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Directorate:	Corporation	
Minutes of:	HCUC Governing Body	
Date:	Tuesday 21 May 2019	Time: 5.30pm
Venue:	A004/A005 – Uxbridge College, Uxbridge Campus	
Present:	Tracey Critchley	Staff Governor
	Nicholas Davies	Governor (<i>Chair</i>)
	Nasim Khan	Governor
	Lucy Khennache	Staff Governor
	Alasdair MacLeod	Governor
	Mariann Rand-Weaver	Governor
	Ketan Sheth	Governor
	Laraine Smith	Governor (<i>Group CEO and Principal Uxbridge</i>)
	Karen Tyerman	Governor
	Paul Walker	Governor
	Sally Westwood	Governor
Apologies:	Steven Cochran	Governor (<i>Vice Chair</i>)
	Camilla Mendes	Student Governor
	Steve Owen	Governor
	Dariana Zoicas	Student Governor
In attendance:	Pat Carvalho	Harrow Principal and Deputy CEO
	Darrell DeSouza	Vice Principal Uxbridge
	Dylan McTaggart	Vice Principal Harrow
	Shane Woodhatch	Group Director – Finance & Resource Planning
	Tracy Reeve	Clerk to the Corporation

In advance of the meeting the Governors received a presentation on 'Developments in Student Support, Advice and Guidance, and Safety and Safeguarding Activities 2018/19' from Gavin Hughes, Director of Student Services. Discussions on this item are recorded under minute 8 on page 4.

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 Steve Cochran, Steve Owen and the two student governors. The Chair informed the meeting that Mike Cox had resigned as a Governor of HCUC since the last meeting due to pressure of other commitments; he had recently been elected as a local councillor in Dorset. In his absence the meeting noted and thanked him for his considerable contribution to governance at Uxbridge College and then HCUC over the last 8 years.

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.

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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 19th March 2019

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

4b. Matters arising from Minutes of the Governing Body Meeting held on 19th March 2019, 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 Chair informed the meeting that he did not need to feedback anything specific to the meeting.

CEO/ Principal's Update

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

NOTED

6. Governing Body Matters

- **Draft schedule of Governing Body meetings 2019/20**

The Clerk presented the draft timetable of Corporation and sub-committee meetings as well as Stakeholder and Scrutiny Committee dates for 2019/20. The meeting noted that this followed a similar format to the current year. 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 1st May 2019 Governors' Training and Planning Day**

The Clerk provided a brief summary of the main items covered at the Training and Planning Day in May 2019 and the subsequent Governors' feedback on their usefulness and relevance. The meeting noted the positive feedback from the Governors Training Day on 1st May; Governors had judged this to be a very successful event and particularly useful for Ofsted planning. The day had also allowed Governors time to consider the strategic direction of the College over the next 5 years and opportunities for future growth. Governors agreed that attendance of Stakeholder and Scrutiny Committee (SSC) members at this event had been really useful and would be recommended for future events.

NOTED

7. Finance Matters

- **Interim IT Project Budget 2019/20**

The GDFRP (SW) presented a paper which was seeking approval from the Corporation for an interim budget allocation of £500,000 for IT project expenditure for 2019/20. 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 2019/20 this had not been possible. Chair of Resources Committee AMcL confirmed that he 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 confirmed that the final budget request would be brought to the Resources Committee in June 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 £798,000.

The interim IT project budget for 2019/20 was APPROVED as presented.

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- **Decisions around the Institute of Technology (IoT)**

The meeting was reminded that discussions around the legal structure of the IoT had taken place at the Governors Training and Planning Day on 1st May. However, as agreed at the last Corporation meeting (March 2019) Governors had sought additional scrutiny on the operational and financial issues of the proposed IoT. The meeting was reminded that an Extra-ordinary Resources Committee meeting had been convened on 16th May to look at the detail of the legal and financial implications of the IoT proposal including the licence agreement with the DfE and the pre-award negotiations. Governors were assured by the range of detailed documents which had been considered by the Resources Committee in relation to the proposed Institute of Technology. These had included:

