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Directorate:	Corporation	
Minutes of:	HCUC Governing Body	
Date:	Tuesday 12 December 2017	Time: 5.30pm
Venue:	A004/A005 – Uxbridge College, Uxbridge Campus	
Present:	Kai Barnes	Staff Governor
	Mohamad Al Busmait	Student Governor
	Mark Billington	Governor
	Steven Cochran	Governor (<i>Vice Chair</i>)
	Mike Cox	Governor
	Tracey Critchley	Staff Governor
	Nicholas Davies	Governor (<i>Chair</i>)
	Nasim Khan	Governor
	Alasdair MacLeod	Governor
	Leighton Ngege	Student Governor
	Steve Owen	Governor (<i>Item 6 onwards</i>)
	Mariann Rand-Weaver	Governor
	Ketan Sheth	Governor
	Laraine Smith	Governor (<i>Group CEO and Principal</i>)
	Antonio Weiss	Governor
Apologies:	Sally Westwood	Governor
In attendance:	Pat Carvalho	Harrow Principal and Deputy CEO
	Darrell DeSouza	Vice Principal – Uxbridge
	Dylan McTaggart	Vice Principal – Harrow
	Sara Sands	Group Director – Finance & Resource Planning
	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 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 the following presentations:

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

The meeting noted a Learner Voice presentation from each of the Student Governors.

Harrow College:

The meeting noted the wide range of activities undertaken by the Student Council during the year including: Fresher's Fair; formation of the Girls Networking Group; Celebrating Diversity Fair; and a Staying Safe Fair. Feedback from the Student Council was noted which highlighted what was working well and what could be improved. The 'You Said We Did' feedback was noted, the positive addition of the designated quiet room at Harrow on the Hill Campus was noted and the meeting was pleased to note that a similar space would be designated at Harrow Weald now the new H&SC building was open. Members were pleased to note the

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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. The improvement to the Wifi provision was also noted. The plans for the student led campaigns during 2017/18 were noted, Governors were pleased to note that these included a campaign to highlight the importance of English and maths for later life.

Uxbridge College:

Governors noted the 'You Said We Did' presentation. Issues during the year had existed around the following: the price of the food in the refectory; the smoking area being too small; the availability of the sports hall for football during student breaks; provision of more sporting activities for girls and more sporting activity for all at the Hayes campus; gaps in timetabling; the speed of the College 'App'; the availability of a medical room for First Aid treatment; communication around the Run Hide Tell Strategy; lack of parking; and Wifi coverage at Hayes. The management response and actions to all of these issues were noted by the meeting. The meeting was pleased to note the positive feedback from the Learner Voice with 3694 learners completing the latest survey; 95.4% rated lessons as positive; 97.1% overall satisfaction; and 90% would recommend Uxbridge College to a friend.

The 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. (*Report and discussion minuted at item 10*).

1. Apologies for absence

Apologies had been received Sally Westwood.

2. Notification of any urgent business Members may wish to raise under any other business, and any items to be taken as read that Members may wish to discuss

There was no other business notified.

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

No specific interests were notified.

4. Minutes and Confidential Minutes of the Governing Body Meeting held on 26th September 2017

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 26th September 2017, which were not agenda items.

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

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ITEMS FOR DECISION

6. Governing Body Matters

• **Search Committee Recommendations**

The meeting noted a paper from the Search Committee, which outlined some recent changes to the membership of the Corporation at HCUC. The Search Committee asked the Corporation to note the resignation of Mark Eastwood in October 2017 as a Governor of HCUC. The Search Committee asked the Corporation to ratify the appointment of Steve Owen as a member of the Corporation; this appointment had been made under Chair's Action in October 2017 following recommendation by the Search Committee. The meeting noted that Steve Owen had been a member of the Corporation at Harrow College (HC) from July 2014 and had served as a member of the HC Resources, Finance and Remuneration committees. He had also been a member of the merger Joint Steering Group during 2016/17. His background in finance and banking made him an excellent replacement for Mark Eastwood and a good fit within the existing skills set of the HCUC Governors. The meeting agreed that Steve Owen's knowledge and experience of governance at Harrow College would also be a valuable asset to HCUC post-merger.

The meeting noted and considered some resulting changes to the HCUC sub-committee membership: Mark Eastwood's position as Chair of the HCUC Audit Committee had been filled by Mike Cox; Ketan Sheth had moved from Resources sub-committee to Audit Committee and Steve Owen had become a member of Resources committee.

The Corporation NOTED the resignation of Mark Eastwood from the HCUC governing body (30th October 2017) and APPROVED following:

- i) **The appointment of Steve Owen as an HCUC Corporation member for a four-year term of office (expiring on 30th October 2021).**
- ii) **The amended HCUC sub-committee membership as detailed above.**

• **Corporation Self-Assessment 2016/17**

The Clerk presented a summary of Governors responses to the Self-assessment questionnaire, discussions at the October 2017 Governors Training Day and subsequent feedback from Governors. This related to both Harrow College and Uxbridge College governance during 2016/17. As a result the following three priorities for the further development of governance at HCUC during 2017/18 were noted and agreed as follows:

1. To develop the team working dynamic of the new HCUC Corporation and to ensure that the new Governance team are 'Ofsted – ready' in order to support an Outstanding grade for Leadership & Management in any future Ofsted inspection of the College Group.
2. 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.
3. 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.

The HCUC Governance 'Areas for Improvement' 2017/18 were APPROVED.

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

The Clerk presented draft KPIS for the Corporation to use within the 2017/18 self-assessment process.
The Governance KPIs as presented were APPROVED.

• **Feedback from October 2017 Training and Planning Day**

The Clerk provided a brief summary of the main items covered at the Training and Planning Day in October 2017 and Governors feedback on their usefulness and relevance.

