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Directorate:	Corporation	
Minutes of:	HCUC Governing Body	
Date:	Tuesday 19 March 2019	Time: 5.30pm
Venue:	A004/A005 – Uxbridge College, Uxbridge Campus	
Present:	Steve Cochran	Governor (<i>Acting Chair</i>)
	Mike Cox	Governor
	Tracey Critchley	Staff Governor
	Lucy Khennache	Uxbridge Staff Governor
	Nasim Khan	Governor
	Alasdair MacLeod	Governor
	Mariann Rand-Weaver	Governor
	Ketan Sheth	Governor
	Laraine Smith	Governor (<i>Group CEO and Principal</i>)
	Karen Tyerman	Governor
Apologies:	Nicholas Davies	Governor (<i>Chair</i>)
	Camila Mendes	Harrow Student Governor
	Steve Owen	Governor
	Paul Walker	Governor
	Sally Westwood	Governor
	Dariana Zoicas	Uxbridge Student Governor
In attendance:	Pat Carvalho	Harrow Principal and Deputy CEO
	Darrell DeSouza	Vice Principal Uxbridge
	Dylan McTaggart	Vice Principal Harrow
	Shane Woodhatch	Group Director – Finance & Resource Planning
	Gavin Hughes	Director of Student Services (<i>item 11 only</i>)
	Tracy Reeve	Clerk to the Corporation

Governors' pre-meeting

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

Presentations

The Corporation Members received a presentation from the HCUC Director of Student Services which gave Governors a mid-year update on the HCUC Safeguarding Report 2018/19. (Report and discussion minuted at item 11 below, page 5).

1. Apologies for absence

Apologies had been received Nick Davies, Steve Owen, Paul Walker and Sally Westwood. The Acting Chair welcomed the newly appointed Group Director Finance and Resource Planning, Shane Woodhatch to his first Corporation meeting in the role.

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.

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

No specific interests were notified. Mike Cox informed the meeting that although not 'an interest' he had recently undertaken some work for Moore Stephens who were also the Colleges external auditors; this work had no relation to HCUC.

4. Minutes of the Governing Body Meeting held on 11th December 2018

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

5. Matters arising from Minutes of the Governing Body Meeting held on 11th December 2018, which were not agenda items.

- **Future of 'A' Level Offer at Harrow College (Item 9 page 10)**

The Acting Chair asked for an update on whether a decision had been taken on this matter yet. DMcT informed the meeting that Harrow would continue with Science AS Level provision only and the follow-on A Level offer would continue if there were viable group numbers. Governors were given full assurance around the quality of this provision.

- **Equality and Diversity (Item 10 page 12)**

It was confirmed that ***an update on the issue of 'behaviourally at risk' Black African and Caribbean students would be brought back to the Corporation (via the QCS Committee) in July 2019 with an action plan for enrolment 2019/20.***

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

6. Chair and CEO's Update

The Acting Chair informed the meeting that the Chair did not have anything particular to feedback to Governors.

Principal's Update

LS informed the meeting that the agenda covered most of her recent activity. She highlighted the recent visit from the Minister Anne Milton who had visited the Uxbridge Campus at short-notice on 31 January 2019. This had been a very positive visit with HCUC being recognized as a good college; the Minister had been interested and receptive to SLT views and opinions.

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7. Governing Body MattersGovernors' Update

There were no additional updates from other Governors. LS highlighted the timetable for the ongoing Link Governor activity and suggested that visits should be completed by Easter 2019.

ITEMS FOR DECISION/ APPROVAL**8. Mid Year Forecast Update**

- **Revised Mid-Year Forecast 2018/19**

The Group Director Finance & Resource Planning (GDFRP) (SW) presented the revised forecast 2018/19 and revised plan 2019/20 and 2020/21 which was being recommended for approval by the Resources Committee, (having been considered in detail at their meeting on 13th March 2019). The 16-18 learner numbers against allocation were noted by the meeting: Harrow 1,682 (budget 1,851) and Uxbridge 4,092 (budget 4,109), overall HCUC figure of 5,774 (budget 5,960). This under recruitment would have a 'nominal' adverse impact of £549,344 on income but this would not affect 2018/19 income due to lagged funding but it would impact the ESFA allocation that the College received for 2019/20.

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The historical cost surplus for 2018/19 was now forecast at £750,000 compared with the previous forecast surplus of £761,000. The meeting noted a detailed narrative which gave clear explanation for any variance and reforecast on a line by line basis. The following significant variances were highlighted:

INCOME:

Now forecast at £51,957,000 against a budget of £51,903: £18,532 at Harrow College and £33,425 at Uxbridge College.

- *Education income:* £425,000 favourable against a budget of £45,699,000 due to the over recruitment of 19+ learners at Harrow (£133,000 positive) and an increase in High Needs income from local authorities (£340,000 positive) offset by a negative variance for HE Fees (£65,000) due to lower number learners than forecast.

EXPENDITURE:

- *Staff Costs* now forecast at £33,983,000 against a budget of £33,975: of which £12,501,000 (37% of income) was at Harrow College and £21,482,000 (63% of income) at Uxbridge College. The meeting noted that the favourable variance of £1,026,000 against the 'Schools - permanent staff' budget was due to vacant posts (but these were being covered by Agency Staff) or posts filled later or at a lower grade. Governors were reminded that the 2018/19 budget assumed all posts were filled for the whole of the academic year.
- *Non Pay costs* now forecast at £17,224,000 for the HCUC group (£5,986,000 at Harrow and £11,238,000 at Uxbridge). The meeting noted that non-pay efficiencies were still included in the forecast at £238,000 (£119,000 at each of the colleges).
- The £476,000 positive variance of the FRS17 Retirement Benefits Charge was noted against the budget of £1.422m; this had been revised to reflect the actuarial predictions in the 2017/18 year-end reports.

BALANCE SHEET

- *Cash* was in a strong position with a £16.001m forecast against the budget of £16.020m. Cash days in hand were forecast at 114.5 against a budget of 112.7. Current ratio was forecast at 1.68 against a budget figure of 2.18. SW informed the meeting that Reserves as a percentage of income were forecast at 104% against the original budget of 92% (this had been amended from the 101% shown in the paperwork). The EBITDA figure was now forecast at 10% (against a budget of 11%). The meeting was reminded that the capital spend at £9.974m was £2.338m higher than budget due to the inclusion of work on the Armstrong Building and the preparatory work for the IoT Building at Uxbridge College. The staffing ratio was now forecast at 62% compared with the budget of 64%.
- *Financial Health.* It was noted that under the reforecast the College's financial health as assessed by the ESFA would remain at 'Outstanding' for 2018/19.

