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Directorate:	Corporation	
Minutes of:	HCUC Governing Body	
Date:	Tuesday 11 December 2018	Time: 5.30pm
Venue:	A004/A005 – Uxbridge College, Uxbridge Campus	
Present:	Steven Cochran	Governor (<i>Vice Chair</i>)
	Mike Cox	Governor
	Tracey Critchley	Staff Governor (Harrow)
	Nicholas Davies	Governor (<i>Chair</i>)
	Lucy Khennache	Staff Governor (Uxbridge)
	Nasim Khan	Governor
	Alasdair MacLeod	Governor
	Camila Mendes	Student Governor (Harrow)
	Mariann Rand-Weaver	Governor
	Ketan Sheth	Governor
	Laraine Smith	Governor (<i>Group CEO and Principal</i>)
	Karen Tyerman	Governor
	Paul Walker	Governor
	Sally Westwood	Governor
Apologies:	Steve Owen	Governor
	Dariana Zoicas	Student Governor (Uxbridge)
In attendance:	Pat Carvalho	Harrow Principal and Deputy CEO
	Darrell DeSouza	Vice Principal Uxbridge
	Dylan McTaggart	Vice Principal Harrow
	Gavin Hughes	Director of Student Services (<i>item 10 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). There were no specific items that any of the Governors wanted to raise outside of the formal meeting.

Presentations

The Corporation Members received the following presentations:

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

The meeting noted a Learner Voice presentation from the Student Governor Harrow and from Director of Student services on behalf of Uxbridge College.

Uxbridge College:

Governors noted the 'You Said We Did' presentation. Issues during the year had existed around the following: a request for additional maths classes and better quality English and maths tuition; a request for additional help with completing UCAS applications; a request for more female security staff; better Wifi speed at Hayes and faster computers; the need for recreational clubs other than based around sport; the reliability of the HCUC App; the need for additional water fountains; lack of parking at Hayes campus; the need to wear ID lanyards all of the time; price of the food in the refectory and the need for better allergen labeling on food sold on campus. The management responses and planned actions in response to all of these issues were noted by the meeting. Governors sought clarity on the recurring complaint about the food being expensive; GH confirmed that there was a wide range of food options available many of which were very

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good value but some choices were more expensive. The meeting was pleased to note the positive feedback which highlighted the following things that learners liked about Uxbridge College: staff are professional; students given independence; LRC staff very helpful; learners feel safe and supported; and the view that the quality of teaching was high. The student conference in October 2018 had been positive with 185 Tutor Reps in attendance. A survey conducted on the day resulted in 72% of attendees agreeing that their lessons met or exceeded their expectations.

Harrow College:

The Student Governor Harrow (CM) presented the report to the meeting. The meeting noted the wide range of activities undertaken by the Student Council during the year including: Fresher's Fair; election of the Student Union Executive Committee; British Values and Prevent Tutorial; Student Rep training, a number of Expos had been held to showcase the work of different departments; a volunteering fair; activity around employability and 'working knowledge'; and a Staying Safe Fair. Feedback from the Student Council meeting on 7th November 2018 was noted which highlighted what was working well and what could be improved. Governors were pleased to note the positive feedback on Teaching and Learning. The 'You Said We Did' feedback was noted on the following issues: personal safety; IT resources; Learning Resource Centres; canteens; drinking water; and careers advice. The positive addition of the designated quiet room was noted. Members were pleased to note the positive feedback on feeling safe within the College; learners had noted the improvements and ongoing work being done by the college and the security team and 97% of students agreed that staff looked after their safety (from HCUC First Impressions Survey 2018). The improvement to the Wifi provision was also noted. The plans for the student led campaigns during 2018/19 were noted which included RAG Week activities and volunteering opportunities.

The Student Governor presentations were NOTED.

- **Annual Equality and Diversity Report, Gavin Hughes, Director of Student Services UC**

The meeting noted a presentation from the Director of Student Services Uxbridge College on the Annual Equality and Diversity (E&D) Report 2017/18. *(Report and discussion minuted at item 10).*

1. Apologies for absence

Apologies had been received Steve Owen and Student Governor Dariana Zoicas.

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

- **Retirement of Group CEO/ Principal**

Laraine Smith (LS) informed the meeting that she had decided to retire from her role at HCUC at the end of the current academic year. She was informing the Corporation as early as possible – in advance of her notice period - in order to enable timely recruitment of her successor. LS asked the meeting to keep this matter confidential until she had informed HCUC staff over the next day (the senior post-holders had just been informed). The Chair thanked LS for her huge contribution to HCUC and to Uxbridge College before that; she had been at Uxbridge College since 2003 and Principal since August 2007. After discussion it was agreed that FE Associates should be used as consultants to recruit to this key role, they had provided a good service during the recent GDFRP recruitment process. The Clerk would convene the Selection Committee (comprising 5 governors) as soon as possible in January 2019 and canvas all Governors to see what part they could play during the recruitment process.

The resignation of Laraine Smith as Group CEO/ Principal at the end of the 2018/19 academic year was NOTED and ACCEPTED.

The meeting APPROVED the appointment of FE Associates as recruitment consultants to manage the recruitment of a new Group CEO/ Principal.

It was AGREED that the recruitment process would be co-ordinated via the Clerk to the Corporation who would convene a Selection Committee in January 2019.

There was no other business notified.

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

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No specific interests were notified.

4. Minutes and Confidential Minutes of the Governing Body Meeting held on 25th September 2018

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 25th September 2018, 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. Governors were reminded that all ex-Uxbridge College governors had kept their existing appointment and cessation dates when Uxbridge College (UC) merged with Harrow College and changed its name to HCUC on 1st August 2017. The plan of the Search Committee was to keep existing cessation dates to ensure that future turnover of governors was staggered for the future but to re-appoint UC governors with cessation dates during the first few years post-merger. This was to enable the new organisation to have a period of governance stability for several years post-merger. The meeting considered the reappointment of the following HCUC governors whose term of office was due to finish in December 2018.

Mike Cox (MC): The meeting agreed that MC's finance expertise and tenure as Chair of Audit Committee met the current requirements of the Governing Body and strengthened its skills base.

