded that the CEO of HCUC (DDS) Chaired the IoT Board. It was noted that IoT Marketing activity would scale up in the spring term 2020 targeted at learners, parents and employers all across West London.

IoT Risk Register: The meeting noted the specific IoT Risk Register that was now in place – this had been considered at the November 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 meeting noted details of the College's 'Workforce Development Action Plan' which had been drawn up to mitigate against this second risk. The Action Plan had specific actions under three headings: Identifying and securing new sources of staffing; Pay and Conditions; and Staffing budget and portfolio processes. Actions would include developing a dialogue with appropriate employers – through the Heathrow Skills Partnership sub-group - to identify areas where their staff might be able to come in and deliver or assess specialist units.

MINUTES

14

The Employer Advisory Group had also discussed the idea of an expert employee becoming a “Technical Associate” of the WLIoT for co-delivery and/or design of the IoT curriculum. A working group had been set up to look at pay and conditions. A range of options were being considered including: special project payments, reduced hours linked to research, or enhanced payments to go alongside the unqualified teaching rate.

The Partnerships Report was NOTED and RECEIVED.

14. Projects Report

The meeting noted that a detailed report on the development of T Levels and associated projects had been presented to both SSCs and to QCS Committee. The Corporation noted a summary which outlined the key activity as follows:

- T Levels: A monthly T Levels Implementation Group, chaired by the Deputy Principal, had been established to oversee all aspects of T Level and associated project development. The Autumn T Levels Implementation Plan was returned to the DfE at the end of October; this was followed up by a discussion with the DfE at a visit to the College on 26 November about all aspects of T Levels development. Staff teams to develop the 2020/21 T Levels had been allocated in both Digital and Early Years Education. Teams were developing as much understanding about the new qualifications as possible; however this was being delayed due to the full specifications not being released until the Spring 2020.
- Substantial Industry Placements (sIPs)/ Capacity Development Fund (CDF2): Job roles and systems, including with external partners, had now been established to support the College in achieving the 431 sIPs target for 2019/20. Governors noted that 50 placements had started to date. Some delays in external partner arrangements had resulted in a reallocation of resources internally to secure more placements. DDS highlighted that there had been a useful exchange with the DfE on 26th November about the hours allocated to sIPs in 2019/20 – particularly the impact on student achievement. The meeting was reminded that HCUC would be aiming for sIPs of 153 hours rather than the 315 hours required for T Levels over 2 years.
- Teaching Regional Improvement Project (TRIP)/ CPD: The meeting noted that the College was lead partner in a TRIP. Partners are focusing on the development of teaching practice, particularly the link between delivery in the classroom and what students will be learning whilst on placement. Updates have been provided to the Education and Training Foundation (ETF) which showed the project was on track for completion in Feb 2020.
- Transition Project: The College had received funding to develop a Level 2 Transition Programme to support progression to T Levels. Various models of delivery were being considered (including with and without substantial Level 2 technical qualifications) and an implementation plan was being drawn up.

Governors commended the considerable partnership work that was being undertaken across a number of different projects and curriculum areas; there was clearly a lot of valuable work going on. The meeting commended the SLT for ensuring that HCUC was at the forefront of new initiatives.

NOTED

15. Finance Directorate Report

15.1 HCUC Management Accounts for the quarter ending 31 October 2019

The GDFRP presented the composite HCUC management accounts to 31 October 2019. The meeting noted the historical cost surplus for the period of £3,280,000 compared to a budgeted surplus of £2,254,000 giving a favourable variance of £1,026,000. The significant variances were highlighted to the meeting in the narrative.

- Education income of £13.717m compared with a budget of £13.586m giving a positive variance of £131,000.
- Employee costs of £7,646,000 compared to budget of £8,403,000, (favourable variance of £758,000 due to vacant posts within Academic and Support staff).
- Expenses: a favourable variance of £233,000 against the budget of £3.567m. This was noted as mainly

MINUTES

15

being due to timing issues with later expenditure on exams and materials than forecast. The positive variance on depreciation (£72,000) was noted as being due to later than forecast capital expenditure and more accurate depreciation forecasts now derived from the FMIS system for Harrow assets.