Noted

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- **Chair's Update**

There was no Chair's update to report.

- **CEO's Update**

The CEO/ Group Principal (LS) informed the meeting that most of her recent activity would be covered within other agenda items. LS highlighted that the Governor Link Scheme had now been launched with curriculum links, if Governors had not been contacted by the end of term she asked for it to be flagged with her office. LS also reminded the meeting of the recent Ofsted visit to look at Safeguarding within Uxbridge College following a complaint; this had been a very positive visit and the outcome letter from Ofsted had already been circulated to Governors for information.

NOTED

- **Governors' Update**

There were no additional updates from other Governors.

7. Post-merger Action Plan (PMAP)

- **PMAP Update and Risk Register**

The meeting considered an update on the Post Merger Action Plan (PMAP) and the accompanying Risk Register. Governors commended the level of detail in the PMAP which covered the following areas of post-merger activity: governance, finance, legal and regulatory matters, human resources, quality, curriculum and students, systems development and integration, and marketing and communications. The Principal highlighted the green status of the majority of individual action lines. The three remaining actions classified as 'amber' were considered by the meeting – roll-out of Midland Trent HR system for HCUC, group-wide IT Strategy, student policies - and it was noted that these were due for completion by the end of December 2017. The Risk Register aligned to the PMAP was considered, this clearly identified the ongoing risks associated with the merger. The red risks and the proposed mitigating actions in relation to HR issues, quality processes, and West Met Skills were noted. Governors were reminded that the action around the HCUC Strategic Plan would be taken forward at the extra-ordinary Corporation meeting to be held on 23rd January 2018 to consider this item. The Chair reminded the meeting that the ongoing review of the detailed PMAP and the accompanying Risk Register would be led by the Vice-Chair of the Corporation (SC) on behalf of the Corporation in between formal meetings. An update on the PMAP and Risk Register would be brought to the Corporation as a standing agenda item during 2017/18. The meeting discussed the issues around the alignment of the College HR systems which had not gone completely to plan; in retrospect the end of September 2017 had been an over-ambitious deadline. Governors commended the considerable work already done to align key HCUC policies.

The Vice Chair highlighted the need to look back and review the merger process and establish lessons learnt; this would allow SLT and Governors at HCUC to identify what the College should do differently if it went through another merger.

The Post Merger Action Plan and Risk Register were RECEIVED.

- **HR Matters – Terms and Conditions Review**

The Principal reminded the meeting that a key activity under the HR section of the PMAP was the completion of the review of Terms and Conditions, with the subsequent endorsement of the outcomes of the review by the Resources Committee in November and then by the HCUC Corporation in December 2017. To this end, the meeting considered a paper which summarised the outcomes of the review and the proposed further steps. Details of this discussion are minuted in the Part 2 minutes of this meeting.

The Post Merger Action Plan was RECEIVED.

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8. Self-Assessment Reports (SAR) and HCUC Overview

The meeting noted an overview Self-Assessment commentary for HCUC 2016/17. Governors noted that it was not possible to complete a full SAR review for HCUC 2016/17 as it had not existed as an entity. There was, therefore, no trend or historical data for the new College. Governors also noted that the Ofsted site no longer published the previous Inspection reports for HC or UC; instead, HCUC was now the recognised newly merged institution with effectively a blank slate as far as any published reports were concerned. Governors were reminded that although not an obligation, there was an opportunity for every institution to publish a SAR (by end of January 2018). Ofsted had declared that these were welcomed by them in order that they can obtain a wider understanding of a provider's judgements about their performance than can be gleaned from just studying performance data in isolation.

The VPs highlighted that as HCUC did not exist in 2016/17, there was no single SAR or Ofsted style grading that could sensibly be produced to reflect the new institution. Instead, the focus during the current self-assessment process is on the individual SARs for HC and UC and drawing from these to conclude on areas that require attention; either to maintain and enhance as strengths or to address as Areas for Improvement (Afls). Governors were assured that within this the new SLT had identified those elements that came through significantly for HCUC as a whole and so had begun to build the first picture of the newly formed institution. The meeting considered an overview that related to HCUC which had been drawn from the HC and UC SARs and performance data. The SAR overview report for HCUC had been drafted to mirror the format of the Ofsted Common Inspection Framework and reported on the following: Quality of Leadership and Management; Quality of TL&A; Personal Development Behaviour and Welfare (PDBW); Learner Outcomes; and types of provision, 16-18 Study programmes, Adult programmes, WBL apprenticeships, and High Needs Students. The meeting took the detailed SAR's for each of the two Colleges as read. The Corporation members were reminded that the QCS Committee had reviewed and approved the Self Assessment Reports 2016/17 for Harrow College and Uxbridge College, together with an overview position paper relating to HCUC and a separate SAR for the Employer Services Provision. It was noted that the QCS Committee had approved the SARs and the HCUC overview that was presented to them (30/11/17) and it had been agreed that these three documents should be uploaded to the ESFA Gateway in January 2018 and would be accessible to the funding agency and Ofsted. 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.

Governors were assured that both colleges were adept at identifying their respective strengths, Afl and formulating appropriate quality improvement plans (QIPs) to achieve, retrieve and maintain high standards of provision. It was expected that through the work with quality and curriculum teams, steered by the 2 Vice Principals (Curriculum & Quality), there would be a convergence of quality assurance operations during 2017/18 to ensure an equivalence in terms of judgements and standards so that these would be sound for the new institution as a whole.

