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Directorate: Corporation

Minutes of: HCUC Governing Body

Date: Tuesday 17 May 2022 **Time:** 4.30pm

Venue: Board Room Harrow on the Hill

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Present:

Nicholas Davies	Governor (<i>Chair</i>)
Mark Billington	Governor
Tracey Critchley	Harrow Staff Governor
Darrell De Souza	Governor (<i>Group CEO and Principal</i>)
Mariann Rand-Weaver	Governor

Online attendance:

Simon Boulcott	Governor
Sharon Croxon	Uxbridge Staff Governor
Steve Cochran	Governor (<i>Vice-Chair</i>)
Amanda Priem	Governor
Shaliny Lingeswaran	Uxbridge Student Governor
Alexandra Postar	Harrow Student Governor

Apologies:

Nasim Khan	Governor
Alasdair MacLeod	Governor
Ketan Sheth	Governor

In attendance:

Dylan McTaggart	Principal Uxbridge
Gavin Hughes	Director of Student Services (<i>item 10 only</i>)
Andy Miller	Exec Director Corporate Services (<i>item 10 and 11 only</i>)
Tracy Reeve	Director of Governance
Jo Withers	Principal Harrow
Shane Woodhatch	Group Director – Finance & Resource Planning

Governors' pre-meeting

There was no Governors' pre-meeting, the Chair sought assurance that there were no specific items that any of the Governors wanted to raise outside of the formal meeting.

Presentations

The Corporation Members received a presentation from the HCUC Director of Student Services (GH) which gave the Governors an update on Safeguarding. (Report and discussion minuted at item 10 below.)

1. Apologies for absence

Apologies had been received from Nasim Khan, Alasdair MacLeod and Ketan Sheth.

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 29 March 2022

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

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5. Matters arising from Minutes of the Governing Body Meeting held on 29 March 2022, which were not agenda items.

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

6. Chair and CEO's Update

The Chair (ND) highlighted the recent Governors Strategy Day held on 27 April. He had found this a very positive day with input from West London Business. The discussions around the future strategy for the West London IoT had been particularly interesting. Merger activity continued around regular JSG meetings and he was also actively involved with the recruitment of the new CEO for the College.

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CEO's Update

The CEO (DDS) informed the meeting that the agenda covered most of his recent activity and merger related work would be covered during the meeting. Other activity had centered around the marketing following the College's successful Ofsted outcome. DDS had also attended the Tertiary Colleges Group conference where Keith Smith from DfE had presented on current plans for post-16 skills reforms. There was a focus on the FE sector working to help fill the productivity gap. The meeting had also considered the proposed rebalancing of the HE landscape with the advent of Higher Technical Qualifications and how they would sit within the Lifelong Learning Entitlement (LLE). DDS also highlighted new drafts of the Revised Ofsted Education Inspection Framework (EIF) which would be adopted from September 2022. This would add a 'skills enhancement' focus to the current format of the EIF. There would be two new 'C's (Civic and Community), and two new 'E's (Employers and Education) added to the inspection judgements. Future inspections would look at how well colleges were engaging with these stakeholder groups to address local skills gaps and there would be two additional inspectors allocated to looking at 'skills' during every inspection. DDS also highlighted the work of the new IoT lead and a recent meeting that had been held with other West London Principals to open up their engagement with the WLIoT.

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ITEMS FOR DECISION/ APPROVAL

7. Governance

• Draft Schedule of Governing Body and sub-committee meetings in 2022/23

The Director of Governance (TR) presented the draft timetable of Corporation and sub-committee meetings as well as Stakeholder and Scrutiny Committee dates for 2022/23. The meeting noted that this followed a similar format to the current year but the autumn strategy day had been delayed to November to allow scope for the RuTC merger to vest before this event. Governors were asked to 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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• Notes from Governors' Training & Planning Day, 27 April 2022

TR presented the notes from the Governors' Training and Planning Day. The Chair commended this useful day when a lot of time had been dedicated to strategy for the West London IoT within the post-pandemic economic recovery plan for the West London area. The CEO (DDS) confirmed that the feedback and notes from the event would be built into the final revision of the HCUC Strategic Plan. DDS highlighted the ongoing work to refine the 1-5 year priorities for the College.