- A paper on the proposed legal structure for the IoT based on legal advice from Eversheds LLP.
- DfE Guidance on legal structures
- Model Licence Agreement
- Model Capital Grant Agreement
- Draft Heads of Terms between core partners
- Risk Register – high level risks for the IoT
- Financial Report on proposed IoT
- Proposed Terms of Reference for West London IoT governance structures and Membership
- Marketing template
- Draft timetable for set up of the IoT
- Agenda for the IoT Workshop held on 9th May 2019 at DfE

The meeting noted that the timetable for the IoT required that the Commercial Agreement with the DfE had to be signed by the CEO and Chair of Governors in June 2019. Within this commercial agreement there was also the requirement for a name to be agreed for the IoT; this had to have a geographical element and include the words 'Institute of Technology'. After careful consideration of all these documents, with a specific focus on the proposed legal structure and the financials of the IoT project (particularly cash flow), the Resources Committee had agreed to recommend the following to the Corporation for approval:

1. The IoT should be progressed under a Contractual Joint Venture arrangement with core partners. This would be reviewed at the end of the second year of operation (in advance of academic year 2021/22) when the increased size and complexity of the IoT might make a Corporate arrangement (i.e. set up of a separate company limited by guarantee) more appropriate.
2. That the College should start the capital works for the IoT required under the Section 106 of the IoT Building planning approval; a car park deck in Uxbridge College car park. This work to commence in June 2019 in order to minimise disruption and maintain car parking spaces throughout the whole IoT build, at a cost of £1.6m. *(It was highlighted that this cost would be 'at risk' to HCUC as DfE had not yet confirmed that they would give the College this additional funding in addition to the £7m agreed for the IoT building.)*
3. That the College should proceed with curriculum planning and budgetary arrangements required for the IoT in the academic year 2019/20 (with further detail to be brought to Resources Committee in June 2019).

The Corporation APPROVED:

- **Recommendations 1 and 2 above in relation to:**
 - **Legal structure of the IoT;**
 - **'At risk' capital works to Uxbridge car park.**
- **That the Resources Committee was given delegated authority to approve the Commercial Agreement with the DfE by 'written resolution' to meet the deadline of 14 June 2019.**
- **The name of the IoT to be the West London Institute of Technology.**

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ITEMS FOR INFORMATION (For presentation and discussion)**8. Developments: Student Support; Advice & Guidance; Safety & Safeguarding Activities 2018/19**

Governors received a comprehensive presentation on 'Developments in Student Support, Advice and Guidance and Safeguarding 2018/19 at HCUC'. This report, which was for information, informed governors about some of the new or refreshed activity within a range of cross-college areas of HCUC.

Mental Health: The meeting noted the considerable activity that had been undertaken during the year to implement the new HCUC Mental Health Plan. This had been considered in detail at the Stakeholder and Scrutiny Committee (SSC) and Quality Curriculum and Student (QCS) meetings. The involvement of specialist outside organisations - e.g. Samaritans, MIND – was applauded. The meeting also commended the recruitment of a specialist mental health worker to work across the whole of HCUC. Governors sought clarification on how the College was monitoring the positive impact of the increased mental health training for staff. GH informed the meeting that some staff had now set up wellness groups/ sessions for learners to help on an ongoing basis. They were also making themselves available for 'mental health first-aid'. Although they were not collecting hard data on this activity there was a lot of anecdotal information about the positive impact. The Principal assured the meeting that because this was a new initiative the cumulative impact would be more obvious during 2019/20.

Student Disciplinaries: Governors were pleased to note that student disciplinary policies were now standardised across HCUC which would allow comparable analysis for each campus. The meeting noted the action plan in place in response to the disproportionate number of Black African students at stages 3 or 4 of the disciplinary process; this was being closely monitored by the SSCs.