Governors sought clarification on where the £476,000 'contingency' had come from; this was confirmed as being the saving from the FRS17 pension adjustment.

➤ **Plan Years 2019/20 and 2020/21**

The GDFRP presented assumptions for the two plan years, based on the original 2018/19 budget and the revised forecast. It was confirmed that the plan years had been adjusted to allow for known factors such as the ESFA and GLA allocations, increases in pension contributions and NI, and capital expenditure. The plan years showed historical cost surpluses of £1.3m (2% of income) and £290,000 (0.45% of income) respectively. Cash balances for the two plan years were now forecast at £14.371m and £15.477m and Reserves would be at £54.411m and £57.049m.

Income assumptions were based on the following:

- 16-18 allocation – a £503,000 decrease in funding for 2019/20 based on lower recruitment in 2018/19; learner number target of 5,831 assumed. No further growth of learner numbers in the second year was assumed.
- 16-18 High Needs – an increase of £684,000 (30%) in the first plan year.
- 19+ allocation – no increase assumed in both plan years. The Principal informed the meeting that this might be amended when more information was available on the devolved funding through the GLA which would come into force in September 2019. Growth areas flagged by the GLA were noted as: ESOL, English and maths; Programmes for the Unemployed; and additional learning support. LS informed Governors that

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HCUC would be looking to maximise funding under these known growth streams.

- WBL (Apprenticeship) – an increase of 8% for all ages assumed for each of the plan years. The meeting discussed the need for the College to focus on the levy WBL provision moving forward as this avenue of funding with larger employers was more secure. LS reminded the meeting that the afternoon of the Governors' Training Day on 1st May 2019 would be spent looking at growth options for HCUC and would include a review of the WBL strategy. This would include a review of the current HCUC strategy of being a 'regional college'; increasing levy funding was likely to necessitate a move to a national focus for WBL.

The plans assumed a salary increase of 1% each year and further pension increases of 1.8% for LGPS (August 2019) and 4.52% for the Teachers' Pension Agency (TPA) from September 2019. The meeting was reminded that the College would receive £456,000 'compensation' for this increase to TPA payments in 2019/20 but further relief payments were not yet confirmed for future years. The staff costs assumed that all posts were filled for the whole of each plan year. The meeting was assured that the annual zero-based staff budgeting exercise was already underway throughout the College to generate a realistic budget for 2019/20. No pay efficiencies had been included in the plan years but there was a contingency provision of £310,000 and £303,000 in the plan years. SW confirmed that there was also a contingency of £300,000 to allow for restructuring costs in the plan years. Expenses in the plan years had been reworked to reflect adjustments made in the forecast 2018/19. Non-pay inflation was assumed at 3% in both years. A provision for efficiencies of £200,000 had been included in each of the plan years. Capital expenditure had been included in the plan years at £17.237m and £3.457m respectively but it was noted that the final capital strategy would not be agreed by Governors until July 2019 after the result of the IoT and GLA bids were known.

The KPIs for the plan years were noted: Cash days in hand were shown as 98.8 and 106.6; Current Ratio was shown as 1.52 and 1.62; reserves as a percentage of income were shown as 100% and 101%; and the EBITDA figure would be 11% and 9%. The meeting also noted that staff costs as a percentage of income would be 64% and 66% in the two plan years. The College would retain a financial health category of 'Outstanding' in both plan years.

It was AGREED that the Revised Forecast for 2018/19 and the revised Plan for 2019/20 and 2020/21 should be APPROVED.

9. Fees and Charges Policy for 2019/20

The GDFRP presented the HCUC Fees and Charges Policy for 2019/20 which had been considered in detail by the Resources Committee in March 2019. It was confirmed that changes to the policy had been made in light of funding guidance from the ESFA and the Office for Students; consideration had also been given to market forces and the fees and charges made by other providers. Governors were reminded that the detail of HE Fees 2019/20 as detailed in Appendix 3 to the HCUC Fees Policy had been agreed at the September 2018 Resources Committee meeting, and approved by Corporation in December 2018, in order to comply with the Consumer Rights Act 2015 and guidance issued by the Competition and Markets Authority (CMA); the College was required to publish the level of HE fees in November for the following academic year. Governors were assured that there was no significant change to the content of the policy but the fees and charges were now common across all campuses of HCUC. The meeting noted the Table of Fees, the following significant changes were being proposed:

- The College registration charge to be held at £35 for full-time students and at £25 for part-time students across HCUC. Parking fees to be increased to £170 for full-time and £85 for part-time students (£150 and £85 in current year); the meeting noted that this car parking charge represented a cost of £1.40 per day assuming students attended for 3 days each week. ID card charges to remain at the same level, (£5) and the cost of a replacement ID card to remain at £10.
- 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.
- A range of fees for international students: FE £6,300 - £7,350 and HE students not eligible for OfS funding would be raised to £6,700 (from £6,500).

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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. The meeting also sought, and was given, confirmation that HE students undertaking a two-year course knew the total fee amount for the whole course at the start of the 2-year period.

The Fees and Charges Policy for 2019/20 was APPROVED as presented, as recommended by the Resources Committee.

10. May 2019 Training & Planning Day for Governors

The CEO outlined the main themes for the Governors' Training and Planning Day to be held at Denham Grove on Wednesday 1st May 2019. This would include:

- An update on key performance areas in quality and finance since the March 2019 Corporation meeting;
- The new Ofsted EIF (Education and Inspection Framework), which replaces the CIF (Common Inspection Framework) from 1st September 2019;
- Governors and NEA (Non-Executive Advisors) preparations for an Ofsted Inspection (under 'old' CIF if inspection falls in May or June 2019 or under the EIF if inspection falls after 1st September 2019);
- A presentation and discussion session on 'The growth and development of HCUC 2019-2025 and beyond'.