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8. Merger with Richmond Upon Thames College (RuTC)

• RAG Rated Gateways to Merger

The meeting was reminded that the RuTC Phase 2 Capital build had continued to present challenges in relation to planning conditions, following ongoing review by Richmond Council. This in turn had impacted

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the ability and timeliness for RuTC to access funds from Clarion (Housing development company) for the Phase 2 build. As a result, financial assurances were being sought by HCUC prior to agreeing a revised merger date. The assurances sought by HCUC had been captured within the risk management reports that were presented to the merger Joint Steering Group (JSG) distilled into a series of five related 'gateways'. The HCUC Corporation Members noted the current position against these gateways and the current assessed risk. Key red risks were noted as being Gateway 1 (Clarion agreement) and gateway 2 (planning permission). The Chair (ND) also reminded the meeting of some concern that the 'amber' status of Gateway 3 in relation to the build of the STEM building was overly optimistic; the likelihood of a large rise in the contract cost was very real. DDS informed the meeting that RuTC had decided not to go back out to tender at this stage but were awaiting an updated contract price from their contractor (ISG) by the end of May. Governors were assured that the HCUC Capital Project Consultant (Robert Drury) and Gardner Theobald (Quantity Surveyors used by HCUC) would both be asked to comment on the revised ISG contract price for additional assurance. DDS confirmed that RuTC and their Project Managers (Fusion) continued to meet regularly with Clarion and Richmond Council to progress matters and input was also being sought from the DfE and local MPs. ND confirmed that the college Chairs were in regular contact. DDS also had weekly 1:1 update meetings with RuTC interim Principal (JJ). The meeting noted that the Workstream activity across all areas of both colleges was still ongoing with meetings on a monthly basis to ensure that momentum was maintained in advance of a final merger date being agreed.

DDS highlighted the current work being undertaken at RuTC to amend overly-generous (against sector benchmarks) T&Cs for lecturing staff; this had now been added to the merger risk register. DDS confirmed that five days of strike action had now been confirmed by the union representatives. The meeting noted that the FE Commissioner had visited RuTC again during the previous week and the FEC Team continued to offer the college their support.

- **Merger costs**

DDS highlighted the need for a transparent position on all the final merger costs to be available before HCUC could agree to finalise a new merger date. The Group Director Finance & Resource Planning presented an updated report highlighting known 'overall merger costs'. The meeting noted the individual College budgets and the consolidated forecast for 2022/23; including a version which had been subjected to some 'worst-case scenario' sensitivity analysis. The meeting was assured that once the actual cost of the Phase 2 contract was confirmed this paper would be updated and brought back to HCUC Governors in order to inform their decision. DDS suggested that any figure above £5m might be too much for HCUC to bear alone without some mitigating funding from the ESFA/ DfE. The meeting also discussed the GLA funding that had been used for the Phase 1 development and possible risks around clawback for non-delivery against targets. However, DDS confirmed that the GLA were very engaged to support RuTC and seemed to have a wholly positive attitude to supporting them further. The meeting agreed that the merger was still a sensible route for HCUC to pursue as there were many benefits for both colleges.

- **Intended date for proposed merger**

The meeting agreed that the earliest likely date for the merger between HCUC and RuTC to vest was likely to be 31 October 2022. Any earlier in the 2022/23 would threaten the necessary SLT and wide-college focus on the first 6 weeks post-enrolment. The meeting agreed that no decision on a likely date would be taken until there was clarity around the planning issues at RuTC and the likely merger costs. Governors also had a lengthy discussion around the ongoing quality improvement plan with regard to TL&A at RuTC and any possible reputational impact on HCUC as well as any effect on future Ofsted inspections. The Chair asserted his belief that the Corporation also needed to stay very mindful of the 'distraction factor' of the merger on both college SLTs and it was agreed that these other complex issues – including management demands - would need to be considered before a final merger date was agreed.