Cannabis Awareness (Uxbridge only): The meeting was pleased to hear of the positive impact of the action plan after this issue had been discussed in detail at Uxbridge SSC and the QCS Committee. The highlight was noted as an external speaker that delivered a hard-hitting talk to 2,000 students about the dangers of cannabis use. Feedback from learners had been positive and they appeared to have taken his warnings on board; the speaker received 1,500 'likes' on his twitter account from HCUC students after the talk. Staff Governor LK confirmed the positive impact of this talk on the learners and how actively they had engaged with the external speaker. In addition tutorials had been delivered across Uxbridge and a renewed message about the consequences of cannabis use and disciplinary action. Governors commended this positive action but sought assurance on how the College could maintain the positive impact in future years. GH asserted the need for the College to make this activity 'part of its DNA' and to develop a clear reputation for having zero tolerance in relation to drugs. The practical application in 2019/20 would include events and tutorials similar in format to this year and participation on an ongoing basis in a Home Office/ DfE working group with other Colleges to share good practice in this area. The Principal confirmed that the issue of zero tolerance to cannabis would feature heavily at enrolment and SLT were even considering bringing drug-sniffer dogs into the UC enrolment areas to send a clear message to new learners.

Knife Crime Awareness: Governors were reminded that there had been heightened awareness of the issue of knife crime in London amongst young people and the College had been addressing this issue with a range of activities. There had been guest speakers and tutorials delivered across HCUC. Also, the college app allowed students to complete and unlock badges – and the knife crime awareness badge was currently the most popular. The meeting also noted that the HCUC Safeguarding Policy had been updated to include a section on knife crime with reference to the Ofsted paper on 'safeguarding children from knife crime' and the 'London knife crime strategy'. Alongside this there was a new section on concerns of child criminal exploitation, or 'county lines'. It was also noted that the portable knife arch and knife wands had been used at each of the four sites during each half term period with the help of the local police. Governors were assured that no knives had been found during the 24 incidences that the equipment had been used during the year to date.

Lockdown Policy and procedures: The meeting was informed that this new policy was now active. There have been lockdown drills at Uxbridge Campus and Harrow campus for staff only. Staff had provided feedback which would shape future drills. In the summer term there were plans for drills across each site involving both staff and students. Prior to these drills tutorial/EPR's would be delivered to inform students of the actions necessary on hearing the alarm. The alarm sound/ klaxon be used was already in place at Harrow on the Hill and Harrow Weald campuses, but this still needed to be finalised at Uxbridge and Hayes.

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Volunteering: Volunteer fairs were held in October at both HC and UC with external agencies attending to promote their opportunities. Good deeds day was held in February in partnership with Brunel University and Jack Petchey awards were still given each month for good causes. Numerous charity events such as Macmillan coffee morning, Comic Relief, etc. had also been held.

The student union actively promoted the 'Make your Mark' campaign for the Youth Parliament and 1,629 students responded with their suggestions for issues to be debated. The meeting noted that volunteering at Harrow College had been recorded centrally for the first time and this number at HC was expected to grow significantly as the data capture improved.

Information and Guidance (I&G): The meeting noted that more targeted I&G work has been conducted by both the UC and HC teams. At UC the following groups had been a focus for one-to-one careers interviews and workshops: High Needs, Looked After Children (LAC), Level 2, and those not progressing. At HC the I&G staff had worked with Prospects to provide support for students via the ESF funded Bounce Back project. This project was tailored for 16 -18 years old who were classed as groups that were more likely to go on and become NEETS (Not in Education Employment or Training) e.g. LAC young people, Migrant, Teenage parent, SEN groups and High Needs students that were failing to progress. Governors were reminded that HC and UC worked with the National Careers Service (for 19+ students) and local Jobcentres. GH informed the meeting that the new Gatsby Benchmarks for careers advice which had been adopted by the DfE had now influenced the careers service provided. The more targeted work already considered was an example of how the College had responded to these new benchmarks and their recommendations. The College was looking to give more staff additional training so that they could give careers advice. Governors were assured that a new HCUC Careers Education, Information and Guidance (CEIAG) policy was published in February 2019 which addressed the Government's 2017 Careers Strategy and the Gatsby Benchmarks.

The meeting noted that re-accreditation testing for the Matrix kite mark would take place on 10th-12th June across HCUC for Student Support, IAG and Reception; Governors were reminded that Matrix was the IAG kite mark supported by the DfE and was often a requirement of funding or contracts.