The meeting noted the Emerging Common Strengths and Areas for Improvement across HCUC which had been identified by the Self-Assessment 2016/17. The emerging common strengths (i.e. a strength in each of the colleges) of HCUC were noted as:

- Managers have high ambitions for students and set challenging key-performance-targets which were met.
- Strong Staff Development focus on TL&A
- Safeguarding and Equality & Diversity
- Active and effective learner voice
- Most Qualification type provision is above NA with particularly high QAR in a number of curriculum areas - SSAs 2, 6, 12 & 14.3
- Strong internal progression and high proportion of positive learner destination
- Effective individualised academic support for the majority of learners leads to high retention and achievement

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- Good or better TL&A delivered in the majority of cases
- Good Careers activity and IAG

The identified Areas for Improvement (Afi) across HCUC were noted as:

- Consistency in Study Programme attendance
- Access to HE
- A level offer at HCUC needed to be reviewed (particularly at HC)
- Further stretch & challenge for all learners
- Further development of work experience in some curriculum areas

The meeting was assured that the strengths and Afls would form the basis of quality improvement work for HCUC in 2017/18. Governors were reminded that underlying the whole college SAR were self-assessment reviews at Subject Sector Area (SSA) level that link 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 took the detailed summary of the SSA level SARs and QIP activity as read and agreed that this document would inform and assist the Governor link scheme work. 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 of the new combined College moving forward and the areas for improvement.

The Harrow College and Uxbridge College Self-Assessment Reports 2016/17 were RECEIVED and APPROVED; they would be uploaded to the ESFA Gateway in January 2018 along with the HCUC Summary Report.

- **Higher Education SAR & Annual Provider Review (APR) Assurance 2016/17**

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 1st December 2018. Governors were given confirmation that this was in line with the process previously agreed by the HCUC Corporation (26/09/17 minute 6.3).

Governor Assurances, as required by the APR process, had been obtained from governors Mariann Rand-Weaver (UC) and Antonio Weiss (HC). In addition Governors at QCS Committee (30/11/17) 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.

The meeting RATIFIED the submission of the HE APR assurance 2016/17 to HEFCE.

9. Audit of Financial Statements 2016/17

- ***To receive, consider and approve the Report & Financial Statements of Harrow and Uxbridge Colleges for the period ending 31st July 2017 as recommended by the Resources Committee***

The Group Director Finance and Resource Planning (SS) gave the meeting a comprehensive presentation which detailed the individual results for Harrow College and Uxbridge College. It was noted that both sets of Financial Statements and the associated audit reports had been considered in detail by the Resources Committee and the Audit Committee on 29 November 2017. The meeting was given assurance that the Resources Committee was recommending the Financial Statements 2016/17 for both Colleges to the HCUC Corporation for approval.

Harrow College

The following key points were highlighted:

- The operating deficit for the year was £194,000 (compared with a surplus of £391,000 in 2015/16) before the £1.868m gain on disposal of the Austen Building. This deficit included pension charges of £727,000.
- Adjusted operating surplus for the year was £1.674m (compared to prior year figure of £1.895m when asset disposal had realised £1.504m).

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- Once the impact of the FRS17 pension surplus was applied this resulted in a final 'Total Comprehensive Income' surplus of £5.127m (compared with a surplus of £315,000 in the prior year).
- The College had accumulated net assets of £14.838m (£9.711m in prior year) and cash balances of £6.107m (£5.344m in prior year).
- The LGPS pension liability was £7.586m compared with £10.312m last year.

The meeting noted that in 2016/17 the College delivered activity that produced £19.593m income (£19.733m in prior year); this was £108,000 below budget primarily due to underperformance on SFA and apprenticeship delivery. This had been partly offset by higher than anticipated income in relation to High Needs learners. Expenditure was noted as increasing from £19.342m to £19.787m (of this £13.693m related to staff costs compared with £12.8m in the prior year). The meeting noted the detail of the fixed asset additions during the year which amounted to £3.579m; of which £3.167m was on assets in construction at year-end. The meeting noted the financial performance indicators for the 2016/17 year:

- Adjusted operating surplus of 8.74% of income (including gain on disposal of asset).
- 116 cash days in hand (100 in prior year 2015/16)
- Current ratio (assets less liabilities) of 1.84 (2.00 in 2015/16)
- Available reserves at 14.36% of income
- EBITDA at 5.6% which was down on the prior year figure of 8.43%%.
- Dependency on Agency funding was noted as being at 81.09% of income (same as in the prior year).
- 71.1% staff costs as a percentage of income including agency staff (66.27% in prior year). This figure reduced to 68.6% when pension cost was excluded (64.6% prior year).
- Premises costs £85.46 per square metre (£90.24 in 2015/16).

Governors sought an explanation on why the staff costs as a percentage of income at Harrow had risen when the income was static. A number of factors were cited by the CEO which included some examples of: over-teaching on some courses; teaching staff not being fully utilised i.e. not teaching to contracted hours; class sizes being too small; and incremental drift up through wide salary scales. Governors sought, and were given, confirmation that the Benchmark for staff costs was still 65%. The meeting discussed whether this was still a realistic figure.

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 noted that as with the Uxbridge College Report the senior members of the SMT had contributed to the narrative of the Members Report. It was agreed that the College's financial objectives 'To be a viable and efficient College. To meet specific financial KPIs, including to achieve financial health rating of 'good'', had been partially achieved. The College had achieved an SFA rating of Good for the effectiveness of financial management and governance.

Uxbridge College

The following key points were highlighted:

- The operating surplus for the year was £892,000 (compared with £491,000 in 2015/16).
- Once the impact of the FRS17 pension gain was applied this resulted in a surplus 'Total Comprehensive Income' of £2.631m (compared with a deficit of £1.89m in the prior year).
- The balance on the income and expenditure account (excluding pension reserve) now stood at £43.791m (compared with a figure of £41.890m in 2015/16).
- The College had accumulated reserves of £36.772m, net assets of £36.992m and cash balances of £12.152m.
- The LGPS pension liability was £11.576m compared with £12.430m last year. Members were reminded that the pension liability (FRS17) was not included by the SFA when assessing the financial health of colleges.