The merger update was NOTED

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9. Finance Matters

• *Interim IT Project Budget 2022/23*

The GDFRP (SW) presented a paper which was seeking approval from the Corporation for an interim budget allocation of £550,000 for IT project expenditure for 2022/23 and £250,000 for Minor Works during the summer of 2022. 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 was being recommended by the Resources Committee who had considered the request on 16 March 2022; Chair of Resources Committee AMcL confirmed that the sub-committee supported the request. 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. SW highlighted that the total allocation for IT in the financial plan 2022/23 was likely to be circa £1.3m. The meeting was reminded that the final budget request would be brought to the Resources Committee in June and Corporation in July 2022 for approval, by which time full details of requirements would be available. Governors noted a breakdown of the key items identified so far at an approximate cost of £1,300,600 across HCUC (£880,000 at Uxbridge and £420,600 at Harrow).

The interim IT project budget for 2022/23 was APPROVED as presented.

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10. Safeguarding & Support update: HCUC Suicide Prevention Strategy

The Director of Student Services (GH) joined the meeting; GH was the Designated Safeguarding Lead (DSL) with responsibility for child protection and safeguarding at Uxbridge College. GH presented the new Suicide Prevention Strategy which sat within the Safeguarding Policy. The Chair of Governors has suggested that the College should develop a suicide prevention policy after there had been two incidents with HCUC learners taking their own lives. GH assured the meeting that each case had been reviewed and there was no way that the College could have foreseen the learner actions as in both cases it had come as a surprise to even family. However, after completing the review it was agreed that any recommendations for the future be adopted into a Suicide Prevention Strategy. GH confirmed that there were many sources of advice on this topic which had proven useful in drafting the strategy. The meeting noted that the strategy contained useful appendices for staff with specific advice and sources of further external support/ advice. It also suggested the best course of action for staff if there was an incidence of suicide within their learner cohort in order to support the wider student group. GH confirmed that this subject would be covered during the update Safeguarding Training for all staff in order to raise awareness of this issue. Staff Governor (TC) informed the meeting that she had done a specific course on this subject earlier in the year and the HCUC Strategy as presented reflected the training and advice that she had been given. The Chair commended this useful strategy which would ensure that HCUC kept at the forefront of Safeguarding good practice.

The HCUC Suicide Prevention Strategy was APPROVED as presented.

11. Estates Strategy 2022-26

The meeting received a very comprehensive update from the Exec Director Corporate Services (AMi). He reminded the meeting of the important role played by the HCUC Estate in achieving the organisation's ambitions as it catered for the wide range of needs of staff, students, employers, and the local community. The overriding focus was on teaching space for curriculum however infrastructure and local community space also needed attention to involve a wider range of the public by giving them contact with the college. The College could provide everything from teaching and learning facilities to sporting, exhibition, and events venues. ***Governors suggested that the availability of space for lettings/ hire should be flagged more prominently on the HCUC website as community groups were often looking for space to meet at times which would not conflict with day time College use.*** The Estates Strategy set out how the college would develop and manage its Estate in line with the HCUC Strategic Plan, the various school and department's Development Plans, and Capital Plans. While these plans would form the basis of the Estate Strategy, Governors agreed that it would also need to be flexible enough to allow the College to respond effectively in a fast-changing education environment. This would include reacting

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to best practice, new technology, new regulations, and emerging global situations. Failure to do so could mean that HCUC was less competitive; Governors were reminded that two geographically close competitors had recently received significant grants to improve their estates.

AMi confirmed that the College had worked through the initial 5-year Estates strategy introduced at merger in 2017. This new Estates Strategy for 2022-26 was designed to complement the previous one and would continue to provide a long-term development and management plan for the HCUC estate. AMi reminded the meeting that it had been recognised at merger in 2017 that the Harrow College real estate, in particular, required investment which was reflected in the objectives set. These objectives had been met and the overall college estate for HCUC was now rated as 93% condition A or B compared to only 30% for Harrow at merger (as quoted in the previous strategy). A significant phase of capital build had been completed (the Newton and Armstrong buildings at Harrow and the WLIoT at Uxbridge), despite the challenges of the pandemic. AMi confirmed that investment in the physical real estate over the past five years had seen either new or refurbished space across all campuses. Re-modelling and enhancing the utilisation of existing premises and re-allocating of space had been central to plans and this would continue to be the case. There had also been the opportunity to invest in low carbon energy infrastructure, demolish poor quality buildings and improve facility contracts to improve the efficiency and resilience of the HCUC estate.