LS reminded the meeting that the NEAs (Non-Executive Advisors on the Harrow College and Uxbridge College Stakeholder and Scrutiny Committees) had been invited to join the meeting for the morning session which would cover the first 3 items above. The NEAs would also join Governors and SPHs (Senior Post Holders) for lunch. There would also be time set aside in the afternoon for any other relevant Governance related content. The detailed agenda and timetable for the day was considered and approved. The Acting Chair asserted the value of 'future-gazing' and the need for the Governors to look forward further than a 3-year period.

The programme for the Governors' Training Day, 1st May 2019 was APPROVED as presented.

ITEMS FOR INFORMATION

11. Safeguarding Report: Mid-year update

The Director of Student Services (GH) joined the meeting; GH was the Designated Safeguarding Lead (DSL) with responsibility for child protection and safeguarding at Uxbridge College. Lee Janaway, Head of Learner Services, Experience & Employment, was the DSL with responsibility for child protection and safeguarding within Harrow College. The meeting was reminded that Nasim Khan was the governor Safeguarding Champion for HCUC with responsibility for safeguarding and prevent. The meeting was also reminded that on an individual college level a member of the Stakeholder and Scrutiny Committee (SSC) at each the colleges had a specific remit for safeguarding. Members considered the mid-year report which gave an overview of the Safeguarding and Child Protection issues raised during the first half of 2018/19.

Safeguarding Registers: The number of learners on the Safeguarding Register was noted. ***Uxbridge:*** Members noted that there had been 3 students carried over from the previous year and 24 students during the first half of the 2018/19 academic year had required a serious safeguarding response (compared with 24 at the same point in 2017/18). Issues during the current year had included sexual exploitation (6), neglect (4), mental health (4), domestic violence (3), Missing from home (2), drugs involvement (2), emotional abuse (1), sexual conviction (1), victim of sexual assault (1), accused of sexual assault (1), stalking and inappropriate behaviour (1), and involvement in gangs and county lines (1). GH informed the meeting that 12 of the 27 were on a Child Protection Plan (8 in prior year), and 7 were on a Child in Need Plan (11 last year). Current retention for this group was noted as 92% (compared with 79% in the prior year). The number of students on the secondary 'at risk' register was at 837 (compared to 726 in the prior year). The meeting noted that there were currently 157 'looked after' (LAC) students with a strong retention rate of 95.0% (prior year figure was 163 and 95.6% retention). ***Harrow:*** Members noted that there had been 5

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safeguarding cases carried over from the previous year to the serious case register and a further 21 students who have been added based on their cases requiring a serious safeguarding response. The current retention rate for students on the Serious Cases Register was 88%. Issues during the current year had included domestic violence (4); serious mental health concerns (7), neglect (2), sexual abuse (2), FGM (1), sexual exploitation (1), missing from home (1) and knife crime (1). There were also 34 students being supported on the secondary safeguarding register; retention of these students was 94%. The meeting noted that there were also currently 131 LAC students at HC and 698 learners in receipt of a financial bursary. Governors sought additional clarity on the number of learners declaring mental health issues; was the increased number due to a better awareness or a reflection of more mental health issues. GH confirmed that there was certainly less stigma now attached to mental health issues so learners were now more prepared to declare. The impact of years of underfunding for Child Mental Health Services was also likely to have had an impact. Governors sought, and were given, confirmation that the College had a specialist member of staff to deal with any mental health issues; the staff member was an ex-psychiatric nurse so was well placed to deal with learners. The Principal Harrow (PC) informed the meeting that the Senior Leadership Team had now agreed to create the post of mental Health Officer at each of the two colleges which would provide intermediary support for learners with mental health concerns. The CEO also highlighted the Colleges Mental Health Action Plans which were considered by the individual colleges Stakeholder and Scrutiny Committees (SSCs) on a termly basis.

Staff Training and CPD: The meeting was assured that the HCUC staff training and development programme in relation to Safeguarding and the Prevent Agenda met all statutory and good practice guidelines. Details of the specific training provided at each of the colleges were noted by the meeting. GH confirmed that 99% of all permanent staff and 91% of agency at Uxbridge had now completed the required training on Safeguarding and the Prevent Agenda. At Harrow 98% of permanent staff and 725 of agency staff had completed the online training for safeguarding and Prevent.

Criminal convictions and bullying: Uxbridge (UC) asked all students to disclose at enrolment any unspent criminal convictions and all students making a declaration were interviewed by a Safeguarding Officer. All serious criminal cases that emerged in the year were recorded and dealt with according to the College disciplinary policy. In a small number of cases students were suspended or excluded from the College due to the nature of the crimes committed. In 2018/19, 25 students (compared with 54 last year) self-declared at enrolment; 2 were stopped from enrolling due to the nature of their conviction compared to 5 in the prior year; of the remaining, 12 resulted in enrolments. At UC there had been 15 serious cases of bullying and 26 learners involved in fighting (compared with 44 cases of fighting in the same period during the prior year).

Governors were reminded that for the 2018/19 enrolment Harrow College (HC) had adopted the UC procedure with any learners declaring a conviction being seen by the Designated Safeguarding Lead for an assessment of suitability. During enrolment 38 applicants had been seen and 19 students enrolled with 2 students not accepted at enrolment due to the nature of their convictions. The meeting noted that college worked closely with the Harrow Youth Offending Team to support any students who gained a criminal conviction whilst on their course and all serious criminal cases that emerged during the year were recorded and dealt with according to the College Disciplinary policy. In a small number of cases, students could be suspended or excluded from College due to the nature of the crimes committed.

Student Involvement: Details of the varied provision and student involvement in each of the colleges was noted. These included Prevent and British Values tutorials, anti-bullying week, knife crime awareness week and a number of health and mental health initiatives.

Local Safeguarding Children's Board: The meeting was reminded of the College commitment to this important local authority committee; it was confirmed that GH as Designated Safeguarding Lead (DSL) for UC remained a full member of the Hillingdon Board and the DSL for Harrow was a member of the Harrow LCSB Learning and Development Committee and also attended the monthly Harrow Serious Incident Group.

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Prevent: The meeting was given assurance that both Colleges attended the London HE/FE Regional Prevent Meetings, which had led to the Regional Coordinator reviewing the College's Prevent Risk assessment/Action Plan and allowed College Safeguarding Leads to review the Counter Terrorism Local Profiles. Both Colleges used 'key word' detection on all computers to identify students accessing inappropriate websites etc.

