

## MINUTES

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<b>Directorate:</b>	Corporation	
<b>Minutes of:</b>	HCUC Governing Body	
<b>Date:</b>	Tuesday 20 March 2018	<b>Time:</b> 5.30pm
<b>Venue:</b>	A004/A005 – Uxbridge College, Uxbridge Campus	
<b>Present:</b>	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
	Steve Owen	Governor
	Mariann Rand-Weaver	Governor
	Ketan Sheth	Governor
	Laraine Smith	Governor ( <i>Group CEO and Principal</i> )
<b>Apologies:</b>	Alasdair MacLeod	Governor
	Leighton Ngege	Student Governor
	Antonio Weiss	Governor
	Sally Westwood	Governor
<b>In attendance:</b>	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 Curriculum, SEND, Safeguarding and Prevent ( <i>item 11 only</i> )
	Tracy Reeve	Clerk to the Corporation

### Governors' pre-meeting

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

### Presentations

The Corporation Members received a presentation from the HCUC Director of Curriculum, SEND, Safeguarding and Prevent which gave Governors a mid-year update on the HCUC Safeguarding Report 2017/18. (Report and discussion minuted at item 11 below, page 5).

#### 1. Apologies for absence

Apologies had been received Alasdair MacLeod, Antonio Weiss, Leighton Ngege and 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.

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## 4. Minutes of the Governing Body Meeting held on 12th December 2017

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

## 5. Matters arising from Minutes of the Governing Body Meeting held on 12<sup>th</sup> December 2017, which were not agenda items.

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

## ITEMS FOR DECISION

### 6. Chair and Principal's Update

#### CEO/ Principal's Update

LS informed the meeting that the agenda covered most of her recent activity. She highlighted the timetable around the Institute of Technology application which was now being finalised. It was also noted that an 'internal audit' review of the College Safeguarding arrangements was taking place during the current week; the report from this specialist audit would be presented to the next meeting of the Audit Committee (June 2018) and then Corporation.

**NOTED**

### 7. Governing Body Matters

#### a) Search Committee Recommendation on re-appointment of HCUC Governors

The meeting considered a recommendation from the Search Committee to re-appoint two existing governors; Mariann Rand-Weaver (MRW) and Steven Cochran (SC) both of whom were coming to the end of their current term of office. The meeting agreed that the reappointment of MRW and SC would maintain the correct balance of knowledge and experience on the Governing Body at HCUC.

**The Corporation APPROVED the following:**

- **The re-appointment of Mariann Rand-Weaver as a Member of HCUC Corporation for a four-year term of office, (May 2018 to May 2022). MRW to continue in her role as Chair of UC Stakeholder and Scrutiny Committee and as a member of HCUC Quality Curriculum and Student (QCS) Committee.**
- **The re-appointment of Steven Cochran as a Member of HCUC Corporation for a two-year term of office, (March 2018 to March 2020). SC to continue in his role as Vice-Chair of the Corporation during this period.**

#### b) Governors' Update

There were no additional updates from other Governors.

### 8. Mid Year Forecast Update

#### ➤ Revised Mid-Year Forecast 2017/18

The Group Director Finance & Resource Planning (GDFRP) (SS) presented the revised forecast 2017/18 and revised plan 2018/19-2019/2020 which was being recommended for approval by the Resources Committee, (having been considered in detail at their meeting on 13<sup>th</sup> March 2018). The 16-18 learner numbers against allocation were noted by the meeting: Harrow 1,739 (allocation 1,889) and Uxbridge 3,926 (allocation 3,886), overall HCUC figure of 5,665 (allocation 5,775).

The historical cost deficit for 2017/18 was now forecast at £883,000 compared with the previous budget of £140,000. The meeting noted a detailed narrative which gave clear explanation for any variance and reforecast on a line by line basis. Significant variances were highlighted as follows:

#### **INCOME:**

- Now forecast at £51,286,000: £18,240 at Harrow College and £33,046 at Uxbridge College.
  - **High Needs income Local Authority funded: £1,061,000 favourable**

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- *Business Base (PFU) shortfall:* £975,000 adverse. Forecast at £24,416,000 compared with a budget of £24,216,000 (a positive variance of £200,000). Due to release of provision for underachievement 2015/16.
- *Apprenticeship Income.* Shortfall of £162,000 16-18 income.
- *FE and HE fees and charges:* Shortfall of £328,000