The meeting noted that in 2016/17 the College delivered activity that produced £26,252,000 in Agency main allocation funding (compared with £26,755,000 in 2015/16). The meeting was reminded that the College

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had not achieved its 16-18 learner numbers target (which increased by 240 FTE due to over-achievement in 2015/16). The 19+ adult single budget was achieved but fell short of the 19+ Work Based Learning (WBL) Target by £976,000 and short against the 16-18 WBL target by £30,000; the meeting was reminded of the issue with a sub-contractor which contributed to this shortfall. Total income had increased from £30.793m in 2015/16 to £32.140m in 2016/17; expenditure was noted as increasing from £30.301m to £31.248m (of this £21.026m related to staff costs compared with £19.722m in the prior year). The meeting noted the strong financial performance indicators for the 2016/17 year which included a very strong cash-flow as well as the following:

- Operating surplus of 2.8% of income (£892,000)
- 140 cash days in hand (120 in prior year 2015/16)
- Current ratio (assets less liabilities) of 2.7 (2.05 in 2015/16)
- Available reserves at 138% of income
- EBITDA (earnings before interest, tax, depreciation and amortisation) at 16.51% which was up on the prior year figure of 14.53%.
- Dependency on Agency funding income at 83.05% of income (83.4% in prior year).
- 66.2% staff costs as a percentage of income including agency staff (64.8% in prior year). This figure reduced to 64.3% when pension cost was excluded (63.5% prior year).
- Premises costs £70.97 per square metre (£74.35 in 2015/16)

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 noted that the other senior members of the SMT at Uxbridge College had contributed to the narrative of the Members Report. The meeting commended the results which resulted in an SFA rating of Outstanding for the 'effectiveness of financial management and governance'. The Corporation agreed that the College was in a position to meet current and future economic challenges from a position of relative strength when compared with many other FE Colleges. It was agreed that the College's financial objective 'To maintain the strong financial profile needed to ensure a secure future', had been fully achieved.

The meeting APPROVED the Report & Financial Statements of Harrow College and Uxbridge Colleges for the period ending 31st July 2017 as recommended by the Resources Committee

- ***To receive, consider and approve the Management Reports prepared by the External Auditors for Harrow and Uxbridge Colleges***

Harrow College

The meeting considered the External Audit Management Report which had been presented to the Corporation (via the Audit Committee) by KPMG, and the following areas were highlighted: the clean unqualified opinion with no internal control recommendations identified.

The meeting considered the significant audit risks that had been identified by KPMG and detailed in their audit planning letter. The risks were noted as follows: revenue recognition; management override of controls; sale of Austen Building and car park; and deferred capital grant and related spend. The meeting noted the issue around a likely claw-back of funding by the SFA (£550,000 in relation to issues identified by the KPMG Funding Audit which was commissioned by HCUC management, see below for details). The one audit misstatement that was in relation to unspent funds for Free School Meals in 2015/16 (£170,000 was noted by the meeting). The meeting also noted the issue which KPMG had highlighted in relation to £13.6m of deferred capital grants being held on the balance sheet; this was not material but good practice suggested that this should not be carried on the balance sheet. The meeting also noted the narrative around the other areas of audit focus with specific reference to the merger; KPMG had considered disclosure of loans and borrowing, and VAT crystallisation. The Going Concern statement was noted and approved; both for Harrow College and the newly merged HCUC Group. The clean opinion around the Regularity audit for Harrow College was highlighted to the meeting.

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Letter of Representation

The meeting considered the draft Letter of Representation for Harrow College; this was in the standard format required by the Joint Audit Code of Practice but had an additional statement around 'going concern' as Harrow College had now dissolved.

The 2016/17 External Audit Management Report for Harrow College, from KPMG was RECEIVED and APPROVED.

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

Uxbridge College

The meeting considered the External Audit Completion Report (Management Report) which had been presented to the Corporation (via the Audit Committee) by the external auditors Moore Stephens. The Corporation noted that this report acknowledged the very strong financial outturn and cash position for Uxbridge College. The report contained a clean unqualified opinion and had not identified any internal control recommendations. Governors noted that the audit conclusion on all qualitative aspects considered was clean. Group Director Finance and Resource Planning (SS) also highlighted the unmodified regularity audit opinion. The meeting went on to consider the significant audit risks that had been identified by Moore Stephens and detailed in their audit planning letter. The risks were noted as follows: revenue recognition; defined benefit pension scheme; and risk of management override; staff costs; Regularity review; and preparations for merger. Governors noted that Moore Stephens conclusion against each of these risks was clean and that there were no issues identified which needed to be reported to the Corporation. The meeting also noted the assurances given around the risk of fraud and independence.

Letter of Representation

The meeting considered the draft Letter of Representation at Appendix 2 to the Management Report; 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 Uxbridge College.

The 2016/17 External Audit Management Report for Uxbridge College, from Moore Stephens was RECEIVED and APPROVED.

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

- ***To receive the Funding Assurance Report – Harrow and Uxbridge Colleges (KPMG) 2016/17***

Harrow College

The KPMG report had examined the College's final ILR for 2016/17, dated 19 September 2017 using the Skills Funding Agency testing programme. Substantive testing was undertaken on a sample of: 30 EFA funded 16-18 learners and 30 SFA funded learners (comprised of 16-18 Apprenticeship, Adult Apprenticeships, Adult Education Budget, Classroom-based and Traineeships); and 13 Advanced Learner Loan learners. There had also been a review of the College's Provider Data Self-Assessment Toolkit (PDSAT) reports to include targeted sample testing to mirror the current SFA Audit format. Governors noted that the preparedness for the funding audit had been markedly less good at Harrow College compared with Uxbridge; files and evidence were missing and the MIS team were less responsive. Funding auditors KPMG had informed the Audit Committee that the very strong control environment in place at Uxbridge was clearly missing at Harrow; this included regular use of the DSAT plus an additional layer of compliance processes written by Uxbridge MIS staff.

