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Directorate:	Corporation	
Minutes of:	HCUC Governing Body	
Date:	Tuesday 15 May 2018	Time: 5.30pm
Venue:	A004/A005 – Uxbridge College, Uxbridge Campus	
Present:	Mark Billington	Governor
	Steven Cochran	Governor (<i>Acting Chair and Vice Chair</i>)
	Mike Cox	Governor
	Tracey Critchley	Staff Governor
	Alasdair MacLeod	Governor
	Steve Owen	Governor
	Mariann Rand-Weaver	Governor
	Laraine Smith	Governor (<i>Group CEO and Principal Uxbridge</i>)
	Sally Westwood	Governor
Apologies:	Mohamad Al Busmait	Student Governor
	Nicholas Davies	Governor (<i>Chair</i>)
	Nasim Khan	Governor
	Leighton Ngege	Student Governor
	Ketan Sheth	Governor
	Antonio Weiss	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
	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.

1. Apologies for absence

Apologies had been received Nicholas Davies, Nasim Khan, Leighton Ngege, Ketan Sheth and Antonio Weiss. It was noted that Mohamad Al Busmait had resigned as Student Governor Uxbridge to concentrate on his studies and impending exams. The Clerk informed the meeting that a recruitment exercise for the vacant Staff Governor role at Uxbridge would commence on 17th May 2018.

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 of the Governing Body Meeting held on 20th March 2018

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

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4b. Matters arising from Minutes of the Governing Body Meeting held on 20th March 2018, which were not agenda items.

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

ITEMS FOR DECISION**5. Chair and Principal's Update**Chair's Update

The Acting Chair (SC) informed the meeting that the Chair did not wish to feedback anything specific to the meeting in his absence.

CEO/ Principal's Update

LS informed the meeting that the agenda covered most of her recent activity.

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6. Governing Body Matters

- **Revised Instrument and Articles (I&A) and Standing Orders of HCUC**

The meeting considered several revisions to the College I&A and Standing Orders which were presented by the Clerk to the Corporation. The proposed changes were in relation to two separate issues: forthcoming changes to the Charities Act around the disqualification of Trustees; and the nomination and election process for Staff Governors at HCUC.

Charities Act and disqualification of trustees: The meeting noted that the I&A had been amended at Instrument 8 'Persons ineligible to be members' and Instrument 10 'Termination of membership' to reflect the required changes. The suggested amendments had been drafted so that they could be introduced by FE corporations ahead of changes to the Charities Act.

Staff Governor appointments at HCUC

I&A: Instrument 2 'Composition of the Corporation' had been amended to reflect the fact that each of the Colleges within the HCUC group (Harrow and Uxbridge) had one Staff Governor position on the Corporation. The wording has been changed to reflect the fact that if more than one staff member was nominated for any Staff Governor position then the Search Committee would interview the prospective candidates to determine the best fit with the current skills balance of the Corporation membership.

Standing Orders: Paragraphs 21 and 23 of the HCUC Standing Orders had been modified to make the representation of each college explicit and to reflect the changes to the Staff Governor appointment process.

The Corporation APPROVED the revised I&A and Standing Orders for HCUC as presented.

- **Draft schedule of Governing Body meetings 2018/19**

The Clerk presented the draft timetable of Corporation and sub-committee meetings as well as Stakeholder and Scrutiny Committee dates for 2018/19. The meeting noted that this followed a similar format to the current year but the early October meeting for Quality Curriculum and Standards Committee had been removed; it was deemed too early in the academic year to consider results and final achievement data. The Clerk asked that Governors consider the proposed dates and feedback any non-availability in advance of the final timetable coming to the July Corporation meeting for approval.

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- **Evaluations for the 25th April 2018 Governors' Training and Planning Day**

The Clerk provided a brief summary of the main items covered at the Training and Planning Day in April 2018 and the subsequent Governors' feedback on their usefulness and relevance. The session led by the HMI on Governors role in an Ofsted inspection had been particularly well received.