**EXPENDITURE:**

- *Staff Costs* now forecast at £34,929,000: of which £13,460,000 (69.9% of income) was at Harrow College and £21,469,000 (61.5%) at Uxbridge College. The meeting noted that the favourable variance of £345,000 against the 'Schools - permanent staff' budget was due to vacant posts (but these were being covered by Agency Staff) or posts filled later or at a lower grade. The meeting discussed the higher pay costs at HC in some detail. SS confirmed that the Director of Funding had reviewed the portfolio of courses across HC to ensure eligibility around the hours being delivered. A number of courses at HC had been found to be over-teaching in terms of hours of delivery. PC also highlighted the large number of staff at HC who were currently on 'protected' salaries as they were above the maximum of their pay-scale. The CEO assured the meeting that the SLT now had a robust plan in place to ensure that staff costs across HCUC were below 65% of income moving forward; this had only been finalised during the last 10 days. The meeting discussed the plans for possible pay efficiencies across the HCUC group moving forward at some length.
- *Non Pay costs* now forecast at £17,243 for the HCUC group (£6,163 at Harrow and £11,080 at Uxbridge). The meeting noted that the catering contract at HC had recently been re-tendered; this would move from a deficit position (the college were subsidising the contract by £100,000) to income generating. In addition the previous 30 M&E contracts at HC had now been re-tendered and consolidated into 1 contract which would generate considerable savings.
- The £375,000 negative variance of the FRS17 Retirement Benefits Charge was considered (£1.422m now forecast); this had been revised to reflect the actuarial predictions in the 2016/17 year-end reports.

**BALANCE SHEET**

- *Cash* was in a strong position with a positive variance; £17.632m forecast against the budget of £16.818m. Cash days in hand were forecast at 127.8 against a budget of 120.6. Current ratio was forecast at 2.37 against a budget figure of 2.75. Reserves as a percentage of income were forecast at 94.5% against the original budget of 89.8%. The EBITDA figure was now forecast at 7.8% (against a budget of 8.8%). The meeting was reminded that the capital spend at £6.402m was £2.686m higher than budget due to the refurbishment of the LRC at the Weald Campus.
- *Financial Health.* It was noted that under the reforecast the College's financial health as assessed by the SFA would remain at 'Outstanding' for 2017/18.

➤ **Plan Years 2018/19 and 2019/20**

The GDFRP presented assumptions for the two plan years, based on the original 2017/18 budget and the revised forecast. It was confirmed that the plan years had been adjusted to allow for known factors such as the EFA allocation, increases in pension contributions and NI, and capital expenditure. The plan years showed operating surpluses of £494,000 and £498,000 respectively (this represented 1% of income) with an EBITDA of 10.4% for both years. Cash balances for the two plan years were now forecast at £18.983m and £30.428m and the Reserves would be at £51.344m and £51.793m.

Income assumptions were based on the following:

- 16-18 allocation – an increase of £75,000 in funding was now confirmed (£222,000 growth at Uxbridge and £147,000 reduction at Harrow). No further growth of learner numbers in the second year was assumed.
- 19+ allocation – a 5% reduction was included for each of the plan years.
- WBL (Apprenticeship) – an increase of 5% for all ages assumed for each of the plan years.

The plans assumed a salary increase of 1% each year and further pension increases of 2.0% for LGPS (August 2018 and 2019) and 1% for the Teachers Pay Agency from April 2019. The staff costs assumed

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that all posts were filled for the whole of each plan year. Pay efficiencies of £2.1m in the first plan year and a further £950,000 in year 2 were assumed; a zero based staff budget exercise for 2018/19 was already underway. The meeting noted that a similar zero-based exercise for non-pay expenditure would commence shortly. Non-pay inflation was assumed at 3% for each of the plan years. SS highlighted that the efficiencies included in the plan years would only be finalised once the final allocations were known and detailed curriculum planning had been completed. Capital expenditure had been included in the plan years at £4.05m and £3.95m respectively but it was noted that the final capital strategy would not be agreed by Governors until July 2018. The meeting also noted that this capital expenditure figure did not allow for any works to the Armstrong Building at Harrow or any Institute of Technology provision. The CEO reminded the meeting that there would be a detailed update and discussion around the HCUC Property Strategy at the Governors Training Day in April 2018.

The KPIs for the plan years were noted: Cash days in hand were shown as 138.3 and 148.9; Current Ratio was shown as 2.54 and 2.72; Reserves as a percentage of income were shown as 99.9% and 104.8%; and the EBITDA figure would be 10.4% in each of the years. The meeting also noted that staff costs as a percentage of income would be 63% in each of the two plan years. The College would retain a financial health category of 'Outstanding' in both plan years.