Uxbridge College: The meeting noted that there had been no new cases for referral to the police or Channel Panel under the duty so far in 2018/19 (compared with 4 cases at the same point in the prior year) and 2 investigations within College which had not resulted in a referral to the police or Channel. The internal investigations were mostly due to students accessing inappropriate websites.

Harrow College: The meeting noted that there had been no new cases for referral to the police or Channel Panel under the duty so far in 2018/19. Governors were assured that HC used Smooth-wall Filtering Software to monitor inappropriate use of the college's internet; the Designated Safeguarding Lead received a daily report which analysed online activity.

The meeting thanked GH for the concise presentation and commended the very comprehensive Mid-Year Safeguarding Report.

The report was NOTED

12. Employer and Partnerships Report

The Deputy CEO (PC) presented this report which gave the meeting an update on employer engagement and partnership activities for HCUC for the spring 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: Governors were pleased to note the wide range of work experience, work placement and volunteering activity that was being undertaken across the two Colleges. There were numerous strong links with employers throughout the group. Both Colleges were on track to meet the work experience target of 70%.
- New Opportunities: The diverse activity with several new employers providing assignments for learners was commended. The meeting noted the Employer Event planned for 21st May 2019 to discuss level 4 and 5 technical skills required by employers, T Levels and the potential development of the Institute of Technology (IoT).
- West Met Skills: The meeting noted that Hayes Business Studies was fully occupied and the College was ahead of its financial target for the meeting room lettings. CfBT (Educational Trust) were continuing to rent office space at Hayes for another year. Engagement with apprenticeship levy employers was also ahead of target. Larger employers were noted as: JC Decaux Ltd., State Bank of India, Marriott Hotels, Addison Lee and Menzies. The meeting also noted that a meeting was arranged with HS2 to discuss training and employment opportunities on their local sites. Governors were pleased to note that 3 HCUC apprentices received a highly commended award in the 2019 West London Business Awards.
- Employer/ Employer Groups: The meeting noted the close links now established with Heathrow, Vodafone and Fujitsu. Governors were informed that HCUC were now represented at the Heathrow Skills Partnership Practitioner Meeting formed as a result of the Skills Taskforce recommendations. It was also noted that a representative from Vodafone had now joined the Harrow Stakeholder and Scrutiny Committee as a Non-Executive Adviser.
- Partner Organisations: The meeting noted the considerable partnership work that HCUC was undertaking in Hillingdon and Hayes, Harrow, with Brunel University, and with the Heathrow Aviation Engineering UTC.
- Activity Supporting Strategic Plan Development: The detailed report on the current GLA bids (as highlighted in the Finance Directorate Capital Report, agenda item 15.3) was noted; Governors were reminded that both HCUC bids had been taken forward to the full application stage. The meeting was reminded that the Mayor's Construction Academy Hub application in partnership with Ealing Hammersmith and West London College had been successful; this project had ambitious targets for an additional 4,550 learners to complete construction related training courses. The CEO (LS) highlighted the Ministerial visit

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from Anne Milton MP which had taken place on 31st January 2019. This visit had included a tour of engineering and IT provision at the Uxbridge Campus and had provided a very positive opportunity to profile HCUC towards the high level technical STEM agenda and T Levels.

- ***Institute of Technology (IoT)***: PC confirmed the progress with the Stage 2 application for the IoT which had been submitted in November 2018 with a follow-up interview at the DfE on 5th March 2019. The meeting noted the detail of the business case which showed the proposed number of learners and the level of income that would be generated over a 5-year period (from 2019/20). Learner numbers were projected to be at 1,507 by 2023/24 with an associated income of £11.054m. The report highlighted that in year 1 the majority of the IoT income would come from part of the current HCUC provision in Subject Sector Areas (SSA) 4,5, 6 and 9 including apprenticeships. Year 2 would be the most challenging requiring working capital of circa £500,000 to support growth (e.g. additional staffing). From Year 3 the income generated included income from Brunel which by Year 5 would be 7% of total learner numbers. PC confirmed that the business plan showed that the staff to income ratio remained at circa 65% throughout the 5-year plan. However, Governors noted that these financial projections did not cover reinvestment, increase in pension costs or decrease in income if learner number targets were not achieved. The meeting was assured that as part of the IoT submission the College had included 4 negative scenarios which reflected a reduction in learner numbers, increased costs and delays. The detailed financial dashboard for Year 5 of the IoT was noted by the meeting. Governors were reminded that the planning approval for the proposed IoT building on the Uxbridge Campus had now been confirmed.

The detailed timetable for the next stage in the IoT process was noted as follows:

- April 2019 – notification of Stage 2 outcome
- April to May 2019 – pre-award Stage; negotiation of Licence and Capital Funding Agreement; and commercial agreement with Core Partners.
- June 2019 – award of licence and capital funding agreement.
- From June 2019 – Set up IoT and commence capital projects (deadline for capital spend would be March 2021)
- September 2019 – commence IoT delivery with existing student automatically part of the IoT.

The meeting noted an outline of the proposed governance arrangements for the IoT and the activities that would be undertaken by the IoT Project Board in advance of the IoT launch. The need for the HCUC Corporation to give some level of delegated authority to the IoT Board would be considered further if the College was successful in reaching the pre-award stage. The Acting Chair sought clarification on the ownership structure and the income and risk profile between the College and the other partners. PC confirmed that the financial input and risk would all be down to the College (although by the end of year 5 Brunel would hold 7% of the income/ risk). It was confirmed that the input from Heathrow and Fujitsu would be a commitment in kind but this would be monetised in the commercial agreement. The complicated Licence Agreement and the need for the College to seek specialist legal advice before signing was agreed. LS assured the meeting that this would be discussed in more detail with the Corporation if HCUC was successful in being awarded the opportunity to develop its IoT proposal; the outcome would be known by the Governors Training Day on 1st May 2019. The meeting agreed that if the proposal was successful then an extra-ordinary meeting of the HCUC Resources Committee would be required to consider the detail of the IoT Licence Agreement and pre-award negotiations.

The Employer and Partnerships Report was NOTED.

It was AGREED that if the IoT proposal was successful then an extra-ordinary meeting of the HCUC Resources Committee would be required to consider the detail of the IoT Licence Agreement and pre-award negotiations.