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7. HCUC Strategic Plan 2018-21

The Principal and Deputy CEO presented the draft HCUC Strategic Plan 2018-21 to the meeting for approval. Governors were reminded that they had contributed to this plan through detailed discussions and syndicate work at the October 2017 and April 2018 Training and Planning Days, as well as the extra-ordinary Corporation meeting held in January 2018 specifically to consider the HCUC Strategic Plan. The four key strategic aims within the plan were noted as:

- To achieve a grade of outstanding for its effectiveness by Ofsted;
- To maximise the volume of high quality education and training, and the opportunities for success of students, employers and communities in the local areas we serve and beyond
- To maintain a strong financial profile in order to ensure a secure future for HCUC
- To continue to work with our partners to promote a strong economy and sustainable community development

Governors sought confirmation on performance against the strategic aims and objectives would be taken forward for Corporation monitoring. The meeting was reminded that the Corporate Goals 2018/19 would be written to reflect the four strategic aims and the detailed strategic objectives contained within the new HCUC plan; these would then be brought to every meeting of the Governing Body to show progress during 2018/19 and beyond. The detail in the 5 sections - Our Values, Mission Statement and Public Value Statement; Strategic Aims and Objectives; Responding to National, Regional and Local Context and Priorities; Quality and Workforce Development; and Estate Strategy - was taken as read as it had been previously considered in detail by Corporation Members. The meeting commended the clear and concise format of the new HCUC Strategic Plan.

The HCUC Strategic Development Plan 2018-21 'A vision for inspirational and outstanding further education in the heart of West London' was APPROVED as presented.

8. Higher Education: Office for Students (OfS) submission

- ***OfS Submission***

The meeting was reminded that the College was required to register with the Office for Students (OfS) in order to continue delivering HE provision. Two of the areas linked to the registration had already been drawn from centrally held records about the College: Financial viability (from previous HEFCE contract and the ESFA); and Curriculum and Quality data (sourced from previous HE Annual Provider Reviews and Quality Reviews for both Uxbridge and Harrow Colleges).

Governors were informed that there were four further areas where submissions had to be made by 23rd May in order to be registered with the Office for Students; this would enable HCUC Higher Education courses to appear on the HE register by November 2018. These additional submissions were in relation to:

- An Access and Participation statement (which also had to be published on the College website).
- A description and self-assessment of Management and Governance arrangements for HCUC HE provision.
- Self-assessment of HCUC compliance with UK Colleges' Guidance to Competition and Markets Authority (CMA) regulations.
- A student protection plan.

The meeting was assured that drafts of the documentation had been shared with both nominated HE Governors (Mariann Rand-Weaver and Antonio Weiss) and following a dialogue revisions had been made in light of suggestions received. The meeting was assured that the documents as circulated via the HCUC Board Intelligence Governance portal were now in their final stages of refinement and it was expected that these will be approved by both HE Governors on behalf of the Corporation using their delegated authority and in time for hitting the submission deadline date (23rd May 2018).

The meeting APPROVED the draft documentation and RATIFIED the delegated authority given for the final sign-off before submission to the two nominated HE Governors (AW and MRW).

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9. Finance Matters

- **Interim IT Project Budget 2018/19**

The GDFRP (SS) presented a paper which was seeking approval from the Corporation for an interim budget allocation of £500,000 for IT project expenditure for 2018/19. The interim allocation would enable the College to make commitments for work during the summer period of July and August, to avoid disruption to students. Governors noted that this request would normally go to the Resources Committee for approval but due to the timing of meetings for 2018/19 this had not been possible. Governors noted that the interim allocation covered mainly hardware requirements and had been built up based on the development plans of schools and service areas and the IT Strategy. The Harrow sites were requiring significant investment to update and add to hardware, not only for the obvious teaching and learning reasons, but also to ensure that curriculum software (including Impero which was used to assist in safeguarding and Prevent) and College business systems could be run effectively. SS confirmed that the full allocation in the HCUC plan for IT equipment and smartboards for 2018/19 was £1,000,000. The meeting noted that the final budget request would be brought to the Resources Committee in June for approval, by which time full details of requirements will be available. Governors noted that the final budget request would be brought for approval in July 2018.