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The meeting noted that this new Estates Strategy would also focus on the other non-build Estate areas that influenced the experience of learners and the performance of the college through education, finance and reputation. The main objective for the estate would be to create a high-quality environment - that reflected industry standards - which was financially and environmentally sustainable and which supported teaching and learning of the highest standards. The Estate would continue to be attractive to students and staff and would promote a positive image of the college.

AMi highlighted the ongoing challenges around the estate. These included the continued recovery post-pandemic, environmental issues including both the DfE and AoC green/ sustainability strategies, and the addition of 40 hours learning to every study programme from 2022/23. Governors were assured that there were plans in place for each campus, for general maintenance and for non-build items. The meeting took the five-year projected projects and works plans as read and noted the key activities for each of the college campuses for the period to the end of 2023. **DDS suggested that the 'partnership/ stakeholder' element might need a stronger reference in the final version.**

Subject to this suggested amendment, the draft Estates Strategy was APPROVED as presented.

ITEMS FOR INFORMATION

(The meeting took the following reports as pre-read and the report authors took questions by exception.)

12. Ofsted Inspection – February 2022

The meeting noted the final Ofsted Report which had now been published on the Ofsted portal. This had been discussed in detail at the March Corporation meeting as well as at the April Strategy day. DDS highlighted a recent message on Twitter from Prime Minister Boris Johnson congratulating HCUC on the Ofsted outcome. Governors were assured that actions were already underway to drive forward the three Areas for Improvement; these would be included in the Quality Improvement Plan for 2022/23 and would also underpin the strategic objectives for the next academic year. DDS confirmed that the Marketing Team at HCUC had done a great job of distilling the numerous positives from the report and using these with applicants for 2022/23.

NOTED

- **Approval of leave and financial recognition**

The meeting considered a proposal to give staff a one-off pay award and one extra days holiday in recognition of their contribution to the Ofsted inspection. This acknowledged the need for all staff to be focused on Ofsted preparation for an extended period of time and the fact that an excellent level of

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motivation and momentum had been maintained. The meeting considered the proposal for a one-off payment ranging from £100 to £200 which would apply to permanent and agency staff. SW confirmed that this would cost £100,400 at £100, £150,600 at £150 and £200,800 at £200. There was also a proposal to award staff one extra day's leave to be taken in year 2021/22 as a thank you for Ofsted work. Governors were assured that this pay award was affordable (March 2022 management accounts showed a saving in-year of £102,000 against staff costs).

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The meeting APPROVED the Ofsted pay award and additional days leave for all staff. The exact level of the payment – whether £100, £150 or £200 - to be finalised by SLT within affordability constraints.

13. Partnerships Report (including GLA and WLloT update)

The Principal Harrow (JW) presented this report which gave the meeting an update on employer engagement and partnership activities for HCUC for the year-to-date 2021/22. The detailed report was taken as read but Governors noted the key points and commended the wide range of activities and partnership development work across HCUC. JW highlighted the activity around the FE/HE sector based forums led by the West London Alliance which were proving to be a particular success. Momentum was building through the new Mayor's Skills Academies across the key priority sectors in West London. The meeting noted that although the recruitment of apprenticeships remained lower than pre pandemic levels, recruitment was slowly increasing with a lot of marketing activities underway to attract potential candidates. JW reminded the meeting of the focus on achievement for 2021/22, the cautionary predictions in year for Apprenticeship outcomes ranged from 66.1%-69.7%. There was also quite a significant shift in the adult employability programmes, with a very high number of employers and students benefiting from the Sector Work Based Programmes (SWAPS). HCUC had delivered 18 SWAPS in 2021/22 (15 in UC and 3 in HC) and 110 learners had completed leading to 45 job offers/starts and 6 NHS placements (41% successful outcomes to date).

West London loT: The meeting was reminded that recent developments included the appointment of a dedicated loT Project Manager to drive up the outputs and partnerships. Current activity was centred on drawing together an loT Strategy as the WLloT moved into years 3-5 of operation. JW confirmed that exploration of new partnerships within the loT was taking place with a Strategic Away Day being planned for later in June 2022.

The Partnerships Report was NOTED and RECEIVED.

14. Academic Report

The meeting considered a report which covered the following: KPI Dashboard for in-year monitoring; Higher Education (HE) update report; and a summary report on progress against Quality Improvement Plans (QIPs). This report was largely taken as read with Governors asking questions where they sought additional clarification. DM reminded the meeting that in-year performance had been discussed in detail at the Governors Strategy and Training Day on 27 April 2022 as a follow-on from the Ofsted Inspection.