The meeting was very disappointed to note the 25 recommendations in the report, 12 of which were 'high' priority, 8 were 'medium' and 5 were 'low'. It was noted that all recommendations had been adopted by HCUC management. The meeting noted that Harrow College (HC) had been subject to an SFA Funding audit during the prior year and HC internal auditors TIAA had also audited the funding at HC during January 2017; neither of these audits had identified any of the issues raised by KPMG. The Group Principal (LS)

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confirmed her concern at the level of the errors identified and highlighted the likely claw-back after a funding reduction in the ILR for 2016/17 of circa £410,000. Governors were given assurance that the new HCUC Director of Funding & Information Services (previously MIS Director at Uxbridge College) had already started to implement a remedial action plan and was putting revised processes in place to ensure that similar errors on the Harrow College ILR did not occur during 2017/18. It was noted that KPMG had already spoken to the Director of Funding and Information Services to agree the funding audit process for 2017/18; this was likely to involve some early testing in January 2018 in order to ascertain that improvements were being made in the Harrow College control framework before the year-end.

The Funding Assurance Report of, KPMG, for Harrow College 2016/17 was RECEIVED and APPROVED.

Uxbridge College

The meeting considered the report from KPMG which had been commissioned by the College to replicate work which could be commissioned by the Skills Funding Agency (SFA) within the annual national sample of Final Funding Returns. Governors sought clarity and were informed that this had been undertaken to enable the College to gain its own assurance over FE income. The KPMG report had examined the College's final ILR for 2016/17, dated 20 September 2017 using the Skills Funding Agency testing programme. Substantive testing was undertaken on a sample of: 30 EFA funded 16-18 learners and 30 SFA funded learners (comprised of 16-18 Apprenticeship, Adult Apprenticeships, Adult Education Budget, Classroom-based and Traineeships); and 10 Advanced Learner Loan learners. There had also been a review of the College's Provider Data Self-Assessment Toolkit (PDSAT) reports to include targeted sample testing to mirror the current SFA Audit format.

The meeting was pleased to note the five areas of good practice that had been identified in the report and the fact that no high or medium priority recommendations had been made. The two low priority 'housekeeping' recommendations were noted as being in relation to: ESOL assessment evidence and Adult Learner Loans (first Level 3). SS confirmed that both of the housekeeping suggestions had been agreed for adoption by College management to improve efficiency and effectiveness; the Principal highlighted that one of the errors (on the DSAT testing) had been identified by the College MIS team in advance of the KPMG audit and flagged with the SFA.

The Funding Assurance Report of, KPMG, for Uxbridge College 2016/17 was RECEIVED and APPROVED.

- ***Higher Education (HE) Fees 2018/19***

The meeting noted that 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. This was to ensure that information was transparent and readily available to students in advance of them accepting an HE place. SS confirmed that the HE Fees policy would be released in early 2018 and would outline the terms and conditions of all HCUC fees. The meeting noted that the proposed HE fees for 2018/19 had been calculated based on a course costing model with inflation applied at the following rates: 5% for staff costs and 5% for tuition fees. It was confirmed that all fees for second year students would be maintained at the same level as the first year so only first year HE learners and those undertaking 1 year courses would be subject to an increase. Governors were given confirmation that these fees were funded through learners taking out a loan with the Student Loan Company. The meeting noted that delivery methods for HE at Harrow were different to Uxbridge and fees were not currently aligned. Members were assured that a thorough curriculum review of HE provision across HCUC would be undertaken and courses would only be run with the minimum number of 10 learners enrolled; the aim was to produce a 40% margin on any new HE courses introduced. The meeting was assured that the HE Fees proposal 2018/19 had been considered by the Resources Committee on 29th November and they were recommending approval. SS confirmed that once approved the HE Fees would be put on the HCUC website to ensure prospective students had information available. MRW highlighted the upcoming change to the quality assurance body governing HE with the introduction of the new Office for Students (OfS). It would be crucial for HCUC to be successful in getting on the approved register of providers for HE which

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would start in September 2019; DDS confirmed that work had already started to gain this OfS registration.

The schedule of HE Fees 2018/19 was APPROVED as presented; to be based on a course costing model with inflation applied at 5% for staff costs and tuition fees.

ITEMS FOR INFORMATION

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 2016/17. The detailed reports for each of the Colleges were taken as read and GH presented a composite report which showed highlights for each of the Colleges.

• Uxbridge College

Student Population: White British: 21%; Indian: 15%; Other White: 10.6%; Other Asian: 9.9%; African: 9.9%.

Student Success rates for 2016/17: All groups except; Irish; 'Other Black; and Not provided are above the QAR national average and all are within 5% of the college average (which is the target the College sets itself), apart from Irish; 'Other Black; Not provided; and White/Black Caribbean.

Success by gender: The female/ male gap had reduced to 1.2%.

Learners that declare a difficulty: The success rates of those learners that declared a learning difficulty were 2.86% below those that did not have a learning difficulty. Learners receiving learning support achieved QAR rates that were 2.5% below those that do not receive support. An area for improvement for 2017/18 would be achievement in maths and English for these learners

Socio-economic disadvantage: Learners living in postcodes identified as areas of socio-economic disadvantage performed 1.2% lower than those without a socio-economic disadvantage.

Looked after children: The achievement of Looked After Children (LAC) had shown an improvement during 2016/17 and these learners performed 3.1% higher than other learners.

High needs learners: High Needs students' success rates were 2.1% above non high needs students. For English & maths, high needs learners performed above non high needs learners in functional skills, but below on GCSE. Therefore an area for improvement for 2017/18 would be high needs learners' achievement in GCSE maths and English.