The interim IT project budget for 2018/19 was APPROVED as presented.

- **Appointment of External Auditors**

The meeting considered a recommendation from the Audit Committee that Moore Stephens should be reappointed as external auditors for HCUC from 1st August 2018. The meeting noted details of the competitive tender that had been undertaken on behalf of the College by Tenet Procurement, using the Crown Commercial Services Framework. All 17 framework suppliers had been invited to participate under this procurement process but only 3 submissions were received by the March deadline: Bramble Hub (Audit delivered by MacIntyre Hudson); Moore Stephens LLP; and RSM Tenon. Governors noted that these three companies were invited to attend a presentation/clarification meeting on Wednesday 11th April 2018. The panel included Nasim Khan (Governor and member of the Audit Committee), Tracy Reeve (Clerk to the Corporation), Sara Sands (GDFRP), Vikash Patel (HCUC Financial Controller), and Kieren Stockwell Smith along with 2 observers from Tenet Procurement. At the review panel, all firms committed to reviewing tender prices, and to holding the price at year 1 levels for the duration of the contract. The Corporation meeting noted the details of the pricing proposals for each of the three years for all 3 tenders.

Governors noted that following clarification, the final tender cost submitted by Moore Stephens LLP had been £32,750 (plus VAT) per annum. SS confirmed that HCUC had currently included £53,000 (£18,000 Uxbridge and £35,000 Harrow) in the plan for 2018/19; this represented a saving of £13,700 per annum.

The meeting APPROVED the appointment of Moore Stephens as external auditors for HCUC for a three-year term of office commencing 1 August 2018 at a cost of £32,750 per annum.

ITEMS FOR INFORMATION (*For presentation and discussion*)

10. Teaching, Learning and Assessment Audit Report

The Vice Principals gave the meeting a presentation on the recent audit of TL&A that had taken place in April 2018. Governors were reminded that although both HC & UC had processes in place to assist in gauging the overall quality of TL&A it had been decided to seek external validation for additional assurance. The meeting was informed that in order to obtain a robust cross-college gauge, external consultants (recently ex-HMIs) had been commissioned to conduct a sample of Teaching, Learning & Assessment across HCUC. The methodology used was similar to inspection style “drop-ins” and “walkabouts”, but did not include the wider triangulation activity that would be typical of an Ofsted inspection. The VPs highlighted that the findings of this audit would be helpful in identifying key improvement action to supplement other information already available. It would also provide a focused opportunity to share the better practice and identify relevant CPD.

The meeting considered the report on the TL&A “audit” which had been drafted by the UC Academic Standards Manager, who had worked closely with both consultants. An outline action plan was also presented to the meeting along with the reports from both consultants. Governors expressed concern that

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Consultant 1 had felt that HCUC might expect to achieve a 'good' grade for TLA and that Consultant 2, (who saw less curriculum areas) felt that TLA would fall somewhere between requires improvement and good. The meeting was given assurance that College achievement rates might indicate a more positive learning experience overall than seen in the sample. Governors noted that: the audit had been based largely around Learning Walks (61 in total) and that samples in each curriculum area were too small to make individual area judgements.

The meeting noted that TLA at Uxbridge needed to improve to regain 'outstanding' status and that TLA at Harrow had improved since the last Ofsted inspection, with particularly helpful evidence of progress over time. Both institutions needed to understand the importance of robust preparation and effective management of the whole process in respect of inspection, as it was very easy to drop grades, and the consequences for the institution would be critical. The meeting noted the action plan and the associated timetable which included the key actions to generate improvement. The VPs presented a Powerpoint Report which highlighted the key themes which would be taken forward :