- Balance Sheet remained strong with a cash balance of £19,925,000. The in-month decrease in cash of £1.908m was due to the College repaying a loan after securing capital funding from the DfE for the car park work to facilitate the Institute of Technology at the Uxbridge campus. HCUC now had no loan liabilities.
- All ratios were healthy: cash days in hand at 137.4 (budget 119.1); current ratio at 1.84 (budget 1.74); and reserves/ income at 109% (budget 105%).
- The College was currently complying with all loan covenants.

The HCUC Management Accounts for the first quarter to 31st October 2019 were RECEIVED

15.2 Update on performance against target for ESFA contract 2019/20

The meeting noted an update report on performance against the ESFA contract for 2019/20. The meeting noted that the actual 16-18 student number was 34 above the target of 5,942 at 5,976. Harrow College was 31 learners above target at 1,753 and Uxbridge College was 3 above target at 4,223. This was growth of 169 learners compared with the prior year figure of 5,807. These additional learners would generate an increase of £149,220 in funding but this would not materialise until 2020/21 due to the lagged funding methodology.

NOTED

15.3 Capital Update

The meeting took the Capital Update Report as read, this had been considered in detail at the Resources Committee meeting in November 2019 and there were no decisions currently required. Key current bids and projects were noted as follows:

Armstrong Building, Harrow on the Hill: The meeting was reminded that this refurbishment work had been phased in order to progress on a timely basis and minimise disruption (the total forecast budget was £8,200,800). Phase 2 was now completed which had been the upgrade to the second floor for the new IT classrooms; students would move into the space in January 2020 to enable a start on phase 3. The meeting was reminded that this final phase would include the first floor fit-out for ESOL classes and ground floor for the new reception, student services and canteen. The final work would be the conversion of the old canteen to a small sports hall. The project was still on track for completion ready for September 2020 enrolment.

Institute of Technology (IoT): The meeting was reminded that the IoT Capital Funding and Licence agreements had been signed on the 29th August 2019 and the DfE had granted a further £1,600,000 capital to fund the car park deck works at the Uxbridge campus. The third drawdown of grant funds totalling £300,966 took place on 7th October 2019 for September activity. The year to date grant fund application was now £1,897,714. The car park work was now complete with the exception of the work for gates, barriers, power supply and the creation of 10 additional car park spaces; this was all expected to be completed by the end of term. The groundwork for the new IoT building had been started and piling works were complete. The sub-structure had also been completed at the end of November in preparation for the steelworks.

House at Harrow Weald: The meeting noted that the house had been marketed with Haart estate agents and there had been five interested buyers. An offer had been made between £575,000 and £600,000 and the college was currently addressing questions raised by the potential buyer. SW informed the meeting that he was hopeful of completion in February 2020.

GLA Small Equipment and Project Application: Governors noted that the College had put forward an application to the GLA to create a gas workshop in the defunct training kitchen next to the new Construction Centre (Newton Building). This would be used for the new gas and plumbing curriculum which would replace the existing plumbing framework and level 3 plumbing qualifications from September 2020. The College would be required to provide match funding on a 1:1 basis and the total cost of the conversion and purchase of gas equipment would be £298,708. The result of the application to the GLA would be known at the end of December 2019. The meeting noted that the value of an individual apprenticeship standard was £21k

over 18 months and the 1-year programme was circa £11k. SW outlined the three options open to the College with regard to the application for funding: go ahead with a 50% match funding; go ahead without any funding; or to not undertake the gas workshop project. Governors noted that the payback period for the project would be 4 years regardless of whether funding was received. If the College undertook the project without GLA funding HCUC would have to fund a further £150,000 towards this initiative. SW highlighted that HCUC was currently involved with major capital projects totalling £20.3m of which a third would be funded from HCUC reserves. From a timing point of view there was a possibility of delaying the Gas Workshop development because of the timescales involved in completing these major projects. However, Governors agreed that doing nothing would not be an option as the HCUC curriculum would need to include a Level 3 gas qualification as an offer for learners. This qualification would be an absolute requirement from September 2020 to: meet the new occupational standards requirement. It would also provide progression for learners and meet the growth predictions in the business plan for the West London IoT.