KPI Dashboard for in-year monitoring

The meeting noted the summary dashboard which provided year-to-date (YTD) performance 2021/22 for HCUC, HC and UC for the following metrics: Retention, Work Based Learning (WBL) updates, FT Attendance, Employability, Lesson Observations, Complaints and Disciplinary. The meeting noted that this dashboard had been presented at each of the Stakeholder and Scrutiny Committees (SSC) and in combined format at Quality, Curriculum and Standards (QCS) Committee. Governors commended the clear 'RAG' rated format which enabled them to identify any areas of under-performance very easily. DMcT highlighted the following aspects of performance:

- Attendance: Full Time 16-18 was at the year-end target at 85% (89% with authorised absence) and was rated as 'amber' in case it fell below target by June 2022. DM reminded the meeting that attendance did tend to dip towards year-end as learners stayed at home to revise for exams - even when asked to

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keep attending. Attendance at the 18,000 GCSE exam sittings had been good; this volume of GCSEs was unprecedented.

- **Punctuality:** 16-18s was holding at 4-5% 'lateness' on target.
- **Retention:** 16-18 retention was well-above NA and above YTD 2020/21 at 94.4%. Retention for 19+ was at 96.7%. This would be closely monitored via the Corporate Goals. HE retention was high and improved on 2020/21 YTD at 98%. The meeting noted that cases of individual slippage were being monitored closely.
- **Weaker courses** 2020/21 were performing well in 2021/22 YTD with 97% (93 out of 96 courses) currently above NA.
- **Teaching Learning & Assessment:** Observations had now accelerated and 315 formal observations had been undertaken YTD. The 85% 'good or better' profile was a reflection of the front loading of observations for staff who had previously been identified as needing support. This would rise by year-end as the best teachers were observed.
- **Work Experience (WEX):** Governors were reminded that there had been a delayed start & impact of COVID 19 on employer participation. Schools now had targets set for both WEX and Significant Industry Placements (SIPs) with staffing resource allocated to support the achievement. The current 52% achievement was very strong considering the impact of the pandemic but would not meet the year-end target of 80%. DM highlighted that this area would be a focus for 2022/23 for the newly appointed Employability Manager.
- **Disciplinaries:** Volumes of stage 3 & 4 disciplinaries were significantly above the prior year (137 versus 88) and so were Exclusions (33 versus 18). The period of Covid-19 closure during 2020/21 was obviously a big contributing factor to this.
- **Complaints:** were higher than the prior year (31 versus 16) but a smaller proportion had been upheld (32% versus 56%). No complaints had resulted in legal action to date, but all complaints continued to be assessed against this risk.
- **Learner Satisfaction:** HCUC Initial Impressions Survey had evidenced very high term 1 satisfaction, at 92% this was improved on 2019/20. The mid-year survey was currently live and 'satisfaction' was currently at 87% (compared to 84% in the last FE Choices Survey 2018/19).

Safeguarding

The meeting noted that there were currently 56 students on the serious safeguarding register, these were mostly for domestic violence and mental health. This was noted as slightly higher than this time last year (and 2020/21 had been the highest year ever recorded for serious cases with 53 cases in total). There had been four cases under the Prevent banner during 2021/22 and only two of these were still current students; both had been assessed as low risk and were being closely monitored. There were 512 looked after children in the college (which was an increase on last year), and 374 currently on the mental health register. DM also highlighted the 36 cases reported on the new College Sexual Harassment Register, which recorded incidents and actions. The meeting was reminded that a whole college approach to sexual harassment had been implemented and Ofsted had found the college to have effective safeguarding practices.

Higher Education (HE) Update

DMcT presented this report and took questions from the meeting. The meeting took the very detailed report giving them assurance on how HCUC was continuing to meet the OfS conditions of registration as read. A summary of the ongoing HE reporting to Governors was noted by the meeting. DM highlighted the good retention and strong predicted achievement but flagged the poor legacy data on retention from several years ago (Office for Students looked back five years for data returns). DM also highlighted the two new HE qualifications being co-developed with Brunel which would provide a direct progression route for HCUC students. These would be a key feature of the WLLoT provision.