***It was AGREED that the Revised Forecast for 2017/18 and the revised Plan for 2018/19 and 2019/20 should be APPROVED.***

## 9. Fees and Charges Policy for 2018/19

The GDFRP presented the HCUC Fees and Charges Policy for 2018/19 which was being recommended for approval by the Resources Committee. It was confirmed that changes to the policy had been made in light of funding guidance from the ESFA and the Higher Education Funding Council; consideration had also been given to market forces and the fees and charges made by other providers. Governors were reminded that the detail of HE Fees 2018/19 had been agreed at the December 2017 Corporation meeting 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. The meeting was informed that the College Fees Policy had been restructured to contain the fees in the appendices rather than in the body of the policy which would make review easier moving forward. Governors were assured that there was no significant change to the content of the policy but the fees and charges were now common across all campuses of HCUC. The meeting noted the Table of Fees, the following significant changes were being proposed:

- Alignment of Harrow fees and charges to HCUC rates, including the introduction of a £5 ID fee which would be offset by a reduction in the FT registration fee from £50 to £35.
- Fees for HE now included all charges and so no other fee would be required at enrolment.
- Introduction of a non-refundable £100 registration fee for international students (previously £35 at Uxbridge and £250 at Harrow).
- The College registration charge to be held at £35 for full-time students and at £25 for part-time students across HCUC (previously £50 at Harrow). Parking fees to be held at £150 for full-time and £75 for part-time students (no charge previously at Harrow). ID card charges to remain at the same level, (£5) and the cost of a replacement ID card to remain at £10.
- Fees for 19+ learners on level 3 courses and above (providing it was not their first level 3 courses) would be set at a funding value listed by the ESFA and the maximum loan amount available for all first year entrants. These would be available on the College website.
- The fee for HE courses for 'home' students would be individually priced between £3,315 and £5,995 with the aim to achieve a margin of 40% overall.
- A range of fees for international students: FE £6,000 - £7,000 and HE students not eligible for HEFCE funding would remain at £6,500.

SS informed the meeting that the issue of compensation would need to be added to the Fees Policy in relation to HE students; this was to meet the requirements of the OfS registration.

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***The Fees and Charges Policy for 2018/19 was APPROVED as presented.***

## **10. April Training & Planning Day for Governors**

The Principal outlined the main themes for the 25th April 2018 Governors' Training and Planning Day. This would include: an update on key performance areas in quality and finance since the March 2018 Corporation meeting; a review of the draft Strategic Plan 2018-2021 for HCUC (to include a presentation and syndicate work); a briefing from HMI Peter Nelson on the changing Ofsted inspection arrangements and the role of governors during an Ofsted inspection. The current HCUC Property Strategy and options for campus development would be discussed during the afternoon. There would also be time during the afternoon for governance related issues. The detailed agenda and timetable for the day was considered and approved.

***The programme for the Governors' Training Day, 25th April 2018 was APPROVED as presented.***

## **ITEMS FOR INFORMATION**

### **11. Safeguarding Report: Mid-year update**

The Director of Curriculum, SEND, Safeguarding and Prevent (GH) joined the meeting. Governors were reminded that GH was the Designated Safeguarding Lead (DSL) with responsibility for child protection and safeguarding at Uxbridge College. Lee Janaway, Head of Learner Services, Experience & Employment, was the DSL with responsibility for child protection and safeguarding within Harrow College. The meeting was reminded that Nasim Khan was the governor Safeguarding Champion for HCUC with responsibility for safeguarding and prevent. The meeting was reminded that on an individual college level a member of the Stakeholder and Scrutiny Committee (SSC) at each the colleges had a specific remit for safeguarding: Mike Crane had the role of non-executive advisor for Uxbridge and Liz Warriner for Harrow. NK informed the meeting that he had met with the safeguarding specialist earlier in the day who was currently conducting the internal audit of safeguarding systems at HCUC.

*Safeguarding Registers:* Members considered the mid-year report which gave an overview of the Safeguarding and Child Protection issues raised during the first half of 2017/18 in each of the 2 colleges. The number of learners on the Safeguarding Register was noted.