13. Academic Report

The meeting considered a report which covered the following: KPI Dashboard for in-year monitoring; competitor analysis information in January 2019 performance tables; Higher Education (HE) update report; an Ofsted Inspection Update; and a summary report on progress against Quality Improvement Plans (QIPs) for Harrow College (HC), Uxbridge College (UC) and West Met Skills. This report was largely taken as read

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with Governors asking questions where they sought additional clarification.

KPI Dashboard for in-year monitoring: The meeting noted the summary dashboard which provided year-to-date (YTD) performance 2018/19 for HCUC, HC and UC for the following metrics: Retention, Work Based Learning (WBL) updates, FT Attendance, Employability, Lesson Observations, Complaints and Disciplinarys. The meeting noted that this dashboard had been presented at each of the Stakeholder and Scrutiny Committees (SSC) and in combined format at Quality, Curriculum and Standards (QCS) Committee. Governors commended the clear 'RAG' rated format which enabled them to identify any areas of under-performance very easily. DDS and DMcT highlighted the following aspects of performance:

YTD performance against target for attendance 2018/19

- Attendance overall at 87% for 16-18 and 86% for 19+, currently above the 86% target. There was variation within certain Schools, monitored at SSC/ SLT level and followed up on a weekly basis.
- There were significant strategies in place that were regularly reviewed and refreshed across HC & UC to meet underperformance. Despite these, attendance at cross-college English and maths continued to be below that of the substantial vocational course provision.

Retention YTD was high and improved on the prior year – (based on the 6th March ILR)

- Retention across both ages was well above national average (NA) and improved on YTD 2018.
- By Qualification type: all 12 qualifications were on or above NA across both ages.
- By SSA: all 16-18s and 13 of 14 SSAs were on or above NA YTD; the SSA area for improvement was noted as Sport/ Travel.
- Headline 16-18 retention was at 96.2% (noted as being 0.6% higher than at March 2018: this meant that 72 additional students were still in learning. 19+ retention was at 97.2% and was also up by 0.6%.

Complaints 2018/19

- A detailed complaints report had been presented at HC & UC SSCs and at QCS Committee.
- There had been 17 formal complaints in total to date at HCUC, 8 have been upheld
- The meeting was assured that complaints were being dealt with in a timely manner and none currently were considered to pose a legal or financial risk to the institution.

Disciplinarys

- The meeting was pleased to note (as discussed earlier in the Mid-Year Safeguarding Report) that the number of disciplinarys was marginally below YTD 2018 and that exclusions were significantly below YTD 2018.

Quality of Teaching, Learning & Assessment (TL&A)

- DDS reminded the meeting that the methods for gauging and reporting the quality of TL&A at HCUC were now converged across the two Colleges. Outcomes from both Lesson Observations (LOs) which were 30-60mins observations of individual staff and shorter duration, 'drop-in' Learning walks (LWs) were being used to identify whether expected standards were being met (or exceeded). A common system introduced in 2018/19 was now being used to capture and report these findings.
- Initial observations YTD indicated a better consistency than the previous year. The combined findings for HCUC LOs indicated that 82% overall met or exceeded expected standards. In addition, a number of learning walks had also been completed to date. These rated TL&A standards for curriculum areas as a whole but required a certain threshold number of LWs to be conducted before an overall view could be taken. The latter had been managed for UC and findings confirmed the strength of TL&A across different curriculum areas, although some variation has been identified (in the area of English and maths).
- Governors noted that for 2018/19 the TL&A findings had been confined to those obtained from external (Ofsted trained) observers and so there was confidence in the rigour with which these LOs and LWs were providing a realistic gauge of the quality of TL&A at HCUC. The HCUC SAR for 2017/18 reported the quality of TL&A as 'Good with outstanding features' and Governors were assured that the current findings YTD 2018/19 supported this judgement.
- Further independent 'Quality of TL&A Review' was planned for the spring term which would solely use the inspection style of LWs; external (ex-HMI) observers would be conducting this work across HCUC.

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Learner satisfaction 2018/19

- The meeting was reminded that a positive set of learner survey results were reported in autumn 2018. Governors were informed that the Spring 'FE choices' survey had just been launched across HCUC (week commencing 11/03/2019). This survey had a component that would link into the externally published 'FE choices' survey results.

Competitor Analysis

The meeting noted the January 2019 performance tables which had recently been published; HCUC compared well against nearby GFE providers. DDS highlighted the high ranking enjoyed for A levels, Applied generals, tech certificates, and progress in basic English and maths. Governors noted the destination statistic and the complexity of its calculation. However, DDS confirmed that the 11% identified as not in Education or employment after two terms following study appeared high as did the number of 'unknowns' at 6%; the meeting was assured that this would be investigated further. Governors sought, and were given, additional detail on the method used for collection of destination data with the survey company telephoning learners (a sample size of 68% response was required for statistical validity).

Higher Education (HE) Update

The meeting noted that both HC and UC SSCs had discussed HE updates and a combined HE report had been presented to QCS Committee (19/3/19). A summary was noted by the meeting:

- In-year retention for HCUC was at 86% in February 2019 (against a minimum target of 80%).
- Some two year courses were run at UC and retention for those completing courses is at 70% for 2018/19. However, the first year of two-year courses was currently at 97%.
- The National Student Survey (NSS) response rate for 2018/19 was at 51% YTD (compared with 61% in 2017/18). DMcT confirmed that HE students were being encouraged to complete their responses.
- Good progress was being made on the majority of HE areas for improvement (Afls) 2018/19. The Access to HE programme across HCUC continued to be closely monitored. Currently, retention at February 2019 was 98% with a predicted Qualification Achievement Rate (QAR) in the range of 78% (minimum) – 88% (maximum).
- The College had received an enhanced monitoring notice from the Office for Students (OfS) for Condition B3 (Quality and Standards) relating to continuation for students. An action plan would be submitted by the end of March 2019 to demonstrate how sustained improvements were to be secured.