- Importance of managing the inspection process
- Consistency at a high level was important
- Overall judgement of outstanding was not necessarily about large swathes of outstanding teaching, but more about the vast majority of what's being observed being good / good + or better.
- Key areas for focus were identified as:
 - Lesson plans & Schemes of Work – good planning important; addressing personalised needs
 - Expectation of high quality materials & resources
 - Assessment: marking & feedback to assist learning; standards of work
 - Assessment tracking – to link and evidence learner targets and progress
 - Learner engagement; punctuality
 - Taking opportunity to develop language skills
 - Questioning techniques to promote deeper learning and to stretch & challenge
 - Questioning to assess learning
 - Pitching learning at the right level

The meeting commended the rigour of this report and were informed that an update on progress against the action plan would be reported to the Corporation during early 2018/19.

NOTED**11. 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 during 2017/18 until the formal Strategic Plan for HCUC was finalised; work had already been undertaken to align the Corporate Goals presented for the two Colleges. The 'RAG' rated front summary 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. 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. 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. The main developmental priority areas for each of the two Colleges were noted by the meeting.

The meeting broke into two syndicate groups and discussed the Corporate Goals at one of the constituent Colleges in more detail. Feedback from the groups was taken away to be considered further by the SLT.

The meeting RECEIVED the Corporate Goals update report.

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12. 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 noted the 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 CEO highlighted the green status of the majority of individual action lines. The remaining actions classified as 'amber' were considered by the meeting: the HCUC Strategic Plan and its promotion to external stakeholders; aligning of Financial Regulations and policies; finalise property related forms and submissions; a final review of HC and UC due diligence; and the roll-out of the Midland HR system across HCUC. It was noted that all of these were on track for completion by the end of 2017/18. 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. The meeting was reminded that the ongoing review of the detailed PMAP and the accompanying Risk Register was led by the Vice-Chair of the Corporation (SC) on behalf of the Corporation in between formal meetings. SC confirmed that he had spoken to the CEO outside the meeting and he was content with progress; a lot had been completed with some smaller 'non-mission critical' items outstanding.

The Post Merger Action Plan and Risk Register were RECEIVED.

ITEMS FOR INFORMATION (*Taken as read with questions from Corporation members.*)

13. Academic Report

The meeting considered a report which covered the following: Performance Indicator (PI) tables for HCUC Year-to-date 2017/18; attendance data; complaints and disciplinary report; a summary report on progress against the Quality Improvement Plans (QIP) 2017/18 for Harrow College (HC), Uxbridge College (UC) and West Met Skills; updates in Learner Surveys; and Awarding Body Centre Quality Reports. The report was presented by the two College Vice Principals (DDS and DMcT).

Year-to-Date HCUC PI tables:

Current retention (at 26th April 2018) was at 93.9% 16-18 (NA 90.1%) and 95.98% 19+ (NA 92.8%). It was confirmed that UC 16-18 retention was 1% below the prior year and 19+ was at a similar rate. HC 16-18 retention was 0.6% below the prior year and 19+ was also similar.

The meeting was reminded that maximising achievement, especially with the increased number of examination based courses, was now the key challenge in order to secure a College (QAR) performance that at least matched the strong performance of 2016/17.

Qualification Type: Most Qualification Types for 16-18 and 19+ were expected to be above their respective NA and weighted NA (for 19+). Currently 10 out of the 12 Qualification Types were above NA for 16-18 (HCUC) Retention. However the meeting was reminded that 19+ NA provided a less reliable comparator as it housed greater variation from duration and level of qualification; some colleges ran a large number of short and very-short courses which usually had higher retention levels. Nevertheless 10 out of the 12 Qualifications remained at or above NA or weighted NA for Retention.

SSA data: The meeting considered the data by subject sector area (SSA) and noted that the HCUC SSA view showed greater variation for both 16-18 and 19+, with 10 out of the 14 SSAs showing above NA for retention and 13 out of the 14 SSAs showing above NA or weighted NA.