15.4 Integrated Financial Model for Colleges (IFMC)

In light of the new insolvency regime and several recent high profile College financial failures, SW informed the meeting that the ESFA had just launched a new financial return requirement for Colleges known as the IFMC. This would now be a mandatory return for all Colleges and would require forecasting of financial plans for the current year and next two plan years to be submitted to the ESFA by the end of January each year (deadline extended to 28 February 2020 for the first return). The rationale for this new return was to enable the ESFA to spot any potential cash-flow issues in Colleges at an earlier stage. The meeting noted that the IFMC return would require Corporation approval.

It was AGREED that delegated authority should be given to the Resources Committee to approve the IFMC model in advance of the submission date of 28 February 2020.

The Finance Directorate Report was RECEIVED.

16. Academic Report

The meeting considered a report which covered the following: HCUC Year-end QARs including retention and achievement rates 2018/19; Quality Improvement Plan (QIP) 2018/19 updates for each of the separate colleges; YTD performance against in-year Key Performance Indicators including attendance; the November 2019 Complaints and Disciplinary Reports; an update on the Quality of Teaching Learning and Assessment (TL&A); and the Learner Satisfaction Report. The report also included an updated Ofsted Inspection and an update to the Governors' Education Inspection Framework (EIF) briefing crib-sheet. This report was largely taken as read after the time spent considering the SAR at item 7 of the agenda.

Year-End QARs 2018/19: The meeting noted the finalised QAR reports which summarised the confirmed College performance during 2018/19. Governors were pleased to note that headline QARs for both HC and UC indicated that the already high level of learner achievement had been increased [HCUC QAR 88% compared with 85.9% in prior year (16-18) and 5% above NA; 89.7% (19+) with WNA 87.4%]. The meeting took the detailed report as read but noted that there was good consistency across Qualification Types; when examined by volume, over 89% of provision is above NA. The majority of Subject Sector Area (SSA) provision by volume was also at or above NA, 97% for 16-18.

QIP 2019/20: As discussed earlier in the meeting, (agenda item 7) the main Strengths and Areas for Improvement (Afi) emerging from the self-assessment process had been identified for HC and UC separately and an overview of the HCUC position had also been provided. Governors were assured that the key whole College areas for improvement were being addressed alongside the individual College QIPs.

Destination, Enrolment and Progression Update: The meeting was reminded of the importance of learner destinations after completing their qualifications; a recent Ofsted note had highlighted that '...programmes must do more than give young people a qualification... they ought to have a clear line of sight to jobs or meaningful further study'. The meeting was reminded of the importance of curriculum intent which was focused on the content of the course and how it enabled meaningful progression. Governors noted that as in 2018/19, HCUC would review student starting points against enrolment onto courses from January 2020

MINUTES

in order to provide confidence that the College was stretching students onto the largest/most substantial qualification deemed suitable. In 2018/19 HCUC was able to show that 40%+ students were enrolled onto qualifications with entry requirements above their starting points, which suggested significant stretch & challenge for HCUC students.

The meeting noted that actual HCUC enrolment 16-18 was at 99% of target (5948 vs a target of 5970 at 5th November 2019). By individual college this was: Harrow College 16-18s 101% target (+14), and UC 16-18s 99% target (-36). DDS highlighted that enrolment had increased despite a fall in internal progression percentage from 2018/19 into 2019/20; 3186 16-18 students progressed from 2018/19 into 2019/20. Internal progression percentages had fallen despite a significant focus during pre-enrolment – 69% overall across Entry to L3 (HC 69%, UC 70%). Internal progression by college (against all students enrolled who could have progressed into 2019/20) was noted as follows:

- HC: from Entry 67% vs. 74%, from L1 75% vs. 70%, from L2 66% vs. 74%
- UC: from Entry 73% vs. 76%, from L1 71% vs. 73%, from L2 67% vs. 72%

DDS further highlighted that as the current enrolment 16-18 was now at 5948; (of which 3186 progressed) this meant that 2762 (54%) 16-18 students joined from schools and other providers. The figures by individual college were noted: HC 770 or 56% of HC current 16-18s joined from schools and other providers; and at UC 1992 or 47% of HC current 16-18s joined from schools and other providers. The meeting agreed that this indicated the positive reputation of HCUC.

Year-To-Date attendance/ retention: The meeting was reminded that the focus for monitoring would remain on Full Time (FT) attendance, examining 'raw' attendance and attendance accounting for authorised absences (AA). The meeting noted that HCUC attendance year-to-date was at 89% for 16-18 and 88% for 19+ learners; both above the target of 86%. Attendance at English (82% for 16-18 and 86% 19+) and Maths (83% for 16-18 and 88% for 19+) was also noted. Governors took the report which detailed attendance at each College by age and type of provision as read. Retention across both ages was well above national average (NA) and improved on YTD 2018/19.