Inspection Update

DDS reminded Governors that Ofsted had published a draft Educational Inspection Framework (EIF) that would replace the current Common Inspection Framework (CIF) in September 2019. The EIF was currently out for consultation but some fundamental changes to the longstanding CIF were proposed. DDS highlighted the emphasis on the "three Is", which form the basis of the EIF and its judgement on overall effectiveness:

1. Curriculum Intent – its meaningfulness and purpose
2. Curriculum Implementation – the pedagogy and methods used to deliver learning
3. Curriculum Impact – the varied learner outputs and outcome

The meeting noted that under the EIF the main areas relating to overall effectiveness were identified as: 'Quality of Education' to incorporate both the current quality of TL&A and Learner outcomes; Behaviour and attitudes; Personal Development; and Leadership and management. LS reminded Governors that a detailed update on the EIF and Inspection readiness would form the basis of part of the input for Governors at the forthcoming Training & Planning day (1st May).

In-Year Progress against Quality Improvement Plans 2018/19 for HC, UC and WMS

The meeting was reminded that the Areas for Improvement (Afls) had been identified through the detailed self-assessment analysis across HCUC for 2017/18. The in-year progress against the individual HC, UC and WMS QIPs had been considered in detail at the QCS Committee in March 2019. A detailed report by College and for WMS was taken as read by the Corporation meeting. Progress against the Afls identified for HCUC as a whole, was summarised as follows:

- Consistency in Study Programme attendance and punctuality – 'amber'. The meeting noted that whilst overall attendance for HC, UC and HCUC remained above the minimum 86% in-year target, English and

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maths continued to pose a challenge. In addition, whilst there had been a positive drive to accurately capture lateness on registers, there were pockets where learner punctuality issues persisted.

- WBL Timely and Overall QAR – ‘amber’. The meeting sought, and was given, assurance that there was good in-year evidence that improvements in Apprenticeship performance would be realised. The Overall QAR was expected to be well clear of the NA, but the Timely QAR was still predicted to be around NA. Importantly the College would need to improve the underlying profile of the constituent frameworks to ensure these did not run the risk of falling below Minimum standards threshold (62%) above the tolerance levels allowed (40% of overall provision).
- AS level offer - now classified as ‘green’.
- Greater consistency of learner outcomes for a few SSAs – ‘green’
- Further improvements in 19+ Access to HE – ‘green’
- Robust judgements OF TLA quality to confirm greater consistency of high standards – ‘green’.
- Further stretch & challenge for all learners through better assessment for learning – ‘amber’. DDS confirmed that assessment for learning had been a focus for in-year CPD activity at Whole College Training Days and at Teaching and Learning Hour sessions. The early autumn audits of TL&A had recognised a focus of attention on questioning techniques for deeper learner understanding. However, there was still some variation in skills being demonstrated and DDS highlighted that assessment for learning in its widest sense needed continued development. Academic and Vocational Value Added (VA) scores were ‘Average’ but Governors noted that the HCUC figure was among the highest VA recorded among local competitors. Progress scores for Basic English and maths were positive and again, the highest among local competitor GFE.

The Academic Report was RECEIVED.

14. Staff Feedback

The meeting received a report which gave them an overview of staff feedback from both the Values Workshops held across HCUC on 15th February 2019 and the newly introduced on-line HCUC Staff Survey which was open for 10 working days at the end of February and beginning of March. The report provided details about these exercises, summarised the staff feedback generated and proposed next steps by way of follow-up and decisions about future arrangements. The meeting also noted a Special E-bulletin that was circulated to all HCUC staff by way of summarising the outcomes from the two separate exercises.

Values Workshops: The Values Workshops with staff were conducted in order to bring the agreed HCUC Values into sharp focus once again. Governors agreed that this was an important aspect of actively shaping the culture of HCUC as an organisation. The events created opportunities for interaction and engagement amongst staff and for teamwork, and a focus on discussing the effective working of the organisation. A major aim was also to provide an opportunity for the senior team to hear staff views on the College’s progress post-merger in a face-to-face exercise. Five Values Workshops had been held across HCUC; three at Uxbridge and two at Harrow. In total 687 HCUC staff were invited to these workshops – 449 Uxbridge based staff and 238 Harrow based. Governors were reminded that the HCUC Values in the College’s Strategic Plan were originally developed as an outcome of pre-merger staff workshops held in July 2017. The question posed to all staff in the July 2017 workshops was: ‘What values does HCUC need to adopt and adhere to in order to be a success?’. LS informed the meeting that the main point of the February 2019 events was to engage with HCUC staff right across the organisation to consider to what extent HCUC was living up to the espoused HCUC Values, given that the College was now 18 months on from the merger in August 2017. The meeting noted the detailed format, content and feedback from the Values Workshops. Governors were assured that the HCUC senior team would be considering the free text suggestions from staff at a future SLT meeting. Governors noted that the themes and specific suggestions raised were quite diverse including: staffing related matters; curriculum; communications; resources; quality; student related matters; comments on systems and thoughts on sustainability.

Staff Survey: The Principal reported that the first ever on-line HCUC staff survey had been opened for submissions on 22nd February 2019 and was open for 10 working days in total, over three weekends, to enable staff to submit out of normal working hours if that was their preferred option. There were 268

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completed on-line responses out of 758 permanent staff (35.4% completion rate). Governors were disappointed at this seemingly low rate of completion but the SLT asserted that expected completion rates for staff surveys was anecdotally at circa 40%. The meeting took the detailed feedback as read but was pleased to note that the College would be able to benchmark its responses against other FE Colleges from the end of 2018/19. The meeting agreed that overall, it could be regarded as positive that none of the 32 statements scored less than a 50% 'Agree' or 'Strongly Agree' summary rating; it was also encouraging that 20 of the 32 statements had achieved a 70%+ positive rating.

The meeting noted the suggested next steps for taking forward this Staff Voice activity and agreed that there was a case for further follow up in 2019/20, possibly later in that academic year. The introduction of an on-line survey in 2018/19 was instigated on an experimental basis and the connection between this and the focus group style feedback that Uxbridge had traditionally favoured, and the more varied mechanisms previously used at Harrow, needed to be considered by the broader SLT team, and then agreed with Governors. The Acting Chair asserted the value of the work and the importance on focussing on the cross College HCUC culture and values moving forward. The wide range of approaches undertaken by the SLT to gain comprehensive staff feedback was commended by the meeting. Governors discussed the Staff Feedback in some detail and sought assurance around some of the negative verbatim comments received from staff. The meeting asked the SLT to give the Staff Feedback additional consideration and to develop an Action Plan to take forward the more negative responses.