Governors noted that by Subject Sector Area (SSA) key concerns were currently: SSA 1 Health, due to withdrawals at Harrow and Uxbridge; SSA 4 19+ Engineering at Uxbridge (due to low numbers); SSA 8 Leisure, T&T at Uxbridge; and SSA 11 Social Sciences at Harrow (due to low numbers, A-Level retention issue).

The meeting was reminded that Governors at the HCUC Training & Planning (25/4/18) had been presented with the comparative QAR picture for HCUC within London. At Governors' request, this had now been revised to include nearby (non-London based) competitors and was presented to the meeting. Governors were pleased to note the strong performance of HCUC within the region.

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Work Based Learning (WBL): The meeting was reminded that detailed reports on WBL provision had been presented to QCS by Director, Jo Withers. A summary was provided for the Corporation as follows. HCUC Overall apprenticeship predictions 2017/18 were at a minimum of 67% (if all at risk students did not pass), a mid of 72.5% (if a number of well-supported at risk students passed), and a maximum of 72.9% (if all remaining students passed). Governors were assured that the WBL teams were providing significant support to meet individual student needs to offset a small predicted decline on the 75.1% HCUC 2016/17 end of year position. The HCUC 'Timely' 2017/18 apprenticeship predictions were at a minimum of 54.7%, a mid of 59.7%, and a maximum of 62.4% (65.8% in 2016/17).

Year-To-Date attendance: The meeting was reminded that the focus for monitoring had remained 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 85.4% (88.3% excluding AA) against a target of 86%. Attendance at English (80.5%) and Maths (80.2%) was also noted. Governors took the report which detailed attendance at each College by age and type of provision as read.

Complaints and Disciplinary 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 colleges' SSC meetings. In year to date 2017/18 there had been 28 complaints (13 at HC and 15 at UC). Governors were given assurance that complaints were being dealt with in a timely manner. The meeting noted that disciplinarys had been discussed in detail at the SSCs; the detailed data on disciplinarys was taken as read.

QIP 2017/18: The meeting was reminded that progress against individual HC and UC Quality Improvement Plans (QIPs) focused on identified Areas for Improvement (Afls) identified by HC and UC SAR analysis 2016/17 had been considered in detail at QCS Committee. A detailed summary by College was taken as read by the Corporation meeting. Progress against the Afls identified for HCUC as a whole, was summarised as follows:

- Consistency in Study Programme attendance – 'yellow'
- Access to HE – 'yellow'
- A level offer at HCUC (particularly at HC) – 'red'. AS level offer now classified as 'green'.
- Further stretch & challenge for all learners – 'yellow'
- Further development of work experience in some curriculum areas – 'green'.

Learner Survey Spring 2018: The meeting noted the recent internal spring survey results. Governors were informed that the first table showed the official questions set by the DfE and the second table showed additional questions set by HCUC. The meeting noted that UC results showed a decline on last year which were on average 8.0 for the internal survey; HC results were similar to their external results for these questions last year which was 8.2. The meeting was informed that further analysis of the Spring Learner survey across different curriculum areas showed significant variations: ranging from 5.8 – 9.5 at HC and 6.4 – 8.9 at UC. .

	Highest scoring schools		Lowest scoring schools	
HC	ICT 9.5	BPS 8.8	HSC 5.8	SCI 7.3
	ELD 9.2	CON 8.8	HFL 7.1	ART 7.3
UC	ELTFS 8.9	BUS 7.8	ENGME 6.4	COMP 7.2
	HBHEP 8.0	UCA 7.7	ENGTI 7.2	HSCCA 7.4

Governors sought assurance on what would be done with this learner feedback information. The College VPs assured the meeting that the survey results had just emerged and so the data down to group level would be interrogated in order to draw conclusions and agree follow up action.

HCUC Awarding Body - Centre Quality Reports: UC: Governors were pleased to note that the main Pearson Centre Visit went very well. There were no actions to address. Similarly, the new, additional Pearson Centre Visit for apprenticeship provision had found Uxbridge College to be low risk. Governors noted that the City and Guilds Centre Visit would take place later on in May.