Nasim Khan (NK): The meeting agreed that NK's ongoing input as a member of Audit Committee and as Link Governor for Safeguarding was an important asset to the new Corporation at HCUC and that his tenure should be extended.

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

- i) ***The re-appointment of Mike Cox as a Member of HCUC Corporation for a four-year term of office, (December 2018 to December 2022). MC to continue in his role as Chair of Audit Committee.***
- ii) ***The re-appointment of Nasim Khan as a Member of HCUC Corporation for a four-year term of office, (December 2018 to December 2022). NK to continue in his role as a member of Audit Committee and Link Governor for Safeguarding during this period.***

- **Corporation Self-Assessment 2017/18**

As part of the Governance Self-Assessment process 2017/18, 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 17 October 2018. 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 2017/18 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 2018 Governors' Training Day the performance against the Governance Objectives for 2017/18 had also been discussed by HCUC Governors.

The outcome of the discussions were noted as follows:

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- a. 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 the College Group.
 - o *The meeting agreed that considerable strides had been made during the first year post-merger. The new Corporation was working effectively (although the Ofsted-readiness had not been tested during 2017/18) and would continue to focus on HCUC strengths and weaknesses during 2018/19. It was agreed that there was a need to focus on ensuring ongoing strong attendance from all HCUC Governors during 2018/19.*
- b. To roll out the new e-governance software system from Board Intelligence ensuring that it meets the needs of all Governors and that all aspects of the new portal are maximised during the year e.g. sharing notes and annotations and the 'chat room' facility.
 - o *This objective had been achieved as HCUC Corporation had gone fully paperless on the Board Intelligence (BI) system in December 2017. The meeting agreed that the presentation from BI (at the October 2018 Training Day) had highlighted some interesting aspects of the system e.g. sharing comments. Governors did not feel that there was any ongoing need to further develop a 'chat-room' facility outside of formal meetings.*
- 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.
 - o *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 process and following discussion at the Governors Training Day the Clerk presented the following three priorities for the further development of governance at HCUC during 2018/19:

- i) 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.
- ii) 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).
- iii) 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 apprised on all relevant legislative changes e.g. the College Insolvency Regime.

The meeting commended this comprehensive governance self-assessment process. The Vice-Chair reminded the meeting of the FE Commissioner Report into recent failings at a number of FE Colleges and the negative impact of a lack of realistic self-scrutiny by governors and senior leaders.

The HCUC Governance Development Objectives 2018/19 were APPROVED as presented.

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

The Clerk presented draft KPIS for the Corporation to use within the 2018/19 self-assessment process. **The Governance KPIs as presented were APPROVED.**

- **Feedback from October 2018 Training and Planning Day**

The Clerk provided a brief summary of the main items covered at the Training and Planning Day in October 2018 and Governors feedback on their usefulness and relevance. The response was very largely positive.

Noted

- **Chair's Update**

There was no Chair's update to report.

- **CEO's Update**

There was no additional CEO's update.

- **Governors' Update**

The Vice-Chair gave the meeting some feedback from his attendance at the recent AoC Conference (November 2018). The general feeling in the FE sector was downbeat with the potential funding constraints and curriculum changes.

NOTED

7. Self-Assessment Reports (SAR) 2017/18 and HCUC Overview

The meeting considered an overview Self-Assessment commentary 2017/18 that related to HCUC; this had been drawn from the individual Harrow College (HC) and Uxbridge College (UC) SARs and performance data. Governors noted that, over the year, a better understanding had been obtained in relation to the characteristics of each constituent college and the features that described HCUC as a new institution. As a result of this analysis, greater clarity had emerged in terms of the main purpose and drivers for the curriculum portfolio offered at each college (HC and UC). The meeting agreed that it was important not to lose these individual College factors in the amalgamated HCUC combine data.

The SAR overview report for HCUC had been drafted to mirror the format of the Ofsted Common Inspection Framework (CIF) and reported on the following: Quality of Leadership and Management; Quality of TL&A; Personal Development Behaviour and Welfare (PDBW); Learner Outcomes; 16-18 Study programmes, Adult programmes, WBL apprenticeships, and High Needs Students. HCUC's learner cohort for Class Based Learning (CBL) was split, 63% (16-18): 37% (19+). However, whilst the overall number of leavers (All Ages) were similar at HC (9240) and UC (10913) there were significant differences within this in terms of the 16-18/19+ split, with HC at 43%/ 57% respectively and UC at 80%/ 20%. Governors were reminded that this had a bearing on the relative levels of college funding as well as resultant variations in the type of programmes and modes of study of the cohorts of learners, at HC and UC, especially so for 19+. The meeting noted the proposed SAR grades for overall effectiveness 2017/18 across HCUC:

Overall Effectiveness	2	16-18 Study Programmes	2	Adults 19+	2	Apprenticeships	3	High Needs	2
L & M	2	2+		2		3		2+	
Quality of TL&A	2	2		2		3		2	
PDBW	2	2		2		3		2	
Outcomes for Learners	2	2+		2+		4		2+	

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Governors were informed that the self-assessed grade for TL&A had been set at Good as there was more work needed on the consistency across the whole of HCUC. However, Governors were assured that the headline levels were good at both colleges with UC marginally ahead. The meeting noted that the SAR would be subject to a peer review (colleagues from another college) as well as being sent to an ex-Ofsted Inspector for review.

Governors considered the emerging strengths and emerging AFls for each aspect of the CIF for each of the Colleges. The meeting noted the strength of PDBW in each of the Colleges and the strong learner outcomes as previously discussed in the meeting.

The emerging **Common Strengths** (i.e. a strength in each of the colleges) of HCUC were noted as:

- Managers had high ambitions for students and set challenging key-performance-targets which were largely met.
- Strong Staff Development focus on TL&A
- Safeguarding and Equality & Diversity
- Active and effective learner voice
- Most Qualification type provision was above NA with particularly high QAR in a number of curriculum areas - SSAs 2, 6, 12 & 14.103
- Strong internal progression and high proportion of positive learner destination
- Effective individualised academic support for the majority of CBL learners led to high retention and achievement
- Good or better TL&A delivered in the majority of cases
- Good Careers activity and IAG

The identified **Areas for Improvement** across HCUC were noted as:

- Consistency in Study programme attendance
- WBL Timely and Overall QAR
- AS/ A level
- Greater consistency of learner outcomes for a few SSAs.
- Further improvements in 19+ Access to HE
- Robust judgements of TL&A quality to confirm greater consistency of high standards.
- Further stretch & challenge for all learners through better assessment for learning.