The Staff Feedback Report was NOTED

Governors asked that the HCUC results should be compared with any benchmarking data when it became available and brought back to the Corporation for information.

It was AGREED that the SLT should digest the staff feedback and develop an action plan to mitigate against the more negative responses from individual staff.

[Nasim Khan left the meeting at 7.00pm.]

15. Finance Directorate Report

15.1 HCUC Management Accounts

The GDFRP (SS) presented the composite HCUC management accounts to 31 January 2019 which had been considered in detail at the Resources Committee meeting on 13th March 2019. The meeting noted a historical cost surplus for the period ending 31st January 2019 of £2,758,000 compared to a budgeted surplus of £1,770,000 giving a favourable variance of £988,000. Governors sought, and were given, confirmation that the main reason for this variance was timing of expenditure with schools spending later than planned. The significant variances were highlighted as follows:

- Income of £24.404m compared with budget of £24.109m; favourable variance of £295,000.
- Expenditure was showing a favourable variance of £443,000 against the budget of £23.322m. Staff costs of £15.258m compared to budget of £15.708m, (favourable variance of £450,000 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: an adverse variance of £8,000 against the budget of £7.614m. This was noted as mainly being due to timing issues.
- Balance Sheet remained strong with a cash balance of £16.210m.
- All ratios were healthy: cash days in hand at 116 (target of 112.7); and current ratio at 2.0 (target 2.2).
- The College was currently complying with all loan covenants.

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

15.1a) Performance against Target for ESFA contracts

The meeting noted the following update which had already been considered during the item on the Mid-Year Reforecast 2019/19.

16-18 year old recruitment for HCUC against target was 97% with a shortfall of £549k. Harrow was 90% against target with a shortfall of £679k, Uxbridge was at 99% of target with a surplus of £129k. Due to

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lagged funding methodology, the reduction in funding would come into effect in 2019/20.

19+ recruitment for HCUC was above target with a surplus of £95k. Harrow was above target by £289k and Uxbridge was below target with a deficit of £194k. The meeting was reminded that the underperformance at Uxbridge was connected to the October 2018 audit ruling that 19+ learners on continuing programmes could not be funded for English & Maths from the 19+ funding allocation.

NOTED**15.2 Risk Register**

Governors considered the significant risks (rated 12 and above) on the Risk Register that detailed the risks mapped to the Strategic Aims and Corporate Goals of the College. The current controls and mitigation actions for each of the risks were noted by the meeting.

- 1.08 Insufficiently qualified and equipped staff to support the delivery of study programmes and quality outcomes for learners. (Risk score at 12 'red').
- 1.09 Failure to recruit sufficient staff qualified at the appropriate level (Risk score at 12 'red').
- 1.13 College SAR and/ or Ofsted rating falls below Outstanding. (Risk score at 12 'red').
- 3.11 Underachievement of funding targets. (Risk score still at 15 'red'). The meeting was assured that this was still being monitored on a weekly basis by SLT.
- 3.14 Management Information – timely/ accurate (Funding, Finance and Human Resources. (Risk score at 12 'red'). Governors were reminded that consistent procedures across HCUC were now in place. However, new composite HCUC systems were relatively new (e.g. HR system) so the risk was still deemed as high. Governors were assured that the SLT were hopeful that the risks around MIS would settle in advance of the July 2019 Risk Register Report to Corporation.
- 3.20 WBL non-levy 16-18 and 19+ apprentice targets not met including in-year variation and cross year expenditure, in addition to unknown allocations beyond March 2019 (Risk score still at 12 'red'). The meeting was assured that WBL delivery against the ESFA allocation was being closely monitored.

MRW suggested that the fact that HCUC was under enhanced monitoring from the Office for Students for HE provision should be added to the Risk Register.

The Risk Register was NOTED and RECEIVED.

It was AGREED that the enhanced monitoring required for the HCUC Office for Student Registration should be added to the Risk Register.

15.3 Capital Projects Update

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

LEP Further Education Capital Investment Fund for Health & Social Care Building: The Health and Social Care building had now been in use since November 2017. There were still some snagging issues to be resolved. The final account had not yet been agreed and the College was taking advice from Gardner Theobald regarding next steps. Governors were given assurance that the College still held a retention which could be used to fund the outstanding snagging issues.

The Skills for London Capital Investment Fund – Stage 2: The report confirmed that Stage 2 applications for refurbishment of Newton Building and Armstrong Building were submitted on 28th February 2019. The College would hear about the outcome of these bids in March 2019.

Institute of Technology: The College had made an application for 100% funding for a new build at Uxbridge Campus, forecast costs at circa £6.5m. The meeting noted that planning approval had now been received for the proposed IoT building at the Uxbridge campus.

House at Harrow Weald: The meeting was informed that market valuation reports had been received from local estate agents, valuing the property between £525k and £650k. Governors noted that approval had been granted by the Resources Committee to sell the property (taking advice on the offer price but pitching

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it mid-point of valuations), after making some alterations to the boundary, allowing access to the gas lines at a cost of £35k.

The Finance Directorate Report was RECEIVED.

16. Corporate Goals 2018/19 – Update on progress

The CEO (LS) provided an update on the Uxbridge College's and Harrow College's Corporate Goals YTD achievement. The meeting was reminded that the RAG rating system flagged up those items on the front pages of the 2 reports 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). The meeting considered the summary pages and that for each of the Colleges the vast majority of goals were rated as 'green' and on target for successful completion apart from the 'corporate performance' (income) KPIs. The Principal highlighted that the Corporate Goals Reports had used the ILR Data return submitted on Thursday 8th March, for the hard data reported in relation to in-year quality KPIs. However, the financial performance information was based on the 8th March return but also included an estimate of further in-year enrolments. The exception was noted as the 16-18 actual figures as these were drawn from the December 2018 ILR because that was the main reference point for ESFA funding purposes.