The Academic Report was RECEIVED.

15. Finance and Corporate Services Report

15.1 HCUC Management Accounts

The GDFRP (SW) presented the composite HCUC management accounts to the end of March 2022. The meeting noted an historical cost surplus for the period ending 31 March 2022 of £1,667,000 compared to a forecast surplus of £1,078,000 giving a favourable variance of £589,000. Governors sought, and were given, confirmation that the main reason for this variance was timing of expenditure with schools spending later than planned and earlier income. The significant variances were highlighted:

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- Income of £38.859m against a budget of £38.465m (positive variance of £394,000).
- Expenditure was showing a favourable variance of £195,000 against the budget of £37.387m. Staff costs of £24.518m compared to the budget of £24.620m, (favourable variance of £102,000 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 £87,000 against the budget of £9.823m. This was noted as mainly being due to timing issues.
- Balance Sheet remained strong with a healthy cash balance.
- All ratios were healthy: cash days in hand at 209 (forecast 195); and current ratio at 2.76 (forecast of 2.70). Financial Healthy grade was Outstanding.
- The College was currently complying with all bank covenants.

The Chair of Resources Committee (AMcL) sought assurance on the high level of debtors and the delay on the term 3 invoicing for the High Needs provision. SW confirmed that he was not expecting any disputed claims but the College was just awaiting payment. The meeting commended the strong KPIs and the performance above the mid-year forecast as well as the original budget.

The HCUC Management Accounts to 31 March 2022 were RECEIVED

15.2 Risk Register

Governors considered the significant risks (rated 12 and above) on the Risk Register that detailed the risks mapped to the Strategic Aims and Corporate Goals of the College. The significant risks related to difficulties with staff recruitment, Ofsted rating, achievement of funding and a new risk in relation to COVID19. The current controls and mitigation actions for each of the risks were noted by the meeting. The meeting received the HCUC Risk Register which had been updated since last presented in March 2022. The meeting discussed risks with changed risk profile and the key 'red' rated risks in more detail and the mitigating actions that had been put into place:

- 1.08 Insufficiently qualified and equipped staff to support the delivery of study programmes and quality outcomes for learners. (Risk score unchanged at 12 'red').
- 1.09 Failure to recruit sufficient staff, qualified at the appropriate level. (Risk score still at 12 'red'). The meeting was reminded of the ongoing project work looking at innovative ways to recruit for hard to fill specialist technical vacancies.
- 1.12 Project Work fails to prepare College for T levels, CDF & Transition Fund. (Risk still at 15 'red')
- 1.14 College fails to retain Highly Trusted Status for international students (Risk score now at 10 'amber' reduced from 12 'red') HTS had been secured for the current year but this was still a high-risk area.
- 2.05 Inflexible delivery models for Apprenticeships could restrict growth (Risk score remains at 12 'red'). As previously discussed in the meeting the SLT were currently developing a five-year strategy to develop plans for growth in Work Based Learning (WBL), Institute of Technology provision, and commercial income.
- 3.02 Insufficient enrolment on employability pathways for adult unemployed learners will reduce spend of ESFA contract. (Risk score remains at 12 'red').
- 3.11 Underachievement of funding targets (Risk score still at 15 'red').

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- 3.12 Failure to secure and respond to large levy paying employers could impact on apprenticeship income (Risk score remains at 15 'red'). The College's Business Development Consultants (BDCs) had worked hard to stay in touch with employers during the Covid-19 business disruption. There were now some signs of recovery in this market.
- 3.19 16-18 and 19+ mainstream recruitment target not met, leading to a reduction in funding in current and future years. (Risk score remains at 12 'red'). The R04 funding return had been submitted on 6 December to confirm 2021/22 enrolment figures.
- 3.20 WBL non-levy 16-18 and 19+ apprentices target not met. (Risk score still at raised level of 15 'red'). Current WBL delivery against the ESFA allocation was being closely monitored but had been severely impacted by the Covid-19 pandemic.
- 4.05 Failure to achieve IoT targets (Significant 'red' risk with a score of 12.) The ongoing dialogue with the DfE around targets continued.
- 5.11 Compliance with GDPR and other data related regulation (Risk score remains at 15 'red'). As previously discussed by Governors at Corporation and Strategy days the SLT were still working to improve current HCUC practice on the destruction of obsolete data in a timely manner. Progress was being made but the risk score had not yet been reduced in order to maintain focus.
- 5.12 College loses IT capability and/ or data following a cyber-attack. (Risk score remains at 12 'red'). This risk was still very real despite IT Services using up to date security software and policies.