The meeting was assured that the strengths and Afls would form the basis of quality improvement work for HCUC in 2018/19. Governors were reminded that underlying the whole college SAR were self-assessment reviews at Subject Sector Area (SSA) level that linked to the curriculum areas at HC and UC. These had generated Quality Improvement Plans (QIPs) that would drive the improvement activity throughout the year. The meeting commended the detailed information provided in the report which enabled them to understand the strengths and weaknesses of the two colleges and provided a clear picture across HCUC. The meeting agreed the ongoing importance of having a rigorous and realistic self-assessment process across the whole College; this had recently been highlighted by the FE Commissioner in relation to recent College failures.

a. Uxbridge College SAR

b. Harrow College SAR

The meeting noted the detailed Self-Assessment Reports for 2017/18 for Uxbridge College and Harrow College and took them as read by the meeting. It was noted that the QCS Committee had approved the SARs and the HCUC overview that was presented to them (28/11/18) and it had been recommended that these three documents should be uploaded to the ESFA Gateway in January 2019 as well as the Ofsted portal. In addition the Stakeholder and Scrutiny Committees (SSCs) at Harrow and Uxbridge had reviewed the respective Colleges summary Self-assessment reports (SARs) and the Strengths and Areas for Improvement (Afl) emerging from them.

The College Self-Assessment Reports 2017/18 for HCUC, HC and UC, were NOTED and APPROVED; they would be uploaded to the ESFA Gateway and to the Ofsted online portal.

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- **Higher Education SAR & Annual Provider Review (APR) Assurance 2017/18**

The meeting noted that the QCS Governors had provided assurances regarding the management of HE Quality at HCUC and the required documentation has been sent to HEFCE by the deadline of noon on 3rd December 2018. Governors were given confirmation that this was in line with the process previously agreed by the HCUC Corporation (10th July 2018 meeting, minute 8).

Governor Assurances, as required by the APR process, had been obtained from governors Mariann Rand-Weaver (UC) and Karen Tyerman (HC). In addition Governors at QCS Committee (28/11/18) had reviewed the HE documentation supplied and confirmed their confidence in the findings. The meeting noted that Higher Education SARs for both HC and UC had been finalised and presented to the respective SSCs; Quality Implementation Plans had been developed in both cases.

Application to the Office for Students (OfS) for Registration as HE provider. The meeting was given a verbal update that the College had just received notification that its application to the OfS had been successful with two caveats attached one of which was in relation to 'continuity rates' for HE. Further detail on this continuity metric would be provided via QCS Committee in the spring term 2019. Governors discussed the large amount of management time involved with the OfS and work and whether it had now become disproportionate to the scale of the HE provision at HCUC. The meeting was informed that the future of registration with the OfS and the future of HE provision at HCUC would be included on the Risk Register moving forward due to the complexity of this area and the very rigorous demands of the OfS.

The meeting RATIFIED the submission of the HE APR assurance 2017/18 to the Office for Students. The SAR 2017/18 for Higher Education was APPROVED as presented.

8. Audit of Financial Statements 2017/18

- **To receive, consider and approve the Report & Financial Statements of HCUC for the period ending 31st July 2018 as recommended by the Resources Committee**

In the absence of the Group Director Finance and Resource Planning (GDFRP), the Chair of the Resources Committee (AMcL) gave the meeting a comprehensive presentation which detailed the results for HCUC for the year-end 31 July 2018. 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 28 November 2018. The meeting was given assurance that the Resources Committee was recommending the Financial Statements 2017/18 to the Corporation for approval.

The following key points were highlighted:

- The operating surplus for the year was £547,000 (compared with £892,000 in 2016/17).
- Once the impact of the FRS17 pension gain was applied this resulted in a surplus 'Total Comprehensive Income' of £23.210m. Net assets of £15.226m were transferred from Harrow College on merger to HCUC.
- The balance on the income and expenditure account (excluding pension reserve) now stood at £51.583m (compared with a figure of £43.791m in 2016/17).
- The College had accumulated reserves of £60.202m, net assets of £90.632m and cash balances of £17.698m.
- The LGPS pension liability was noted as £13.900m compared with £19.602m last year (the prior year figure was for Harrow and Uxbridge as separate colleges). Governors were reminded that the pension liability (FRS17) was not included by the ESFA when assessing the financial health of colleges.

The meeting noted the Income and Expenditure account, Notes to the Financial Statements and Balance Sheet. In 2017/18 the College delivered activity that produced £40.027m in Agency main allocation funding (compared with £43.119m in 2016/17). The total Agency funding was at 81.6% of income in 2017/18 (83.05% in prior year). Total income had decreased from £51.733m in 2016/17 to £49.031m in 2017/18; UC income had fallen by 2% on prior year due to a lower Adult Education Budget; and HC income had fallen by 10% due to some courses having been removed. Expenditure had decreased from £51.035m (across the two colleges pre-merger) to £48.484m; of this £33.731m related to staff costs compared with £34.719m in the prior year. AMcL highlighted that all central staff costs – corporate services and SLT – were currently

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included against the UC staff cost; eventually these staff costs would be allocated more accurately across HC, UC and West Met Skills. The meeting noted the financial data for each of the two colleges as well as a group position; this enabled management and governors to test that each College was operating efficiently. The details of the fixed asset additions during the year were noted, which amounted to £7.73m; of which £5.309m was on land and buildings and £2.421m was on equipment. The meeting commended the strong financial performance indicators for 2017/18 which included a strong operating cash inflow (£5.5m) as well as the following:

- Operating surplus of 1.14% of income (UC had been 2.8% in 2016/17)
- Cash balances of £17,698,000 (UC £12,152,000 and HC £6,107,000)
- Current ratio (assets over liabilities) of 1.9 (UC had been 2.7 in 2016/17). AMcL reminded the meeting that a current ratio of '1' or above would be considered good.
- EBITDA (education specific) - earnings before interest, tax, depreciation and amortisation - at 12.12% which was down on the prior year figure of 16.51% at UC
- 69% staff costs as a percentage of income including agency staff (66.2% in prior year). This figure reduced to 66.54% when the pension cost was excluded
- 80.71% dependency on agency income (UC 83.05% and HC 81.09% in prior year).