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HC: The Pearson Centre visit in March 2018 was positive and identified no concerns, adding that 'the centre is well organised....'. Other forthcoming visits included City & Guilds (June 18).

The Academic Report was RECEIVED.

14. Finance Directorate Report

- **HCUC Management Accounts**

The GDFRP (SS) presented the composite HCUC management accounts to 31st March 2018. The meeting noted that an operating surplus for the period ending 31st March 2018 of £1.197m compared to a year to date forecast surplus of £1.015m giving a favourable variance of £182,000. The significant variances were highlighted as follows:

- Funding income of £26.849m compared with a YTD forecast of £226.877m giving a small adverse variance of £29,000. Noted as being due to a shortfall in 19+ recruitment and lower uptake of free school meals.
- Tuition Fees and Education Contracts Income of £6.306m compared to forecast of £6.263m, (positive variance of £43,000). Due to: improved FE at HC; improved HE and international at UC; and higher employer contributions at West Met Skills
- Expenditure was showing a favourable variance of £156,000 against the budget of £33.659m. Staff costs of £22.441m compared to forecast of £21.492m, (favourable variance of £51,000 due to vacant posts at UC and West Met Skills partly offset by additional support costs at HC).
- Other Operating Expenses: a favourable variance of £105,000 against the forecast of £11.166m. This was noted as mainly due to timing issues with later expenditure on exams and materials than forecast.
- All ratios were healthy: cash days in hand at 118.7 (full year target of 127.5); and current ratio at 2.47 (full year target 2.37).
- The College was currently complying with all loan covenants.

The HCUC Management Accounts to 31st March 2018 were RECEIVED

- **Capital Project Update**

Health & Social Care Building Weald: The meeting noted that the final account from Ashe had still not been agreed and AA Projects were meeting with Ashe to resolve the matter. Governors were informed that on the advice of AA Projects, the College was yet to claim LADs (liquidated and ascertained damages) relating to the late completion of the project. The meeting was assured that although there were a number of 'snags' outstanding, these were not affecting the use of the building.

Learning Resource Centre (LRC) Refurbishment Weald: Consultation had now taken place with LRC and E Learning staff to ensure the most appropriate internal layouts. The meeting was pleased to hear that the associated external works were almost complete, with the access road now completed and landscaping taking place. It was noted that following the previous Corporation approval to appoint Beard, the College did not confirm the appointment due to the fact that Beard were unable to meet the guaranteed maximum price agreed at 2nd stage bid. This was due to the level of additional design and risk costs they were adding to the base cost. Governors noted that Beards' base cost was based on quotations received from the market and included Image Creation and subcontractors suggested by the Design Team who had worked on previous Uxbridge College contracts. It was noted that the College had appointed Image Creation to commence the stripping out works while the project team continued to develop the scheme with the aim of reducing the risk and design development allowances. SS informed the meeting that having reviewed Beard's costs with Gardiner & Theobald (quantity surveyors) the College met with Beard to discuss an option where several of the specialist trades would be appointed direct to the College and requested a fee to carry the work out on a Construction Management approach to remove the overhead and profit and risk allowances on these packages. However, Beard were reluctant to carry out the work on this basis as they wanted the full turnover and associated allowances to flow through their contract. As the contract was primarily a fit-out project, the College had developed a Construction Management, approach, appointing Image Creation directly as Principal Contractor along with a series of direct packages. This approach would

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improve the overall budget price by some £200,000, and would enable a more efficient programme resulting in the LRC moving from the Gaskell Building by the end of June 2018, ready for demolition and completion of landscaping in the summer break. Governors were pleased to note that the savings on the contract would contribute to the enabling works to the DAC / Newton building. Governors were given assurance that the Project Manager and Technical Advisor to the project was Robert Drury of DMS Consult, who had successfully run a number of such projects at the Uxbridge campuses. The timetable was confirmed: contractors had started work on April 25th and completion was due 3rd August 2018.