*Uxbridge:* Members noted that there had been no students carried over from the previous year and 24 students during the first half of the 2017/18 academic year had required a serious safeguarding response (compared with 14 at the same point in 2016/17). Issues during the current year had included domestic violence (10), emotional abuse (5), mental health issues (1), sexual exploitation (2), neglect (2), 1 attempted rape, 1 sibling in a gang, 1 missing from home and 1 knife crime. Current retention for this group was noted as 79% (compared with 89% in the prior year). The number of students on the secondary 'at risk' register was at 726 (compared to 633 in the prior year) and their retention rate was not currently available. The meeting noted that there were currently 163 'looked after' (LAC) students with a retention rate of 95.6% (prior year figure was 147 and 91% retention). The meeting commended this very strong retention for LAC learners.

*Harrow:* Members noted that there had been 94 students who had safeguarding records logged during 2017/18; this included serious and less serious cases. Issues during the current year had included mental health issues, gangs, depression, bullying, FGM, harassment/ abuse, domestic violence, police referral, missing person, sexual exploitation, social services referral, neglect, homelessness and forced marriage. The meeting noted that there were currently 99 'looked after' (LAC) students at HC and 90 of these were currently on track to achieve their qualification.

*Staff Training and CPD:* The meeting was assured that the HCUC staff training and development programme in relation to Safeguarding and the Prevent Agenda met all statutory and good practice guidelines. Details of the specific training provided at each of the colleges were noted by the meeting. GH confirmed that 99% of all staff at UC had now completed the required training on Safeguarding and the Prevent Agenda (3 staff outstanding out of 502). The same figure at HC was noted as 8 outstanding for safeguarding and 2 for Prevent; the meeting was assured that these staff were being followed up for completion by both Human Resources and their line managers.

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**Criminal convictions and bullying:** The meeting was reminded of the different ways that the 2 colleges dealt with criminal convictions: UC asked all students to disclose at enrolment any unspent criminal convictions and all students making a declaration were interviewed by a Safeguarding Officer. All serious criminal cases that emerged in the year were recorded and dealt with according to the College disciplinary policy. In 2017/18, 54 students (compared with 74 last year) self-declared at enrolment (5 were stopped from enrolling due to the nature of their conviction compared to 12 last year; of the remaining 22 resulted in enrolments, compared to 59 last year). Governors sought clarity on what happened if an UC learner failed to declare a conviction which subsequently came to light. GH informed the meeting that this did happen occasionally – usually for lower level offences – and that each case was dealt with on its own merits but in some cases it could put the learner’s enrolment in jeopardy. Members were reminded that Harrow College did not ask its students to disclose any unspent criminal convictions at enrolment. If the college became aware of any criminal convictions these were considered by the Designated Safeguarding Lead, relevant Curriculum Managers and the Vice Principal to determine the associated risks of the students remaining on programme. The meeting sought detail on whether the College tracked the outcome data for those learners that declared a conviction; GH confirmed that this information revealed that this group did less well than other learners. The Chair sought, and was given, assurance that the student services teams at each College had good links with their local Youth Offending Team (YOT). ***Governors asked the SLT to consider what additional support could be targeted at this group of learners in order to drive up their results to the overall HCUC level.***

At UC there had been 50 serious cases of bullying recorded in the College year-to-date 2017/18 (compared to 33 this time last year). Of the total 44 were for fighting, (compared to 19 at this time last year but 45 in 2015/16). Of this year’s cases 15 had resulted in a final written warning, 11 in written warning, 1 no further action and 20 students had been excluded with 3 pending outcome. The meeting discussed the increased incidences of fighting during the current year; these were confirmed as being predominantly on-site rather than off campus. The VPs confirmed that the learners involved did not show any trends in terms of ethnicity, level or curriculum area; boys and girls were involved across a number of different schools. The CEO assured the meeting that this was a focus for the SLT; an action plan for in-year improvement in behaviour was being pursued and changes would be put in place for enrolment 2018.

**Student Involvement:** Details of the varied provision and student involvement in each of the colleges was noted. These included Prevent and British Values tutorials, anti-bullying week, knife crime awareness week and a Health Fair in January 2018.

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

**Prevent:**

**Uxbridge College:** The meeting noted that there had been 4 new cases for referral to the police or Channel Panel under the duty so far in 2017/18 (this was a group of 4 students referred by their social worker for unusual travel) and 5 investigations within College which had not resulted in a referral to the police or Channel. Governors sought, and were given, confirmation that the police referral had resulted in no further action. The internal investigations were mostly due to students accessing inappropriate websites which was now flagged up immediately through the Impero software on all UC computers and enabled staff to respond immediately.