The meeting considered and noted the Statement of Corporate Governance and Internal Control and the assessment of the College as a 'going concern'. It was confirmed that the other senior members of the SLT at HCUC had contributed to the narrative of the Members Report. The meeting commended the 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. Of particular note was that HCUC had made a surplus in the first year post-merger despite merger costs of approximately £800,000 in year and £1.8m FRS adjustments in relation to the LGPS pension scheme. The restructure across central and corporate services had reduced costs by circa £1 million. There had also been significant capital investment made at the Harrow Campuses; fixed assets had increased by £4m in the year. 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. The financial health grade of 'outstanding' achieved in 2017/18 was forecast to be maintained into the next two plan years. The meeting commended the ongoing tight control of expenditure and the strong financial results. Governors were assured that one of the key priorities of the newly appointed GDFRP, when taking up post in January 2019, would be to take forward progress made with financial reporting across the whole group and iron out the anomalies with the allocation of central costs.

The meeting APPROVED the Report & Financial Statements of HCUC for the period ending 31st July 2018 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 (Moore Stephens 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 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 grade B ('important issue, requires attention) and one grade 'C' ('less important/housekeeping). The grade B recommendation was in relation to the need for a comprehensive Fixed Asset Register; management had accepted this recommendation and would complete the verification exercise during 2018/19. The lower priority recommendation was in relation to 'document retention on Midland iTrent' (the HR system recently implemented across HCUC); this had also been accepted by management and would be implemented by the HR Director. The meeting also noted that there were no unadjusted misstatements to report. There had been a presentational adjustment of £15.2m in the Total Comprehensive Income as the net assets of Harrow College on merger should have been treated as 'combination that is in substance a gift'. Governors agreed that the low number of recommendations highlighted an ongoing positive control environment at HCUC during a difficult year post-merger when systems had to be integrated.

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The Audit Committee members commended the College finance team and Sara Sands (the 'outgoing' GDFRP) in her absence – she had left the College the previous week - for another positive result.

The 2017/18 External Audit Management Report for HCUC, from Moore Stephens 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 would 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.

• ***To receive the National Funding Assurance Report HCUC 2017/18***

The meeting considered the report from RSM UK LLP, commissioned by the Education and Skills Funding Agency (ESFA) within the annual national sample of Final Funding Returns. The RSM review had examined the College's final ILR for 2017/18, which had consisted of a 'stitched file'; Harrow College and Uxbridge College had run two different Learner Number Systems and different procedures during 2017/18. The funding streams considered had been: carry-in apprenticeships and adult education budget provision; Apprenticeships (from 1 May 2017); Advanced Learner Loans; and 16 to 19 provision.

The meeting noted the assurance review approach taken by RSM and the errors found during the funding audit. The associated risks and associated funding adjustments were clearly highlighted in the report. The meeting was given assurance that this report and the Action Plan had been discussed in detail by the Audit Committee in November 2018. Members were pleased to note that many of the recommendations had already been completed, whilst others had completion dates for December 2018 or early in 2019. The Chair of Audit Committee assured the meeting that RSM had stated that all of the errors found were commonly found across FE college funding audits. However the HCUC Director of Funding and Information had informed Audit Committee that she was very aware that there was still work to be done to get the College back to the very high level of compliance with funding requirements that had existed pre-merger. The Corporation was assured that due to the considerable work undertaken during 2017/18 on aligning the two college systems, HCUC was compliant with funding rules for 2018/19.

The National Funding Assurance Report from auditors RSM for HCUC 2017/18 was RECEIVED and APPROVED.

ITEMS FOR INFORMATION

9. Update on A Level provision at Harrow College

The Principal updated the meeting following the discussions at the Governors 17th October 2018 Training and Planning Day about the future of A Level provision at Harrow College (HC). This was based on the weak quality outcomes of the provision at Harrow over a number of years and the low learner numbers, which had introduced a further question mark over the viability of the provision. Governors were reminded that the provision had been reduced in scope for 2018/19 in response to the trend outcomes identified as part of the curriculum review undertaken in autumn 2017. The meeting was reminded that there was still a concern about whether offering even a reduced A Level programme at Harrow was a viable option, taking into account a balanced view of quality and effectiveness and efficiency indicators. The average A level class size at HC was 14.5 against the same figure at Uxbridge College of 19. The Principal informed the meeting that the Harrow Stakeholder & Scrutiny Committee Meeting held in mid-November had also considered the matter; members had been fully briefed about the scope of the detailed Harrow A Level review exercise conducted in November. Governors noted that the scope of the A Level Review at Harrow College had been to develop a comprehensive examination and understanding of the:

- Organisation and staffing of the A Level programme
- The suitability of the learner cohort
- Assessment strategies and monitoring activity that link to expected and actual learner progress

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attainment

- Quality of the learner experience through in-class observation and learner feedback.

The two elements of the review, a desk top analysis and the review visit by the very experienced Head of 6th Form (Uxbridge) was noted. The meeting took the detailed 'Outcome Review Report' as read but were pleased to note that while there were learning and development points to take forward from the review, there were a number of broadly positive indicators about the quality of the reduced A Level programme now being offered at Harrow. However, the meeting noted that a fundamental concern remained about the viability of the provision with respect to learner numbers and class sizes. The Principal informed the meeting that the issue of whether Harrow College could carry the small numbers of learners currently enrolled on its reduced A Level Programme was one of a number of curriculum matters to be considered when developing a realistic portfolio/course file for Harrow for 2019/20. The Principal reminded the meeting of recent comments from the FE Commissioner in relation to failing colleges when he had asserted that 'each part of the business had to make sense'. Governors sought, and were given, assurance that there was a comparable review process in place for Uxbridge; but the context appeared to be more positive for Uxbridge based on early indicators of FT enrolment numbers. The meeting noted that the December ILR return submitted to the ESFA on 6th December would clarify the learner numbers and the associated funding value, including how this divided between Harrow and Uxbridge.