- 16-18 retention was at 99% (weighted NA was 92%)
- 19+ retention was at 98% (weighted NA was 89.8%).
- HE retention was yet to be confirmed but retention on two-year courses was at 80%.

Complaints 2019/20: The meeting was reminded that the detailed complaints reports were considered in detail at every meeting of the HCUC QCS Committee and at the individual SSC meetings. In year to date 2019/20 there had been 11 formal complaints (compared with 32 at the same time in the prior year), of which 4 had been upheld. Governors were given assurance that complaints were being dealt with in a timely manner and that none of the recent complaints posed a legal or financial risk to HCUC.

Disciplinary: To date there had been 34 stage 3 and 4 disciplinarys compared with 39 at the same point in the prior year. Of these 7 learners had been excluded compared with 8 in the prior year. Governors were reminded that the QCS Committee and the SSCs had discussed this matter in detail to ensure that this remained a focus for management.

Quality of TL&A: Of the 112 formal lesson observations YTD showed 79% good or outstanding across HCUC (Exceeds or Meets Expectations). The meeting was reminded that the system to gauge the quality of TL&A at HC and UC was now fully converged, with formal joint 'shadow' Lesson observations and Learning Walks underway using external Ofsted trained observers. The meeting was reminded that the College had graded its 'Quality of Education – Implementation' as 'Good' within the SAR 2018/19 and this early evidence supported this judgement.

Learner Satisfaction 2019/20: The meeting was informed that the combined HCUC learner survey – 'Initial Impressions Survey' - had been conducted across HC and UC. The results showed that there was a good level of satisfaction for key areas: TL&A (94%); Feeling Safe (97%); and overall satisfaction with HCUC as a college (96%). The meeting took the report showing the detailed responses to each of the questions by the two separate colleges as read; these had been discussed at the two Stakeholder and Scrutiny Committees and at QCS Committee.

Inspection ready report and EIF briefing crib: The meeting received an update on the anecdotal evidence and published reports since the introduction of the new Ofsted Education Inspection Framework (EIF) in September 2019. This built on the detailed briefing work that had been undertaken at the October 2019 Governors; Training and Strategy Day. The meeting was reminded of the new 'deep-dive' methodology which would make meetings with members of the SLT less important. Governors were reminded of their key objectives which would need to be evidenced during any meeting with Ofsted Inspectors:

- Understand the College's strengths and weaknesses
- Support and strengthen the leadership and contribute to strategic direction
- Ensure college meets its statutory responsibilities
- Provide challenge to senior leaders with regard to improving the quality of learning and efficiency of performance management systems.

DMcT highlighted the updated version of the A3 EIF Governors Crib-sheet which outlined recent activity that had taken place at HCUC to ensure that the College was ready for any imminent Ofsted Inspection. Spreadsheet.

The Academic Report was RECEIVED.

17. Corporate Goals 2019/20 – Update on progress

The CEO (DDS) provided an update on the Uxbridge College's and Harrow College's Corporate Goals YTD achievement. The meeting was reminded that this was the first update since the approval of the Corporate Goals at the September 2019 Corporation meeting. DDS highlighted that the RAG rating system flagged up those items on the front page where progress in relation to a particular KPI or performance area had either faltered, prompting mitigating actions (amber rating), or stalled such that full achievement was now not possible (red rating). It was noted that it was early in the year to get a realistic picture as the update was dated 3/12/19 which was in advance of the ILR funding return which would be submitted on 5/12/19. It was also highlighted that the 'OfS Registration and Ongoing Compliance' had been added to the front dashboard of the Corporate Goals report to enable Governors to closely monitor this important area.

Governors were reminded that considerable further detail was provided within the body of the Corporate Goals reports about the amber and red rated items flagged on the cover pages. In addition, some other items within the extended commentaries were flagged as amber or red because progress had not been as expected; a brief explanation was included in the right hand column where this was the case. Due to the demanding agenda, the meeting took the detailed reports 'as read' but Governors were invited to contribute any queries. Governors sought clarification on whether the areas for improvement flagged in the SAR would be brought back to the Corporation for monitoring through this report. DDS confirmed that the Afls would be monitored through the Quality Improvement Plan 2019/20 which would be presented within the Academic Report at all future Governing Body meetings. Progress against the targets would also be monitored via the relevant sub-committees of the Corporation: Resources or Quality Curriculum and Standards. Governors were pleased to note the positive destination figure for both Colleges was now in line with 'meeting or exceeding' the 94% target.