**Harrow College:** The meeting noted that there had been no new cases for referral to the police or Channel Panel under the duty so far in 2017/18. However, one previous referral had now led to a past student being charged in March 2018 with four counts of dissemination of terrorist material, contrary to section 2 of the Terrorism Act, 2006; the Case was due to be heard in March 2018. Governors were assured that HC used Smooth-wall Filtering Software to monitor inappropriate use of the college’s internet. The Designated Safeguarding Lead received a daily report which analysed online activity.

The meeting thanked GH for the presentation and commended the very thorough Safeguarding Report.

***The report was NOTED***

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## 12. 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 but work had already been undertaken to align the Corporate Goals presented 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. 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 meeting broke into two syndicate groups and discussed the Corporate Goals 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.***

## 13. HCUC Strategic Plan 2018-21 Update

The meeting received the update provided by the Principal HC (PC) who was leading on the development of the HCUC Strategic Plan. The meeting was given a comprehensive update on the recent external activities which had supported the HCUC Strategic Plan Development including: work with the DfE around 'T Levels' and the Institutes of Technology; a capital bid to the GLA for the development of the LRC at Harrow Weald; work with the AoC Development and Responsiveness Group; the report outlining the LGA's vision for employment and skills 'Work Local'; and the devolution agenda and timetable. The meeting was given a comprehensive update on progress with Devolution in London; plans were now in place for full devolution to take place in 2019/20 but this was noted as a challenging timetable.

### **EMSI Report – Highlights (See attached Final Draft Executive Summary)**

The meeting also noted that HCUC had commissioned 'Emsi' to report its economic impact across key boroughs. Governors were informed that Emsi, was a CareerBuilder company which provided economic impact studies and labour market data to educational institutions, workforce planners, and regional developers in the U.S. and internationally. The meeting noted a copy of the Executive Summary of the Report which was titled 'The Economic Value of Harrow College and Uxbridge College'. This study had investigated the economic impact created by HCUC on the business community and the benefits that the College generated in return for the investments made by its key stakeholder groups; learners, taxpayers, and society. The region the College served was defined as North West London and consisted of Harrow, Brent, Barnet, Ealing, and Hillingdon. The meeting commended this useful report which contained a lot of data and information that could be used in future tenders and applications for funding; it was agreed that this report should be updated on a three-year cycle to ensure the information was still relevant. ***Governors suggested that the Emsi Report should be made available to external stakeholders on the HCUC website.***

The meeting was reminded that final draft of the HCUC Strategic Plan would be completed for the next Governor Training Day in April 2018.

***The Strategic Plan Update and the Emsi Report was NOTED.***

***It was AGREED that the HCUC Emsi Report should be commissioned on a tri-annual basis to maintain its validity.***

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**14. 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; and a final review of HC and UC due diligence - it was noted that these were on track for completion by the end of 2017/18. The CEO highlighted the issues which had been experienced with the implementation of the Midland I-Trent HR system; this had taken longer than forecast and was not proving particularly user-friendly. 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 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. 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 CEO confirmed that in reality the SLT had been immersed in understanding where HCUC now stood as one college and working out how best to drive the organisation forward; considerable progress had now been made.

***The Post Merger Action Plan and Risk Register were 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. 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 Hayes Business Studies continued to be 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 apprenticeship bid for the Royal Orthopaedic National Hospital (delivery of levels 3 and 4 accounting) had been successful; the outcome of the bid for Health Care levels 2 and 3 was awaited. ESFA projects were also continuing this year.
- ***Institute of Technology Application:*** Members noted the highlights of this application and were given a clear outline of the proposed IoT including the employers and employer groups supporting the application. The proposed IoT would be a partnership between HCUC, Brunel University London (Brunel), Heathrow and Fujitsu. Each anchor partner would bring experience and knowledge as well as strong reputations clearly focussed on engineering and/or technology sectors. The IoT would provide provision at Levels 4 and 5 for at least 800+ learners in the first 5 years to meet employer needs across west London sub-region and more widely London. The proposed HCUC offer would focus on engineering and technology sectors (digital, cyber security, ICT) with Professional and Business Services as a cross-cutting sector as well as relating to construction. It would also offer Level 3 feeder courses and at least 25% of the IoT's provision would be apprenticeships. The proposal was that the IoT's hub would be based at HCUC's Uxbridge campus with a satellite centre at Brunel. This model would enable other partners to join the IoT in the future. The size of the capital build required would be 1500m2 (GIA); Governors noted that the IoT application detailed that the IoT build would comprise 3 stories to include workshops, classrooms and staff

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rooms. The value of the capital build was forecast at £6.45 million and specialist equipment and fixtures and fittings at £525,000. The meeting was assured that they would be updated on progress with the IoT bid at the next Corporation meeting (15<sup>th</sup> May 2018).