The Principal informed the meeting that an update would be developed for the March 2019 Governing Body and SSC meetings; this would outline any proposed changes to the 2019/20 curriculum offers at both Harrow and Uxbridge. Governors sought, and were given assurance that all possible consequences of Harrow withdrawing from A level provision would be considered before any decision was made. LS confirmed that for the time being applications for all provision advertised in the 2019/20 prospectuses would be processed as normal. Once final decisions were made about the revised HCUC curriculum offer for 2019/20, any applicants affected by any agreed changes would be informed in sufficient time for them to make alternative arrangements should there be a need to do so. The meeting asserted the importance of involving the SSCs in this decision as the local picture and input from Harrow SSC members would be important. Governors sought, and were given, confirmation that the outcome for A Level provision at Harrow was not yet determined; the final decision would be based on the curriculum review and the figures. The meeting commended the swift and decisive management action taken to date and the thorough process undertaken before any decision was made.

The meeting NOTED the update on the future of A level provision at Harrow College.

An update would be considered at Corporation and Stakeholder and Scrutiny Committee in March 2019 before any final decision was taken.

10. Statutory Updates: Annual Equality and Diversity Report

The Director Student Services Uxbridge (GH) presented the annual Equality and Diversity (E&D) Report covering students across Harrow College and Uxbridge College during 2017/18. The annual quality assurance audit for equality and diversity had now been completed and had reviewed 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: The largest ethnic groups were noted as the following: Indian - 16.3%; White British - 16.0%; Other White - 11.8%; Black African - 10.6%; Other Asian - 10.0%; Other Ethnic Group - 7.3%; Pakistani - 7.0%; Other Arab - 5.6%; and Black Caribbean - 5.1%.

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

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Student Success rates for 2017/18: Student success rates for 2017/18 were higher than in the prior year and all groups except Chinese were above the QAR national average (84.09% against NA 87.30%). All groups were within 5% of the college average of 86.62% (which was the target the College set itself), apart from Black Caribbean at 80.76%. GH informed the meeting that this success data included short qualifications and would be further analysed when the data excluding short qualifications was available.

Success by gender: The female/ male gap remained low at 1.62%.

Learners that declare a difficulty: The success rates of those learners that declared a learning difficulty were 4% below those that did not have a learning difficulty; this gap had increased from 1.6% in the prior year. Governors were given assurance that this area had been flagged for improvement action during 2018/19.

Disability: The meeting noted detailed disability data by 13 categories and noted that overall students with disabilities performed in line with those without disability. GH highlighted that the variations within this data would form actions for the equality and diversity forum. The same disability data excluding English and maths qualifications was noted.

Socio-economic disadvantage: Learners living in postcodes identified as areas of socio-economic disadvantage performed 2.88% lower than those without a socio-economic disadvantage.

Looked after children: The achievements of Looked After Children (LAC) had shown that these learners performed 1% lower than other learners. Detailed destination data for LAC was noted and the meeting was pleased to note that 96.55% had a positive destination recorded in 2017/18.

High needs learners: The meeting was reminded that in 2017/18 HCUC had seen an increase in the number of High Needs Learners from 265 in the prior year to 379. As in the prior year the College supported the majority (80%) of these learners on mainstream courses. However, High Needs students' success rates had declined during 2017/18 to 82.15%; the achievement gap was now 4.7%. Further analysis showed that the area requiring improvement was English & maths; success data for High Needs Learners was 94.07% when English and maths results were excluded. Therefore an area for improvement for 2018/19 would be high needs learners' achievement in GCSE maths and English. Destination data for High Needs Learners was positive at 98.83% and the majority had progressed on to new courses at HCUC.

Student Disciplinaries:

Uxbridge: There had been a similar number of disciplinary hearings: 139 compared to 131 in 2016/17 of which 23% resulted in exclusion which was lower than 29% in the prior year. However, a disproportionate number of disciplinaries involving Black African students was found in 2017/18. 32 Black African students (compared to 22 in the prior year) had stage 3 disciplinaries, which is 23% of all stage 3's compared to their population in the College at 10%. Black Caribbean students were also disproportionately represented.

The meeting was assured that the College's E&D action plan continued to identify and support 'behaviourally at risk' Black African and Caribbean students. GH highlighted that the success rates of Black African learners in 2017/18 was 83.54% therefore this action plan would focus on those 'at risk' from a behavioural perspective. There were 32 exclusions (compared to 38 Exclusions in 2016/17) of which: 75% were male and 25% female; 5 were Black African; 3 Black Caribbean; 4 Asian any other; 1 White British; 2 White Other; 1 Other Arab; 3 mixed White and Black Caribbean; 3 Pakistani; 2 Black Other; 1 Indian; and 6 Other. Governors challenged the SLT to think about new ways to address this issue, possibly working with learners even before enrolment by contacting schools or running pre-enrolment workshops about behaviour. GH confirmed that the SLT had spent a lot of time trying to think of ways to address this issue and it was still proving problematic. It was agreed that an update on this issue should be brought back to the Corporation later in the year (May or July 2019) with an action plan for enrolment 2019/20.

Harrow: There had been 91 Stage 3 Warnings, 78% of these were for attendance related issues, 16% for behavioural issues and 5% for academic issues. There were 13 Stage 4 Warnings – 62% (8) of these were continued absence and 38% (5) for behavioural issues. Three of the behavioural cases were recommended for exclusion. However, the disciplinary count did not show any significant groups that were disproportionately represented in relation to the College enrolment population.