The meeting RECEIVED the Corporate Goals update report.

18. QCS Committee – 21 November 2019

The minutes of the meeting would be circulated as soon as available. MRW gave the meeting the following update on the key items discussed by the meeting:

- i. The College SAR and HE SAR 2018/19 was recommended to Corporation for approval.
- ii. Ownership for knowledge around 'Quality and Curriculum' issues needed to be shared across the whole governing body in advance of any Ofsted Inspection.
- iii. The clearly defined governance responsibilities around HE provision at the College should be clearly understood by all HCUC governors.

NOTED

MINUTES

19

19. Audit Committee – 27 September 2019

The minutes of the meeting would be circulated as soon as available. All items covered had been brought to the current Corporation meeting.

NOTED**20. Resources Committee – 27 November 2019**

The minutes of the meeting would be circulated as soon as available. There were no additional items to highlight that had not already been covered within the Corporation meeting. .

NOTED**21. Stakeholder and Scrutiny Committees (SSCs)**

The meeting received the minutes from the two individual College SSCs which had been held on 12th November at Uxbridge and 14th November at Harrow. The specific feedback from each of the SSCs for the HCUC Corporation was noted. The Uxbridge SSC had spent time discussing their role as Non Executive Advisers (NEAs) and the associated NEA Link Scheme; the idea of mixing curriculum areas as well as cross-college themes had been mooted and would be built into the new iteration of the Link Scheme. Harrow SSC had spent time discussing the 'Landscape paper' and focussed on the fact that staffing specialism would be key to delivery of the new curriculum; after the merger and restructure the College was in a good position to deliver this. Both of the SSCs asserted the ongoing success of the SSC meetings that enabled a focus on detailed performance data at each of the colleges.

NOTED**22. To confirm the dates and times of the meetings for 2019/20 (at alternating campuses)**

- Tuesday 31st March 2020 at 5.30pm at Uxbridge Campus
- Wednesday 29th April, Training and Planning Day, 8.45am (*SSC Members to be invited.*)
- Tuesday 19th May 2020 at 5.30pm at Harrow College, Harrow-on-the-Hill Campus
- Tuesday 7th July 2020 at 5.30pm at Uxbridge Campus

23. Feedback to Stakeholder and Scrutiny Committees

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

- Strong progress with the IoT and College partners: (see page 13 above).
- Finance and Academic data for 2018/19 was both very strong.
- Self-Assessment Report 2018/19 was a very comprehensive document and an accurate assessment of the position of the College Group moving into the third-year post merger.

The feedback to the SSCs was AGREED**ANY OTHER BUSINESS****24. Any other business as previously notified**

There was no other business.

The meeting closed at 8.05pm.

Signed

Date.....

MINUTES

20

Minute Ref	Action	By who	By when
6 (page 3)	Johanna Morgan to be appointed as a Member of the Corporation at HCUC and as a member of QCS Committee.	Corporation	Immediate effect – appointment date 10/12/19.
	Search Committee to consider succession planning for Governors in spring 2020.	Clerk / Search Committee	March 2020
7 (page 7)	SAR for HCUC 2018/19 to be posted onto ESFA Gateway and Ofsted portal.	DMcT	31 December 2019
8 (page 8 and 9)	The Report and Financial Statements and the Letters of Representation for HCUC to be signed by the HCUC Chair on behalf of the Corporation, and the Group Principal/ CEO as Chief Accounting Officer of HCUC.	GDFRP/ Chair/ CEO	15 December 2019
9 (page 9)	Learner Involvement Strategy approved as presented	GH/ LJ	Immediate effect
15 (page 16)	Delegated authority to be given to Extraordinary Resources Committee to consider and approve the Integrated Financial Model for Colleges (IFMC) to allow submission to meet ESFA deadline.	GDFRP/ Resources Committee/ Chair/ Vice-Chair	Deadline for ESFA submission 28 February 2020.