Staff from BME backgrounds: The staff from BME backgrounds was at its 35% target.

UC Summary: This has 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 learning difficulty, gender, and high needs.

The College is also significantly making a difference to those facing Socio-Economic disadvantage. However, there are actions for those groups of students with protected characteristics that are not performing to the high standards the College sets itself, and these will be addressed in the implementation of the Action Plan for 2017/18.

• Harrow College

Student Population: Other Asian: 18%; Other White: 18%; Indian: 12%; African: 10%; White British: 8%

Student Success rates for 2016/17: All groups except Caribbean, Irish, White British and White/Black Caribbean were either above or within 5% of the college average (which is the target the College sets itself), and all were in line with or above national averages, except Irish (14 leavers for 16-18s). The following groups of learners were all within 5% or above the College average and above national averages where available: Male and female learners, learning difficulty, socio-economic disadvantage, and high needs learners and looked after learners.

Success by gender: In terms of success by gender, the female/ male gap, had reduced to 0.87%.

Learners that declare a difficulty: Those learners that declared a learning difficulty were 1% below those that did not have a learning difficulty.

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Learners receiving learning support achieved QAR rates that were 2.9% below those that did not receive support. An AFI for the College in 2017/18 would be to increase achievement rates for students with self-declared learning difficulties who achieve 2% below those without self-declared learning difficulties - though remain 4% above NA.

Socio-economic disadvantage: Learners living in postcodes identified as areas of socio-economic disadvantage performed 2% lower than those without a socio-economic disadvantage.

Looked after children: The achievements of Looked after Children had shown that these learners performed 4% lower than other learners during 2016/17.

High needs learners: High Needs students' success rates were 8.3% above the College average.

Staff from BME backgrounds: The staff from BME backgrounds was at 39.5% which exceeded the 35% target.

HC Summary: 2016/17 was a successful year for Equality and Diversity in the College. There was a general high level of success rates for different ethnic groups and a maintained narrowing of gaps in achievement for most of the protected characteristics. However, through the College's implementation of its E&D Action Plan for 2017/18 it will take forward appropriate actions for those learners with protected characteristics that did not perform as well as the rest of learners to the high standards the College sets itself.

Governors sought, and were given, clarification around the differences between the disciplinary processes at each of the two Colleges. The meeting asked whether these processes would be aligned and the SLT agreed that although this would be a long-term aim there was no rush to fully align them, Governors were given assurance that both of the College disciplinary procedures were robust and treated learners fairly.

The Annual Equality & Diversity report for HCUC was RECEIVED.

11. Notification of any fraud 2016/17

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 annual report 2016/17 of the Internal Audit Service (TIAA) for Harrow College

The meeting received the annual report from the Harrow College internal auditors TIAA for 2016/17; this had been considered in detail at the Audit Committee meeting on 20 September 2017. The following points were highlighted:

- The 2016/17 Audit Plan approved by the HC Audit Committee was for 28 days of internal audit coverage during the year. During the year there had been one change to the plan with 4 days originally allocated to a review of 'Marketing' instead being used for an investigation relating to a HC sub-contractor.
- There had been 7 recommendations made by TIAA during the year (2 of which were classified as 'routine' and 4 were 'important'). All of the recommendations were noted as being in relation to compliance and had been accepted by management.
- The TIAA opinion stated that they were satisfied that, for the areas reviewed during 2016/17, Harrow College had reasonable and effective risk management, control and governance processes in place.

The Harrow College Internal Auditors Annual Report 2016/17 was RECEIVED.

13. To receive the Audit Committee Annual Reports (Harrow and Uxbridge) to the HCUC Corporation 2016/17

The Chair of Audit Committee presented the Annual Reports from the Uxbridge College and Harrow College Audit Committees 2016/17. These detailed the membership and the activities of the Audit Committee during 2016/17. It was noted that these two reports would be submitted to the ESFA to accompany the two sets of Financial Statements 2016/17.

The report was RECEIVED.

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

14. Employer and Partnerships Report

The meeting received an update report on employer engagement and partnership activities for HCUC for the autumn term. 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.
- 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 in Business Admin and Health and Social Care this term with CNWL Mental Health Trust. The outcome of apprenticeship bids for Hillingdon Hospital and Royal Orthopaedic National Hospital were awaited. ESFA projects were also continuing this year.
- Activity Supporting HCUC Strategic Plan Development: Members of the SLT had attended a number of events including the launch of West London Skills Strategy and GLA Strategic Vision Consultation Event. It was noted that the opportunity to contribute to the shape of strategies before going out for wider consultation would help to inform HCUC's Strategy. For example, devolution to GLA would happen from September 2019.
- 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. Follow up meeting with Heathrow in January 2018
 - NWL Chamber of Commerce: Brent & Harrow Employer Event in partnership with West Met Skills.
 - West London Business: Uxbridge College has 4 apprenticeships (Sport, IT, EYs and Business Administration) up for Apprenticeship of the Year Award. LS and JW also judges for two business awards.
 - Health and Care Steering Group: This new group would advise on training needs in the workplace and advise on curriculum and delivery in the future. Members include local NHS, recruitment agencies and care home employers.
- Partner Organisations: The meeting noted the considerable partnership work that HCUC was undertaking in Hillingdon and Hayes, Harrow, with Brunel University, in Ealing and with the NHS.

MAB sought clarification on whether the College would be making a response to the Skills Strategy consultation; it was agreed that the Principal Harrow would speak to MAB about this outside the meeting and share the College response. The meeting agreed that a great deal of good work had been undertaken this year so far with new developments in the pipeline for HCUC with employers. It was noted that this report would be a standing agenda item at each Corporation meeting and more time would be spent considering this report at the March and May 2018 meetings when there were less 'compliance' based reports to be approved.