- **Staff**

Staff from BME backgrounds: Both Colleges had achieved the 35% BME target (reflecting the BME population in the Greater London Area); Uxbridge College (UC) was at 35% and Harrow College (HC) was at 46%. Governors sought clarification on whether there was a legal requirement to declare the ethnicity of

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the College's senior management team in the annual E&D Report; GH confirmed that this was not required. However, after discussion the meeting agreed that these details should be added to future versions of the E&D Annual report for transparency and openness.

Staff Gender: The breakdown of female/ male staff at HCUC was: UC 74%/ 26% and HC 73%/ 27%.

Staff Disability: The number of staff disclosing a disability was: UC 6.9% and HC 5.9%. The meeting noted that this was higher in both colleges than the FE College average of 4.0%.

Staff Recruitment: The data from each college was noted for 2017/18.

Harrow: there were 172 applicants from a total of 27 recruitment campaigns and 21 candidates were offered roles. Of the applicants 44.8% were BME and 7 of the 21 offers were to candidates from BME groups (33.3%). There were no internal promotions at HC during this period.

Uxbridge: There were 1,247 applicants from a total of 138 recruitment campaigns and 107 candidates were offered roles. Of the 107 offered, 53 were from BME groups (49%). There were 21 promotions and of the 21 offered, 11 were from BME groups (57%).

Training: 56 staff were trained in 2017/18 on Equality and Diversity during the Whole College Training Days, making a total of 704 staff having received E&D Training over the past five 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 2017/18 was 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.

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 2017/18.

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.

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

GH summarised by stating that this 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 and a maintained narrowing of gaps in achievement for those with protected characteristics. Overall the staff from BME backgrounds was at 41%, well above the target of 35%. 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 will be addressed in the implementation of the Action Plan for 2018/19. 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. Governors suggested that the two small paragraphs in summary on the E&D Report did not do justice to the 9 pages of positive data; GH confirmed that the version of the E&D Report published on the College website had a fully narrative summary.

The Annual Equality & Diversity report 2017/18 for HCUC was RECEIVED.

It was AGREED that:

- i) An update on the issue of 'behaviourally at risk' Black African and Caribbean students should be brought back to the UC SSC and the Corporation later in the year (May or July 2019) with an action plan for enrolment 2019/20.***
- ii) Data on the ethnicity of the Colleges Senior Leadership Team should be included in future Annual E&D Reports.***

11. Notification of any fraud 2017/18

It was noted that there had been no known attempted fraud or corruption issues to report year-to-date.

The report was NOTED

12. To receive the Audit Committee Annual Report to the Corporation 2017/18

The Chair of Audit Committee presented the Annual Report from the HCUC Audit Committee for 2017/18. 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 2017/18.

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 2018. 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.
- New Opportunities: The diverse activity with several new employers providing assignments for learners was commended.
- 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. West Met Skills had won bids to deliver apprenticeships with some key levy-paying employers including RAF Northolt, JC Decaux, Harrods, Skanska, GE Healthcare, Hillingdon and Harrow Local Authorities. Local community partnerships had been established to increase the number of participants on short employability courses; Harrow College had seen an increase in numbers in ICT and Business Admin courses. ESFA projects were also continuing this year.
- Employers/ Employer Groups: recent activity had included the following:
 - Heathrow: Attended Heathrow Skills Taskforce Focus Group facilitated by National Schools Partnership to look at, for example, Heathrow as a career of choice as well as how to support Heathrow to achieve 10000 apprenticeship target.
 - Met with Fujitsu and representatives from Nutanex, Ruckus and Citrix to discuss IT needs, This was primarily in relation to the proposed IoT but also to consider future IT needs more generally. Agreed to meet again to look at specific lines of enquiry (to be agreed) facilitated within Fujitsu's 'Future Lab'.
 - West London Business: Harrow College had 3 apprentices shortlisted for the WBL awards (Engineering, IT and Lab Technician).
- 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.

The detailed report on the current GLA bids (as highlighted in the Finance Directorate Capital Report, agenda item 14.3) was noted. PC informed the meeting that she now received confirmation that both HCUC bids would be taken forward to the full application stage. The Chair sought confirmation on who would be leading on the complex capital bids and PC confirmed that the College's external Property Consultant (Robert Drury) supported by quantity surveyors Gardner Theobald would work with the Group Director Finance and Resource Planning (GDFRP) to lead on the building project bids. The meeting was reminded that the newly appointed GDFRP – Shane Woodhatch - would take up post straight after the Christmas break.

- Institute of Technology (IoT): PC outlined the progress with the Stage 2 application for the IoT which had been submitted in November 2018. The meeting noted that HCUC now had new employer partnerships including, Michael Page Recruitment, HOBS (3D Modelling), Constellium, Advanced UK and Pearson. The

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College was also communicating with Crossrail to secure a positive partnership. The timetable for the next stage in the IoT process was noted as follows:

- February 2019 – interviews with DfE Officials
- March 2019 – notification of Stage 2 outcome
- June 2019 – award of licence and capital funding agreement after negotiation (March – May)
- From June 2019 – Set up IoT and commence capital projects (deadline for capital spend is March 2021)
- September 2019 – commence IoT delivery with existing student automatically part of the IoT.

The meeting noted the financial dashboard which outlined the baseline case if HCUC achieved target learner numbers in the IoT by year 5.

The Partnerships Report was RECEIVED.

14. Finance Directorate Report

14.1 HCUC Management Accounts for the quarter ending 31 October 2018

The Chair of the Resources Committee presented the composite HCUC management accounts to 31 October 2018. An historical cost surplus for the period ending 31st October 2018 of £3,407,000 compared to a budgeted surplus of £2,602,000 giving a favourable variance of £804,000. The significant variances were highlighted to the meeting in the narrative. :

- Income of £13.057m compared with a budget of £13.372m giving an adverse variance of £315,000.
- Expenditure was showing a favourable variance of £962,000 against the budget of £14.450m. Staff of £7.318m compared to budget of £7.854m, (favourable variance of £536,000 due to vacant posts within Academic and Support staff). Members were reminded that the budget assumed all posts would be filled for the whole year.
- Other Operating Expenses: a favourable variance of £426,000 against the budget of £3.596m. This was noted as mainly being due to timing issues with later expenditure on exams and materials than forecast.
- Balance Sheet remained strong with a cash balance of £20.494m.
- All ratios were healthy: cash days in hand at 147 (target of 112.7); and current ratio at 1.98 (target 2.2).
- The College was currently complying with all loan covenants.