- 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.***

## 16. Academic Report

The meeting considered a report which covered the following: Performance Indicator (PI) tables for HCUC Year-to-date 2017/18; competitor analysis information at January 2018; lesson observation report; attendance data; complaints and disciplinary report; HE report; Ofsted Inspection update and a summary report on progress against the Quality Improvement Plans (QIP) 2017/18 for Harrow College (HC), Uxbridge College (UC) and West Met Skills. The report was presented by the two College Vice Principals (DDS and DMcT).

### Year-to-Date HCUC PI tables:

Current retention (at 22nd February 2018) was at 96.1% 16-18 and 95.7% 19+. It was confirmed that retention mirrored 2016/17 year to date (UC 96.2% & HC 95.7%) which had resulted in the 85.5% 16-18s achievement QAR for each of UC & HC for 2016/17. The meeting noted that if HCUC attained the same pass rates as during 2016/17 (92% 16-18s & 93.6% 19+) and expected to at least meet 2016/17 QAR achievement rates there was a margin of 3.3% 16-18 retention & 1.7% 19+ retention before the College would fall below 2016/17 levels. Based on current enrolments this equated to a margin of a further 413 16-18 qualification withdrawals and 35 19+ withdrawals cross-colleges. DDS and DMcT confirmed that retaining the HCUC 19+ QAR at the same level as 2016/17 would require tight monitoring given the small headroom of withdrawals across HCUC and the 2017/18 reduction in the volume of *Jobcentre* related (mainly short duration) qualifications which tended to produce high QAR rates.

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

Qualification Type: The meeting was informed that by Qualification Type, the key concern was: A-Levels - this is due to two year programme retention challenges 2016/17 at Harrow (as detailed in SSC and QCS papers and minutes). Conversely, AS Level one year programmes were performing well in terms of retention across HCUC. Two further qualification types were emerging as a concern when compared with national average (NA): 'other regulated' at Uxbridge (DDS highlighted the unreliability of NA in this qualification type); and GCSE Other at Harrow (due to low numbers).

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 64% (if all at risk students did not pass), a mid of 71.2% (if a number of well-supported at risk students passed), and a maximum of 74.5% (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 53.7%, a mid of 62.7%, and a maximum of 65.3% (65.8% 2016/17). The meeting also noted that Quality and employer engagement procedures were being standardised across HCUC to extend and improve provision.

Competitor analysis information: The meeting noted the headline data for HCUC which had been included in the Performance Measure tables for schools and colleges as published in January 2018. Governors noted that the published HCUC data was a reflection only of UC data 2016-17, HC data had not been utilised by DfE in this published data set. However HC and UC data were expected to contribute to the equivalent HCUC metrics for 2017/18.

Lesson Observation Report: Governors noted that HC and UC had been conducting a variety of activities to assess the ongoing quality of Teaching Learning and Assessment (TL&A). In each College this had

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involved external validation with Ofsted trained personnel with current or previous inspectorate experience. The meeting was reminded that formal lesson observations formed part of this activity as well as 'learning walks' (drop-ins) and evidence from learner assessment. Governors were assured that detailed lesson observation reports had been provided to HC and UC Stakeholder and Scrutiny Committees (SSCs) as well as to the Quality Curriculum and Student (QCS) Committee. Highlights provided for the Corporation were as follows:

- From Observation judgements 2017/18 at HC: 84% Exceeds or meets expectations (vs 77% in 16/17); 15% Require improvement; 1% Do not meet expectations
- From graded lesson observations at UC: 91% Exemplary or Meets Expected standard well (vs 89% in 16/17); 8% Partly meet expected standards; 1% Do not meet expected standards
- Within these profiles it was apparent that English & Maths continued to perform at a lower level than the overall strong profiles, (67% E+M expectations at HC and 80% for the equivalent at UC).

The meeting noted that TL&A remained high profile across HCUC, with Continuous Professional Development (CPD) featuring through regular 'TL&A Hours' at UC, and the Essentials Programme at HC for teacher development, and whole college training including Ofsted Inspector led activities at both colleges.