15.3 Capital Projects Update

The meeting took the Capital Update Report as read, this had been considered in detail at the Resources Committee meeting in March 2022 and there were no decisions currently required.

The Finance Directorate Report, Risk Register and Capital Update was RECEIVED.

16. Corporate Goals 2021/22 – Update on progress

The CEO (DDS) provided an update on the Uxbridge College's and Harrow College's Corporate Goals YTD achievement. The meeting took this report as read but DDS flagged the key issues being closely watched in relation to Finances (High Needs provision, HE and Apprenticeships) as well as Work Experience. The meeting agreed that the Corporate Goals reporting was working well presenting the overall college picture with nuances of the local differences.

The Corporate Goals Update report was NOTED and RECEIVED

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

17. Merger Joint Steering Group – 27 April 2022

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

18. Feedback to Stakeholder and Scrutiny Committees

After consideration, the meeting agreed that the following key items would be fed-back to the SSCs in advance of the formal Corporation minutes becoming available to SSC members.

- The need for HCUC Governors to set a 'red line' limit on acceptable merger costs that the College was prepared to absorb.
- The new Estates Strategy 2022-26.
- The adoption of a Suicide Prevention Strategy within the HCUC Safeguarding Policy.

The feedback to the SSCs was AGREED as detailed above.

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19. To confirm the dates and times of the meetings for 2021/22

- o Tuesday 12 July 2022 at 4.30pm at Uxbridge College.

NOTED

ANY OTHER BUSINESS

20. Any other business as previously notified

- **Representation on Governing Body from Harrow Council**

Governors (MB) asked that the Corporation consider whether there should be representation on the HCUC Governing Body by a Harrow Councillor.

Action: Director of Governance and Search Committee to consider.

There was no other business.

21. Any items proposed for next Corporation meeting

There were no specific agenda items requested.

The meeting closed at 7.40pm.

Signed

Date.....

Staff Governors, Student Governors and officers withdrew and a Part 2 Confidential meeting followed.



Uxbridge Campus
Park Road, Uxbridge, Middlesex. UB8 1NQ



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Directorate: Confidential Corporation Minutes
(DECLASSIFIED: no longer confidential Part 2 – 5 July 2022)

Minutes of: HCUC Governing Body

Date: Tuesday 17 May 2022

Time: 4.30pm

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Venue: Board Room Harrow on the Hill

Present:

Nicholas Davies	Governor (<i>Chair</i>)
Mark Billington	Governor
Darrell De Souza	Governor (<i>Group CEO and Principal</i>)
Mariann Rand-Weaver	Governor

Online attendance:

Simon Boulcott	Governor
Steve Cochran	Governor (<i>Vice-Chair</i>)
Amanda Priem	Governor

Apologies:

Nasim Khan	Governor
Alasdair MacLeod	Governor
Ketan Sheth	Governor

In attendance: Tracy Reeve Director of Governance

22. Recruitment of CEO

The meeting was given an update on the process to recruit a new CEO for the HCUC Group following Darrell De Souza's intention to retire. The Chair (ND) reminded the meeting that FE Associates had been contracted to manage this recruitment process for the College and Matt Atkinson of FEA was working with the Director of Governance to manage this process. FEA had undertaken headhunting as well as advertising the role with a closing date of 31 May 2022. A Selection Panel of six HCUC Governors had now been established and would meet on 23 May to finalise the shortlisting criteria and then again on 6 June for the actual shortlisting meeting. The selection process would be built around a two-day selection event on Monday 13 and Tuesday 14 June. Candidates would be put through a detailed panel interview and a selection of task-based activities involving members of SLT, other staff, students and key external stakeholders. The Chair informed the meeting that he would be meeting a number of possible candidates in advance of the formal selection event to inform the final shortlisting decisions; these would be informal meetings with Matt Atkinson also in attendance. Governors were assured by the rigour of the process.

The update was NOTED