The Employer and Partnerships Report was RECEIVED.

15. Finance Directorate Report

15.1 HCUC Management Accounts for the quarter ending 31 October 2017

The Group Director – Finance & Resource Planning (SS) presented the composite HCUC management accounts to 31 October 2017. An underlying operating surplus for the period ending 31st October 2017 of £3,338,000 compared to a budgeted surplus of £3,110,000 giving a favourable variance of £228,000. The significant variances were highlighted as follows:

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- Income of £14.708m compared with a budget of £15.470m giving an adverse variance of £762,000.
- Funding Body Grants showing an adverse variance of £197,000 compared to the budget of £11.283m. Within this, major variances were noted as: an adverse variance of £92,000 in 16-18 apprenticeship funding; and £54,000 in 19+ apprenticeships.
- Tuition Fees and Education Contracts Income of £3.146m compared to budget of £3.727m, (adverse variance of £580,000).
- Expenditure was showing a favourable variance of £990,000 against the budget of £12.360m. Staff of £7.901m compared to budget of £8.470m, (favourable variance of £569,000 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 £421,000 against the budget of £3.889m. 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 £20.248m.
- All ratios were healthy: cash days in hand at 150.6 (target of 104.14); and current ratio at 2.17 (target 2.25).
- The College was currently complying with all loan covenants.

The HCUC Management Accounts for the first quarter to 31st October 2017 were RECEIVED

15.2 Update on performance against target for ESFA contract 2017/18

The student number target had not been achieved with the recruitment (still on role at the end of November 2017) of 5,900 full time 16-18 learners against a target of 6,028 (including 253 rising 19s). It was confirmed that under-performance against the EFA funding allocation target for 128 learners 16-18 learners in 2017/18 (£62,251) would not be lost in-year due to lagged funding rules. However, the EFA allocation for 2018/19 would be likely to be £62,251 lower than the current year to reflect the under-recruitment. Members noted that it was expected that there would be a shortfall against the SFA funding allocation for 19+ learners due in large part to the claw-back and curriculum changes put in place as a result of the funding assurance review at Harrow College in October 2017.

The Finance Directorate Report was NOTED

15.3 Capital Update

Harrow Weald H&SC Building: The meeting was given an update on the new Health and Social Care building at the Harrow Weald campus; the building handover took place at the end of the October half-term. The delays to the contract completion date meant that The Gaskell Building had remained in use for the first half of the term. The meeting noted the estimated outturn of £4,814,470 against the project budget of £4,850,124 (contingency of £35,635 remaining). Governors were reminded that the LEP had provided 35% of the funding for the project. SS informed the meeting that a number of snagging issues were dealt with prior to handover, and several design issues remained which were currently under discussion. Governors noted that the delay had a negative impact on the curriculum and disrupted the start of term activities; the contractor has admitted they were at fault and Governors were assured that project managers were discussing Liquidated Ascertained Damages (LADs) with them. SS confirmed that the College was holding a retention of £100,000, which would be paid to the contractors in 12 months' time, ensuring that all defects were remedied within the first year.

Local Skills for Londoners Capital Investment Fund Expression of Interest: The College was still awaiting the outcome of one Expression of Interest (EOI) of the five submitted to the LEAP in summer 2017. Governors were reminded that the bid was to refurbish the LRC building at Weald, at a cost of £2.7million, and proposed funding from the College of £1,000,000. The meeting noted that the outcome would be known in January 2018.

LEAP development funds: Governors noted that the College had also submitted an application for £100,000 funds to develop one of the EOIs which was rejected: this was for the refurbishment of the Armstrong Building at Harrow on the Hill. The funds would allow the college to progress the designs to stages 2 and

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3, and to work through the requirements and outcomes of the project. It was confirmed that the outcome for this project should be known in January.

15.4 Merger Costs Update

SS presented a summary of the actual costs to date compared with the forecast costs of the merger which had been included in the two-college combined forecast 2016/17 and financial plan 2017/18. The actual cost of the merger to date was noted as £694,762; against the budget of £917,000 (favourable variance of £222,238). The meeting noted new expenditure of £20,000 for the transfer of records from the Harrow to Hillingdon pension fund. There had also been £5,400 incurred in legal costs in relation to property work at Harrow College.

The Finance Directorate Report was RECEIVED.

16. Academic Report

The meeting considered a report which covered the following: HCUC Year-end QARs including retention and achievement rates 2016/17; QIP 2017/18 updates for each of the separate colleges; YTD performance against target for attendance 2017/18 for HCUC and each of HC and UC; and the November 2017 Complaints Report for HCUC and each of HC and UC.

Year-End QARs 2016/17: The meeting noted the finalised QAR reports which summarised the confirmed College performance during 2016/17. Governors noted that the confirmed Harrow College (HC), Uxbridge College (UC) and HCUC QAR positions had been uploaded via the final 2016/17 ILR (Individualised Learner Records) on the 19 October. Governors were pleased to note that the HCUC headline 16-18 QAR (64% of leavers) and 19+ (36% of leavers) Class Based Learning (CBL) provision had improved compared with prior year, and both age groups were significantly above national-averages (NA) both at the college level and combined. The 16-18 QAR had increased by 2.8% to 85.5% (NA 79.1%) due to improvement in both retention and pass rates across both HC & UC colleges. 19+ QAR had increased by 0.2% and was 4% above NA. The meeting was reminded that although the headline data was important the strength of performance was better revealed by examination of the extent of the underlying consistency across both Colleges and by subject sector area (SSA) and level. The meeting was assured that there had been good consistency across qualification types when examined by volume, with over 90% of provision above NA. The majority of SSA provision by volume was also at or above NA, though more variation was evident for 16-18 provision. Governors noted that the recent meeting of the Quality Curriculum and Student (QCS) Committee on 30 November 2017 had considered a detailed analysis of performance at Qualification level by Age, SSA by Age and across Levels in each of the Colleges. The meeting was pleased to note that all of the key elements of the 16-18 Study Programmes - GCSEs Maths & English, Basic Skills Maths & English (functional skills), diplomas, certificates and 16-18 ESOL - were all above NA. The HCUC QAR areas for improvement (Afl) were noted as Access 19+ and the A level offer. The meeting also noted that the HCUC WBL Apprenticeship combined QAR was well above NA; Overall 75.1% (against 68.9% Provider Average and 67% National Average) and Timely QAR 65.8%% (against 60% PA and 58.7% NA).