The HCUC Management Accounts for the first quarter to 31st October 2018 were RECEIVED

14.2 Update on performance against target for ESFA contract 2018/19

The meeting noted an update report on performance against the ESFA contract for 2018/19. The meeting noted that the student number target had not been achieved with the recruitment (still on role at the end of November 2018) of 5,738 full time 16-18 learners against a target of 5,960. It was confirmed that under-performance against the ESFA funding allocation target for 162 aged 16-18 learners in 2018/19 (£621,568) would not be lost in-year due to lagged funding rules. However, the ESFA allocation for 2018/19 would be lower to reflect the under-recruitment. Members noted that it was expected that there would be a surplus against the ESFA funding allocation for 19+ learners in the order of £212,436. The net effect on 2019/20 funding was noted as being circa £409,132. This had been discussed in detail at the October 2018 Governors Strategy Day but the following updates in relation to each College were noted.

Harrow College:

- 16-18 recruitment against target was at 89%.
- Construction, and Business were above target overall, with Business and ELD above target for 16-18 year old learners.
- All remaining areas had recruited below target.

Uxbridge College:

- 16-18 year-old recruitment against target currently at 99%
- All areas were over target overall, apart from Hair, Beauty & Hospitality, Computing and Academy.
- Hair, Beauty & Hospitality, Computing and Business School were under target for 16-18 year olds.

The Principal assured the meeting that Governors would be kept updated on any change to this position.

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NOTED**14.3 Capital Update**

The meeting took the Capital Update Report as read, this had been considered in detail at the Resources Committee meeting in November 2018 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 had been some snagging issues which were now resolved. The final account had not yet been agreed and the College was taking advice from Gardner Theobald regarding next steps.

The Local Skill for Londoners Capital Investment Fund – Stage 2:

- Newton Building, Harrow Weald: The meeting noted that the College had now submitted an application in the first stage for grant funding from the GLA (LEAP) under the “Skills for London Capital Fund, round 2” for the refurbishment of the Newton Building to include workshops and classrooms. The cost was c£3,574,799 and the College was bidding for 33% funding from the GLA. The meeting noted that the Newton Building had now been fully vacated and would not be used by the College during 2018/19. Governors sought, and were given, confirmation that planning approval has been approved for the refurbishment and new build works. The meeting noted the key dates associated with the bid: application deadline January 18th 2019; confirmation of successful application April 2019; and grant agreement and start delivery May 2019.
- Armstrong Building, Harrow on the Hill: The meeting noted that the planning application for the remodelling of Armstrong Building had now been approved. The same key dates applied to this grant application as outlined above. The cost of this work was forecast at £8,200,515 and HCUC was applying for grant funding of 65% from the GLA.
- Mayors Construction Academy: The meeting noted that this bid had now been merged with the grant application for Newton Building. Costs were forecast at £326,081 and the bid was for 35% funding from the GLA.

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 submission had been made on 20th November 2018 and would be followed by an interview with Department for Education officials in early 2019.

The Finance Directorate Report was RECEIVED.

15. Academic Report

The meeting considered a report which covered the following: HCUC Year-end QARs including retention and achievement rates 2017/18; QIP 2017/18 updates for each of the separate colleges; YTD performance against in-year Key Performance Indicators including attendance; the November 2018 Complaints and Disciplinary Reports; an update on the Quality of Teaching Learning and Assessment (TL&A); and the Learner Satisfaction Report. This report was largely taken as read after the time spent considering the SAR at item 7 of the agenda.

Year-End QARs 2017/18: The meeting noted the finalised QAR reports which summarised the confirmed College performance during 2017/18. Governors were pleased to note that headline QARs for both HC and UC indicated that high levels of learner achievement had been maintained [HCUC QAR 85.6% (16-18) against NA 81.5%; 88.4% (19+) with NA 87.9%]. The meeting took the detailed report as read but noted that there was good consistency across Qualification Types; when examined by volume, over 90% of provision is above NA. The majority of Subject Sector Area (SSA) provision by volume was also at or above NA, although more variation was evident for 16-18 provision. As previously discussed the QAR Areas for Improvement for 2018/19 would be centred on Access 19+ and the A level offer.

For 16-18s: Entry, Level 1, & Level 2 were above NA but Level 3 was below NA due mainly to A/AS-Levels. The meeting also noted that HCUC WBL Apprenticeship combined QAR had fallen and for the first time was below NA [Overall 66%(vs 69% Provider NA) and Timely QAR 55% (against 60% PNA).]

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QIP 2017/18: 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.

Year-To-Date attendance: 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 89.2% for 16-18 and 88.6% for 19+ learners; both above the target of 86%. Attendance at English (84% for 16-18 and 85% 19+) and Maths (84% for 16-18 and 86% for 19+) was also noted. Governors took the report which detailed attendance at each College by age and type of provision as read.

Complaints 2018/19: 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 2018/19 there had been 6 formal complaints, of which 1 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.

Disciplinaries: This was noted as being higher than at the same time in the previous year; Business School at UC had posed particular challenges year-to-date. Governors were reminded that the QCS Committee and the SSCs had discussed this matter in detail and sought reassurances around an action plan to remedy the increase in Stage 3 disciplinary referrals.

Quality of TL&A: Initial observations YTD showed 81% good or outstanding across HCUC (Exceeds or Meets Expectations). The meeting was pleased to note that the systems to gauge the quality of TL&A at HC and UC were now converging, with formal joint 'shadow' Lesson observations and Learning Walks underway using external Ofsted trained observers. A common joint HCUC wide audit of TL&A was being planned for after Spring half-term 2019 which would use the same external observers at both institutions. The meeting was reminded that the College had graded its quality of TL&A as 'Good' within the SAR 2017/18 and this early evidence supported this judgement.

Learner Satisfaction 2018/19: The meeting was informed that a combined HCUC learner survey – 'First 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 (96%); 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.