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 86.3% (89.4% excluding AA) against a target of 86%. Attendance at English (81.8%) and Maths (81.6%) 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 21 complaints (11 at HC and 10 at UC). Of these, 4 were upheld at HC (51%) and 4 had been upheld at UC (36%). 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 was taken as read.

Higher Education (HE) Report: Corporation Members were assured that the HC and UC SSCs had discussed detailed HE updates and a combined HE report had been presented to the March 2018 QCS Committee. The following HCUC HE summary was noted by the meeting:

- HE in-year retention for HCUC was at 86% in February 2018 (against a minimum target of 80%).
- The Access to HE programme across HCUC was under special monitoring conditions as the QAR was at the Minimum Threshold level (70%). As discussed in previous meetings action had been identified to secure improvements in QAR. The current predicted QAR at February 2018 was 71% (min) - 85% (max)
- The National Student Survey (NSS) response rate for 2017/18 was currently at 71% (National Average was 57%). HE students were being encouraged to complete their responses
- Good progress was being made on the majority of areas for improvement (Afls) in HC and UC's respective HE Quality Improvement Plans (QIPs). The meeting noted that one area requiring action and rated high risk was under 'Public Information' centres on compliance and timely publication of key information (handbooks and fees); this was confirmed as underway for completion.
- The meeting was reminded that the Office for Students (OfS) was replacing HEFCE and OFFA as the key regulatory body for HE. The OfS had been launched on 28th February 2018.
- Governors were reminded that the College would be required to register with the OfS in order to provide HE courses after September 2019. Governors were assured that an action plan geared at ensuring HCUC met the submission criteria for Registration with OfS had been shared at QCS and SSCs; the deadline for the OfS application submission was 23<sup>rd</sup> May 2018. MRW sought confirmation on the delegated authority for approving the OfS submission. **After discussion around the timetable the meeting AGREED that the delegated authority for the draft OfS submission would be given to the two SSC Chairs (also members of QCS Committee). The final OfS submission would**

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*then be presented to the Corporation on 15<sup>th</sup> May 2018 in advance of submission.*

Inspection Update: DDS reminded Governors that in order to identify sector 'good practice' the College continued to monitor GFE college Ofsted reports. A summary of the results for 2017/18 was considered: of the 51 inspections 32 had been 'full' inspections. The grade profile of the 51 inspections was as follows: 2 'outstanding', 38 'good', 7 'requires improvement' and 4 'inadequate'. It was noted that noticeably fewer inspections of London colleges had taken place in 2017/18 due to the significant number of mergers involving London colleges.

The meeting noted a recent FE News report that inspection of merged colleges would be supported by availability of campus specific data, which points to some separate Ofsted Inspection reporting of campus (i.e. HC and UC) within the overall Inspection (HCUC). No further detail was available on this yet, Governors would be kept updated. The College was planning a TL&A 'audit' for March and April 18 involving ex-HMIs to gauge the quality of TL&A across HCUC; this would be used to inform the HCUC Self Assessment Report 2017/18 process and provide a baseline for further improvement.

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 – 'amber'
- 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 – 'green'
- Further development of work experience in some curriculum areas – 'green'.

***The Academic Report was RECEIVED.***

## 17. Finance Directorate Report

### 17.1 HCUC Management Accounts

The GDFRP (SS) presented the composite HCUC management accounts to 31 January and 28 February 2018 had been presented to the Resources Committee on 13<sup>th</sup> March 2018. The meeting noted that an operating surplus for the period ending 28<sup>th</sup> February 2018 of £223,000 compared to a budgeted surplus of £9,000 giving a favourable variance of £228,000. The significant variances were highlighted as follows:

- Funding income of £22.498m compared with a budget of £23.230m giving an adverse variance of £732,000. Noted as being due to a shortfall in 19+ recruitment and apprenticeship income.
- Tuition Fees and Education Contracts Income of £5.384m compared to budget of £5.752m, (adverse variance of £368,000).
- Expenditure was showing a favourable variance of £1.238m against the budget of £30.167m. Staff costs of £19.317m compared to budget of £20.076m, (favourable variance of £759,000 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 £479,000 against the budget of £10.091m. This was noted as mainly due to timing issues with later expenditure on exams and materials than forecast.
- Balance Sheet remained strong with a cash balance of £19.944m.
- All ratios were healthy: cash days in hand at 127.1 (full year target of 104.1); and current ratio at 2.06 (full year target 2.25).
- The College was currently complying with all loan covenants.