Armstrong Development Grant: PC confirmed that the work associated to the grant had now been completed and planning and the final return submitted. The College was awaiting news of the next available opportunity to submit a full application for grant funding to complete the works not only in Armstrong but also in Newton at Weald, enabling the consolidation of construction onto Weald. The meeting was disappointed to note that this was not likely to be within the next 9 months.

Enabling works: The meeting was reminded that Governors had agreed at the recent training and planning day (April 2018) to approve the works for Harrow on the Hill and Weald, totalling £1,000,000 enabling improvement and preparatory works to be completed in advance of the grant applications. SS confirmed that the programme of works was currently being finalised.

- **Risk Management Update**

The GDFRP reported on the Risk Register which detailed the risks mapped to the Strategic Aims of the College. The meeting noted the two separate College Risk Registers which were both now in the format previously used by Uxbridge College: these had the risks aligned to the Corporate Goals of each college. SS reminded the meeting that both of these Risk Registers would continue to be monitored via the individual sub-Committees as well as by the Audit Committee; a combined Risk Register for HCUC would be drafted once the HCUC Strategic Plan was agreed. Governors were given assurance that the Risk Registers were reviewed regularly through HCUC Senior Leadership Team (SLT) and Executive team meetings.

The meeting considered the summary report which highlighted the key risks for members on the Harrow College and Uxbridge College Risk Registers. There had been no significant change since last reported to the Corporation in March 2018. The significant risks in both Colleges all related to difficulties with staff recruitment and achievement of funding:

- Insufficiently qualified and equipped staff to support the delivery of study programmes and quality outcomes for learners
 - Problem areas noted as: Harrow, Health & Social Care and LLDD; Uxbridge, Business, Health and Social Care, Engineering (ME), Learning Support
- Failure to recruit 16-18 enrolment and AEB income targets.
 - Recruitment to date was noted as:
 - Harrow
 - 16-18 learner numbers actual 1872 v target 1960
 - 19+ funding target £4,334,000 : shortfall of £862,000 anticipated
 - Uxbridge
 - 16-18 learner numbers actual 4118 v target 4068
 - 19+ funding target £2,842,000: shortfall of £247,000 anticipated
- WBL 16-18 and 19+ apprentices target not met including in-year variation
 - May – December shortfalls now confirmed
- Underachievement of funding targets – as above
- An additional risks was significant at Uxbridge:
 - Employers not agreeing to the College apprenticeship contract or not signing in a timely manner.

- **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 and financial plan. The actual cost of the merger to date was noted as £1,409,694; against the forecast of £917,000. The meeting noted the additional expenditure since the last meeting which included an increase to the redundancy costs from £200,000 and £20,000 annual IT cost for a Harrow contract not required after merger of the student records systems.

The Finance Directorate Report and HCUC Risk Register was RECEIVED.

15. Employer and Partnerships Report

The meeting received an update report on employer engagement and partnership activities for HCUC presented by the Principal HC for the year-to-date 2017/18. This included an update on the Institute for Technology proposals. The meeting commented on the diverse 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. The new opportunities for employer engagement and Young Enterprise at each of the colleges were also noted.

- West Met Skills: The meeting noted that the College was awaiting the outcome of a number of tenders including: 20 L4 Network Engineers with the Cabinet office; and Engineering apprentices with TfL. Governors were pleased to hear that the Brunel partnership continued to grow with part delivery on their Art Therapy degree, (delivery was due to start on the 8th May). A meeting had been arranged with Virgin Atlantic to explore a possible partnership in delivery on their apprenticeships programme; Governors were informed that they were an Employer Provider. Also the watchmaking Industry Lead, Matt Bowling (Director of Watchfinder) had been referred by the ESFA for a possible partnership with industry leads such as Rolex to deliver the new Watchmaking Standard.

- Institute of Technology (IoT) Application: Members noted that the DfE had now confirmed that applicants would be notified by the end of May 2018 on the outcome of the Stage 1 process. LS informed the meeting that in order to prepare for either a positive or negative response HCUC, along with Brunel, were trying to organise a meeting with potential anchor partners to discuss next steps for early June. Governors were given assurance that the SLT would plan meetings internally and with Brunel to relook at all parts of the bid and agreeing further work in anticipation of a successful outcome. The meeting was informed that they would be updated on progress with the IoT bid before the next Corporation meeting (10th July 2018).