The meeting was given additional information in relation to the main faltering ('amber') or negative ('red') indicators relate to the financial indicators listed. The following additional detail was noted:

- The negative figure for Uxbridge adult provision (-£217,853) included -£150k for 19+ on continuing programmes undertaking English and Maths. Governors were reminded that the external audit ruling in the autumn term was that these learners were not eligible for specific funding for English and Maths participation, but this ruling only came to light after the main enrolment had taken place when this funding had been assumed in the income targets already set.
- The over-achievement for adult provision at Harrow (+£271,830) compensated for the underachievement for adults at Uxbridge College, meaning that the overall HCUC adult allocation in the budget was likely to be met for 2018/19.
- The most significant under-achievement against budget target was for 16-18s, particularly at Harrow. The meeting was informed that there had been some mitigation achieved since December 2018 because of additional enrolments; 93 additional 16-18 enrolments, with 68 at Harrow and 25 at Uxbridge. LS confirmed that the current position was that even though Uxbridge numbers were slightly down, the overall funding level for this age group at Uxbridge was slightly up. Conversely at Harrow both the 16-18 learner numbers and the associated funding level was below target (-£655,437 on 8th March ILR return).
- With apprentices, the Uxbridge levy budget (provision with large employers) had been exceeded while the Uxbridge non-levy budget (provision with SMEs) has not been met. The overall deficit for apprenticeship funding at Uxbridge was -£28,062). However, at Harrow, although the apprenticeship budget targets were much lower, the targets for both levy and non-levy were estimated as having been exceeded. Taking both colleges sets of apprenticeship performance against budget into account, HCUC is only very marginally behind budget for the entire apprenticeship budget (-£5,459). Governors were reminded that the HCUC target for apprenticeship growth was 10% per annum, with the budget profiled at 8% per annum growth.
- The comparatively smaller budgets for Higher Education (HE fees related) would not be achieved at either Harrow or Uxbridge in 2018/19 and no in-year mitigation was possible (-£64,940 in total).

The meeting was also reminded about the issue raised at the December 2018 Corporation Meeting in relation to recording of positive destinations. The Corporate Goals Report was showing a stark difference in the 2017/18 positive destinations figures for Uxbridge (93%) compared to Harrow (68%); there had been a much more developed approach to capturing destination information over a number of years at Uxbridge, which was now being introduced for Harrow in the current year. LS assured Governors that there would be a much closer alignment achieved for 2018/19 destination data once the common approach to recording and monitoring destinations had been fully implemented.

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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 were reminded that any Areas for Improvement which had been included in the SAR 2017/18 were brought back to the Corporation for monitoring through this report as well as being included in the Quality Improvement Plan 2018/19 which was presented within the Academic Report at all future Governing Body meetings.

The meeting RECEIVED the Corporate Goals update report.

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

17. Audit Committee – 6th March 2019

The minutes of the meeting were noted. All items had been brought to the current Corporation meeting.

NOTED

18. Quality Curriculum and Student Committee – 13th March 2019

The Chair (MRW) highlighted the following key issues:

- The new dashboard of KPIs for Governors was a very positive addition; it clearly highlighted the key issues/ areas of concern/ strength.
- Feedback from Staff Focus Groups very positive (Section Managers). Staff across HCUC much more positive than in prior year - seemed committed to driving forward HCUC to excellence. QCS commended the direction of travel.
- The QCS Committee had considered the curriculum review and acknowledge the considerable amount of work that had been done on this issue. There was still work to do but SLT had a very good grip on the key areas for further review.

The minutes of the meeting would be circulated as soon as available.

NOTED

19. Resources Committee – 13th March 2019

The Chair (AMcL) highlighted the three key issues from the meeting:

- Resources Committee was recommending the Mid-Year Re-forecast 2018/19 to the Corporation for approval. Financial Health grade would stay at 'outstanding'.
- The Resources Committee had received a presentation from Capital Projects consultant, Robert Drury, on the plans for the IoT Building at the Uxbridge Campus as well as the plans for Newton Building and Armstrong Building at Harrow
- The Resources Committee had approved the sale of the 3-bedroom house at Harrow Weald campus which was now vacant. SLT given authority to undertake the sale.

The minutes of the meeting would be circulated as soon as available.

NOTED

20. 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 four key items would be fed-back to the SSCs in advance of the formal Corporation minutes becoming available to SSC members.

- 'A' Levels at Harrow: The decision to continue with Science AS levels was noted.
- Mid-Year Review Financials: Corporation discussed this matter in detail and noted the strong ongoing financial position of HCUC. The financial health grade of HCUC for 2018/19 would remain at 'Outstanding'.
- Strong in-year retention rate recognized

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- Staff Survey. The Corporation had spent time considering this feedback in detail. Governors were concerned about the negative staff voice in some of the individual verbatim comments. SLT had been tasked to analyse this feedback and to develop an action plan to remedy any areas of concern.

The meeting was reminded that SSC Members had been invited to attend the Governors Training and Planning Day on 1st May 2019.

The feedback to the SSCs was AGREED

21. Stakeholder and Scrutiny Committees (SSCs)

The meeting received the minutes from the Harrow SSC meeting which had been held on 6th March 2019. LS informed the meeting that the Uxbridge SSC meeting had been postponed until 26th March 2019 so minutes would be brought to the May 2019 Corporation meeting.

NOTED

22. To confirm the dates and times of the meetings for 2018/19

- Wednesday 1st May, Training and Planning Day, 8.45am at Denham Grove
- Tuesday 21st May 2019 at 5.30pm (Uxbridge Campus)
- Tuesday 9th July 2019 at 5.30pm (Uxbridge Campus)

ANY OTHER BUSINESS

23. Any other business as previously notified

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

Signed

Date.....

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Minute Ref	Action	By who	By when
5	E&D Action Plan An update on the issue of 'behaviourally at risk' Black African and Caribbean students would be brought back to the Corporation (via the QCS Committee) in July 2019 with an action plan for enrolment 2019/20.	SLT	QCS June 2019 GB July 2019
12	IoT Bid: Extra-ordinary meeting of Resources Committee to be held if IoT bid successful. HCUC	<ul style="list-style-type: none"> Resources Committee Deputy CEO GDFRP 	May 2019
14	Staff Survey: <ul style="list-style-type: none"> HCUC results should be compared with any benchmarking data when it became available and brought back to the Corporation for information. SLT should digest the staff feedback and develop an action plan to mitigate against the more negative responses from individual staff. 	SLT	July 2019
15.2	Risk Register: The enhanced monitoring required for the HCUC Office for Student Registration should be added to the Risk Register	GDFRP	June 2019 (Audit Committee)