***The HCUC Management Accounts to 28<sup>th</sup> February 2018 were RECEIVED***

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## 17.2 Risk Register

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. 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 1848 v target 1960
      - 19+ funding target £4,334,000 : shortfall of £832,000 anticipated
    - Uxbridge
      - 16-18 learner numbers actual 4098 v target 4068
      - 19+ funding target £2,842,000: shortfall of £200,000 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 £1,189,694; against the forecast of £917,000. The meeting noted the additional expenditure since the last meeting which included IT costs for the HR system consultancy and full payment for the ProSolutions contract.

***The Finance Directorate Report was RECEIVED.***

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

### 18. Audit Committee – 28<sup>th</sup> February 2018

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

**NOTED**

### 19. Quality Curriculum and Student Committee – 8<sup>th</sup> March 2018

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

**NOTED**

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**20. Resources Committee – 13<sup>th</sup> March 2018**

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

**NOTED**

**21. Stakeholder and Scrutiny Committees (SSCs)**

The meeting received the minutes from the two individual College SSCs which had been held on 27<sup>th</sup> February at Uxbridge and 21<sup>st</sup> March at Harrow (postponed from February due to snow).

**NOTED**

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

- Wednesday 25<sup>th</sup> April, Training and Planning Day, 8.45am
- Tuesday 15<sup>th</sup> May 2018 at 5.30pm
- Tuesday 10<sup>th</sup> July 2018 at 5.30pm

**ANY OTHER BUSINESS****23. Any other business as previously notified*****Retirement of Staff Governor***

The Chair thanked Kai Barnes for his service as Staff Governor for the last 4 years at Uxbridge College and post-merger with HCUC; this was noted as his last meeting.

***Timing of Corporation meetings***

The meeting discussed the length and timing of the Corporation meeting; the consensus was that the meeting was too long for a 5.30pm start.

***It was AGREED that in future the Chair should ensure that SLT stuck to the timing on the agenda for their presentations. Detailed papers 'for information' should be taken as read with exception reporting and questions from Governors. The SLT should highlight areas of strength and weakness to enable Governors to focus on the key issues.***

There was no other business. The meeting closed at 7.55pm.

Signed .....

Date.....

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Minute Ref	Action	By who	By when
11	SLT to consider additional support for learners declaring a conviction.	SLT	September 2018
13	HCUC Emsi Report to be posted on College website.	Principal HC	May 2018
13	HCUC Emsi Report to be commissioned on a tri-annual basis (next 2021).	SLT	February 2021
16	Delegated authority for the draft OfS submission would be given to the two SSC Chairs (also members of QCS Committee). The final OfS submission would then be presented to the Corporation on 15 <sup>th</sup> May 2018 in advance of submission.	SLT/ AW/ MRW	15 May 2018
23	The Chair should ensure that SLT stuck to the timing on the agenda for their presentations. Detailed papers 'for information' should be taken as read with exception reporting and questions from Governors. The SLT should highlight areas of strength and weakness to enable Governors to focus on the key issues.	Chair/ SLT/ All Governors	15 May 2018

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**Directorate:** Corporation

**PART 2 CONFIDENTIAL MINUTES**  
(de-classified as confidential 2 May 2018)

**Minutes of:** HCUC Governing Body

**Date:** Tuesday 20 March 2018 **Time:** 5.30pm

**Venue:** A004/A005 – Uxbridge College, Uxbridge Campus

**Present:**

Mark Billington	Governor
Steven Cochran	Governor ( <i>Vice Chair</i> )
Mike Cox	Governor
Nicholas Davies	Governor ( <i>Chair</i> )
Nasim Khan	Governor
Steve Owen	Governor
Mariann Rand-Weaver	Governor
Ketan Sheth	Governor
Laraine Smith	Governor ( <i>Group CEO and Principal</i> )

**Apologies:**

Alasdair MacLeod	Governor
Antonio Weiss	Governor
Sally Westwood	Governor

**In attendance:** Tracy Reeve Clerk to the Corporation

**24. Apologies for absence**

Apologies had been received Alasdair MacLeod, Antonio Weiss and Sally Westwood.

**25. 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.

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

No specific interests were notified.

**27. Confidential Minutes of the Governing Body Meeting held on 12th December 2017**

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

**28. Matters arising from Confidential Minutes of the Governing Body Meeting held on 12<sup>th</sup> December 2017, which were not agenda items.**

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