In summary:

The 16-18 QAR was at 85.5% and was significantly above NA (79%) with 90% of 16-18s on qualifications above NA. 16-18 Qualifications targeted for improvement in 2017/18 were A/AS-Levels and Awards. Contributory SSAs targeted for improvement were Health, Retail (Hair) and those linked to A-levels (History & Social Services). Over all levels: Entry, L1, & L2 were well above NA; and Level 3 was at NA due to A/AS-Levels.

The 19+ QAR was at 90% and 4% above NA (86%) with 85% of 19+ on qualifications above NA. 19+ Qualifications targeted for improvement were Certificates, AS-Levels and Access. Contributory SSAs targeted for improvement were again Health and those linked to A-levels (History & Social Services). Over all levels: Entry and L2 were above NA; and Level 3 was at NA due to A/AS-Levels and some inconsistency with diplomas. 19+ Level 1 was below NA due to some underperformance in English and maths and ESOL.

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QIP 2017/18: As discussed earlier in the meeting, (agenda item 8 on page 5) 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 89.5% (92.1% with AA) against a target of 86%. Attendance at English (85.7%) and Maths (85.2%) was also noted. Governors took the report which detailed attendance at each College by age and type of provision as read.

Complaints 2017/18:

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. A combined HCUC Complaints policy had been shared and agreed at QCS and this would allow common reporting in-year for 2017/18; it was noted that this would distinguish informal and formal complaints processes. In year to date 2017/18 there had been 41 complaints (35 at HC and 6 at UC). This discrepancy in volume was due to HC not having a 'pre-complaint referral' process as at UC; this would be changed from January 2018 when HC would adopt this model. Of these, 18 were upheld at HC (51%) and 2 had been upheld at UC (33%). The meeting noted that one complaint (UC) had been identified as having a possible legal risk attached to it, in relation to 'Equality and Diversity: Disability'. The legal risk remained at 'amber' classification due to the possibility of an appeal. Governors were given assurance that complaints were being dealt with in a timely manner.

Learner Satisfaction 2017-18: 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 (95%); Feeling Safe (97%); and overall satisfaction with college (97%). 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.

17. Corporate Goals 2017/18 – 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 Corporate Goals and progress against them was being considered separately by the two colleges until the formal Strategic Plan for HCUC was agreed by the Corporation. The meeting noted that since the September 2017 HCUC Corporation meeting, further work had been undertaken to align the Corporate Goals presented at that time for the two Colleges. As a result of this work: the 'RAG' rated front pages of each Corporate Goals (CG) report were now virtually identical, reflecting the fact that both Harrow and Uxbridge were working to comparable KPIs for 2017/18; and the commentary pages for the Harrow CGs had been streamlined as requested at the September 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).

Governors were reminded that within the body of the CG reports considerable further detail was provided 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. It was noted that these Corporate Goals would be considered further during the January 2018 Corporation Strategy Meeting.

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The meeting noted 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. This had been discussed earlier during the Finance Update.

The meeting RECEIVED the Corporate Goals update report.

19. Audit Committee – 20 September 2017

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

NOTED

20. Resources Committee – 29 November 2017

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

21. Stakeholder and Scrutiny Committees (SSCs)

The meeting received the minutes from the two individual College SSCs which had been held on 21st November at Uxbridge and on 22nd November at Harrow. Feedback from these initial meetings was positive; it allowed governors and external advisers to consider detail of each College performance which would be important as HCUC moved forward and sought consistently high performance across all elements of provision. Governors commended the strong student representation on the SSCs. The meeting discussed the need to ensure that there was not too much replication between SSC business and the reports that came to the HCUC QCS Committee.

NOTED

22. To confirm the dates and times of the meetings for 2017/18 (all at Uxbridge campus)

- Tuesday 23 January 2018 at 5.30pm (Strategic Planning meeting)
- Tuesday 20 March 2018 at 5.30pm
- Wednesday 25th April, Training and Planning Day, 8.45am
- Tuesday 15 May 2018 at 5.30pm
- Tuesday 10 July 2018 at 5.30pm

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
7	PMAP: Need to review the HCUC merger process and establish lessons learnt/ future best practice.	Clerk/ Search and Governance Committee	June 2018
8	SARs 2016/17 for Harrow College, Uxbridge College and HCUC overview to be posted onto ESFA Gateway.	VPs	31 January 2018
9 (page 8 and 9)	The Report and Financial Statements and the Letters of Representation for Harrow College and Uxbridge College would be signed by the HCUC Corporation Chair on behalf of the Corporation, and the Group Principal/ CEO as Chief Accounting Officer of HCUC.	GDFRP/ Chair/ CEO	15 December 2017
9 (page 11)	Schedule of HCUC HE Fees to be posted onto Colleges websites.	GDFRP	15 December 2017
13	Deputy CEO to speak to MAB about College response to Skills Strategy consultation.	PC/ MAB	January 2018
25	SLT to take forward the agreed further steps arising from the PMAP led review of HCUC Terms and Conditions.	CEO SLT	January 2018 onward