- Activity Supporting Strategic Plan Development: The meeting noted the work that had been undertaken with the Greater London Authority (GLA) and the Association of Colleges (AoC) to support the HCUC Strategic Planning process.

- GLA:

- Applied for registration with the Mayor of London's Mayoral Construction Academy which would enable HCUC to be on an approved provider list held by the GLA. It would also enable the college to apply for targeted construction capital funding and the opportunity to put forward to become a registered hub for construction.

- AEB Devolution meeting with the GLA. GLA representatives had presented progress so far on preparing for devolution. Significant numbers of staff were being appointed and would include the creation of relationship staff to link with 7 colleges each. The focus for the devolved budget would be different to national priorities and included ESOL, ACL, programmes for the unemployed and SEND.

- AOC: The meeting noted that a draft position paper on response to devolution had been circulated by the AOC Devolution and Responsiveness National Policy Group. It highlighted differences in the approach in different regions and positive and negative impact for colleges in devolution combined authorities and those outside. Details within the position paper were noted.

- 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.

The Employer and Partnerships Report was NOTED.

MINUTES

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ANY OTHER BUSINESS**16. Any other business as previously notified**

- **GDPR Update**

The Acting Chair sought, and was given, confirmation that the College was working towards compliance with the new GDPR legislation which would come into effect on 25th May 2018. It was noted that the Executive Director for Corporate Services was taking the lead on this work within the Senior Leadership Team and he would be the nominated College Data Protection Officer; this was noted as a role required by the GDPR legislation.

- Privacy Notice for HCUC Governors: The Clerk presented a template Privacy Notice for HCUC Corporation Members and directors of any subsidiary companies, this was required to comply with the GDPR.

The GDPR update was NOTED and the Governors' Privacy Notice was APPROVED as presented.

- **Date and time of next meeting**

The next Corporation meeting was noted as Tuesday 10th July at 5.30pm. The Principal asked the meeting to consider the proposal that Stakeholder & Scrutiny Committee (SSC) members from HC and UC should be invited to join HCUC Corporation members for a late afternoon tea to coincide with the last Corporation meet on 10th July. The proposal was for SSC members to be invited in for 4:30pm for afternoon tea with Governors, prior to a presentation and discussion about how the newly agreed Strategic Plan 2018-21 would be taken forward with internal and external stakeholders. The formal HCUC Corporation meeting would then commence at 5.30pm.

The meeting APPROVED the proposal to invite SSC members in prior to the formal Corporation meeting on 10th July 2018.

There was no other business. The meeting closed at 6.25pm.

Signed

Date.....

MINUTES

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Minute Ref	Action	By who	By when
1	Recruitment of UC Staff Governor.	Clerk & Search Comm	June 2018
6	Non-availability for GB or committee meetings to be notified to the Clerk.	All Governors	July 2018
8	Delegated authority for the final OfS submission would be given to the two SSC Chairs (also members of QCS Committee). The final OfS submission would then be submitted to the OfS to meet deadline.	SLT/ AW/ MRW	23 May 2018
9	Moore Stephens to be appointed as HCUC external auditors for a three year period from 1 August 2018.	GDFRP	31 May 2018
10	Progress against 'TL&A Audit Report Action Plan' to be reported via SSCs and QCS to Corporation Autumn 2018.	VPs	SSCs and QCS: Nov 2018 and Corporation: Dec 2018
13	Learner Survey Spring 2018: further analysis of data down to group level to be reported to QCS and SSCs	VPs	November 2018
16	SSC Members to attend pre-meeting and afternoon tea with Corporation Members to discuss taking forward the 2018-21 HCUC Strategic Plan.	SSC Members Governors SLT Clerk	10 July 2018 at 4.30pm