The Academic 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 this was the first update since the approval of the Corporate Goals at the September 2018 Corporation meeting. LS 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. Governors noted the difference in the capture of destination data between the two colleges and were given assurance that a more developed approach would be introduced to Harrow College.

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. LS confirmed that the Afls would be

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monitored through the Quality Improvement Plan 2018/19 which would be presented within the Academic Report at all future Governing Body meetings.

The meeting RECEIVED the Corporate Goals update report.

17. Audit Committee – 28 September 2018

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

NOTED

18. Resources Committee – 28 November 2018

The minutes of the meeting would be circulated as soon as available. The following item was highlighted by the Chair (AMcL): the committee had approved a small debt write-off for Harrow College 2016/17.

NOTED

19. QCS Committee – 28 November 2018

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) Dashboard of KPIs for Governors was a positive new addition (QCS asked for it to be kept simple).
- ii) Concerns about cannabis and drugs at Uxbridge College - raised by UC Staff Governor at the meeting. This was discussed at QCS and was also raised at UC Stakeholder and Scrutiny Committee in November. Not such an issue at Harrow College but they also need to be aware. SLT aware and developing an action plan to raise awareness with staff and students.
- iii) Annual QA Assurance for Higher Education (HE) 2017/18 was approved (with delegated authority from GB as agreed).
- iv) Moving forward SLT need to think about how HCUC Policies reflect the values of the organisation? How could HCUC values become embedded?

NOTED

20. Stakeholder and Scrutiny Committees (SSCs)

The meeting received the minutes from the two individual College SSCs which had been held on 13th November at Uxbridge and 14th November at Harrow. The following issues were highlighted from each of the SSC meetings:

Uxbridge SSC:

- UC SSC was now chaired by External Member Mike Crane as the previous SSC Chair (HCUC Governor MRW) had taken over the Chair's role for the QCS Committee of the Corporation
- The meeting had considered the College mental health strategy and action plan in some detail.
- The issue of cannabis usage and the need for an action plan/ awareness campaign for staff and students had been discussed. (This was also reflected in discussions at the QCS Committee on 28/11/18, see minute 17 above.)

Harrow SSC:

- The options for A level provision at Harrow 2019/20 onwards would be discussed in more detail at the March 2019 SSC meeting (after consideration at the Governing Body on 11 December 2018).
- The SSC Members were appreciative of the HCUC Corporation's agreement to improve the flow of information between the SSCs and the Corporation; in relation to information flow both ways.
- The SSC approved the format of the new Dashboard of KPIs and commended its simplicity. They believed this would be a useful tool for staff and governors in preparation for Ofsted inspection.

NOTED

21. To confirm the dates and times of the meetings for 2018/19 (all at Uxbridge campus)

- Tuesday 19th March 2019 at 5.30pm
- Wednesday 1st May, Training and Planning Day, 8.45am (SSC Members to be invited.)

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- Tuesday 21st May 2019 at 5.30pm
- Tuesday 9th July 2019 at 5.30pm

22. 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.

- Outcomes 2017/18: The Corporation commended the strong position that HCUC was in one-year post merger. The new College had managed to generate an operating surplus of £547,000 during 2017/18; this was a creditable financial result as HCUC had also borne merger costs of c£1 million during this first year of operation. The quality of the curriculum offer had not been compromised during the post-merger period as so often was shown to be the case after a College merger. The strong TL&A, QAR outcome data, destinations and positive learner feedback all supported this view.
- Office for Students and their increasing demands on processes and systems was a potential threat moving forward. The management input and paperwork required for compliance with OfS requirements was completely disproportionate to the size of the HE offer at HCUC; this was the case with most FE Colleges.
- Diversity Data: The gaps in learner outcomes for some sub-groups as identified within the Equality and Diversity Report would be closely monitored through the SSCs. These included: Learners who declared a disability; High Needs Learners (potentially due to the impact of English and maths). The action plans for the increased number Stage 3 Disciplinarys and the disproportionate number of Black African and Black Caribbean students affected to be brought back to the SSCs.
- A Level Offer at Harrow: The Corporation agreed that an update report should be taken to the March 2019 Governing Body and SSC meetings. The report should outline any proposed changes to the 2019/20 curriculum offers at both Harrow and Uxbridge. The viability of the Harrow A Level offer would be one of a number of curriculum issues addressed when developing and presenting the review. For the time being applications for 2019/20 for all provision advertised in the 2019/20 prospectuses will be processed as normal. The Corporation valued the Harrow SSC input into this important strategic decision around the A Level offer.

The feedback to the SSCs was AGREED

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
2 (page 1)	FE Associates to be appointed to run the Group CEO/ Principal recruitment process following the Corporation accepting the resignation of Laraine Smith (to leave at end of 2018/19 academic year).	Corporation	Approved 11/12/18
	Selection Committee of Corporation to be convened.	Clerk	December 2018 to meet early Jan 2019
	All Governors to be canvassed for availability to take part in selection process.	Clerk	December 2018
6 (page 3)	Mike Cox to be reappointed as a Corporation Member for a 4 year term of office; also to continue in his role as Chair of Audit Committee.	Clerk	11 Dec 2018 – 10 Dec 2022
	Nasim Khan to be reappointed as a Corporation Member for a four year term of office; to continue in his role as Audit Committee Member and Lead Governor for Safeguarding.		
7 (page 6)	SARs 2017/18 for HCUC (and Harrow College/ Uxbridge College) to be posted onto ESFA Gateway and Ofsted portal.	VPs	31 January 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 2018
9 (page 10)	An update report on the issue of 'A' Level Provision at Harrow to be considered by the Corporation, QCS Committee and the Harrow SSC at the March 2019 meetings.	LS/ PC/ VPs	6 March '18 (SSC) 13 Mar '18 (QCS) 19 Mar '18 (GB)
10 (page 12)	E&D Annual Report: Action Plan to deal with 'behaviourally at risk' Black African and Caribbean learners at UC to be brought back to SSC and GB.	LS/ DDS	May – July 2019
	Future versions of E&D Annual Report to include ethnicity data for the senior staff at HCUC	GH/ IA	December 2019