The meeting NOTED the comprehensive update

9. Teaching, Learning and Assessment Quality Review

The meeting noted an update on the outcome of the review of teaching, learning and assessment (TLA) at both Harrow College and Uxbridge College, which had been undertaken at the end of the spring term 2019. This review had been undertaken by two consultants who were ex-Ofsted Inspectors and had included a focus on learning and progress. The review took the form of learning walks across most curriculum areas, supplemented by desk top review of assessment tracking and samples of marked learners' work. Governors noted that this activity had not mirrored an inspection but had a much wider remit.

Governors were pleased to note that TLA at HCUC was found to be generally 'good' with both consultants noting that standards had improved since the equivalent review in spring 2018. Of the 29 areas seen, 21 were deemed to be 'good or better' and 8 to require improvement. It was disappointing that of areas that were deemed to require improvement in spring 2018, this was still the case in spring 2019 for two areas (Business at Harrow and cross-college English, at Uxbridge). However, the meeting noted that more learning walks were conducted in some areas than others, and some areas were below the normal threshold levels for judgement. Governors noted that within a full inspection, there would be more learning walks in a curriculum area, covering all FE levels of provision (although grades would only be given at college level). DDS reminded the meeting that in order to provide a grade for the quality of TLA in a full Ofsted inspection, the findings from multiple learning walks and a handful of longer lesson observations would be triangulated with outcomes that included qualification achievement rates, value added at Level 3, progression and destinations, the achievement of additional skills and experience such as maths, English and employability skills. The meeting was assured that based on this HCUC could expect an overall judgement for the Quality of TLA of 'Good'; TLA at Uxbridge needed to ensure greater consistency to regain 'outstanding' status and TLA at Harrow had continued to improve since their last Ofsted inspection.

The meeting considered the strengths and weaknesses highlighted in the report. The Chair sought, and was given, assurance that nothing in the findings was a surprise to management. The external observers

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reported very high standards in a number of HCUC areas including Art, Design, Media and Performing Arts, Hair & Beauty, Travel and Tourism and Computing at Uxbridge. Many areas demonstrated consistently good or better standards of teaching learning and assessment. Across HCUC these had included Health and Social Care, ESOL, maths and Science; and Business, Humanities, Motor Vehicle and Construction and Sport at Uxbridge. Governors were given assurance that actions were now in place to raise the consistency of standards in English and Foundation across HCUC; Engineering, A/AS maths and Public Services at Uxbridge; and Computing, Construction and Business at Harrow.

Governors noted that the consultants had generally found good improvements with the 2017-18 key areas for improvement. The aspects of TL&A that required further improvement for the College to achieve Good ++/Outstanding at a full Inspection were noted as follows: attendance in some lessons; effective feedback to improve in some areas, where this was too superficial; effectiveness of stretch and challenge activities; end of section/ end of lesson plenaries; planning in a minority of areas; questioning techniques still needed to be improved by a small proportion of staff; and, occasional minor disruptive behaviour. The first 4 of these were noted as priorities for improvement. Governors were assured that an action plan was being produced and findings from the review would inform 'Sharing Best Practice' and 'Approaches to Improvement' sessions at the joint HCUC whole college training day in July 2019. The TLA Review would be used as a springboard for additional training activity across the College; HR would be focussing on some staff and their classroom practice. The Deputy CEO informed the meeting that the learning support structure at Harrow for PMLD and Foundation learning was being reviewed and there would be ongoing external input on teaching practice training. Governors challenged whether this review would have currency moving into 2019/20 as it was based on the CIF and Ofsted would be moving to the EIF from September 2019. DDS asserted that even though the new 'deep-dives' within the EIF would provide a substantial change to the inspection framework, what happened in the classroom and learner progress was still key to any inspection outcome.

The TLA Review Report was NOTED

10. Partnerships Report

The Deputy CEO (PC) presented this report which gave the meeting a summary of the partnership and growth presentation that had first been considered at the Governors Training Day in May 2019. This presentation covered substantive concrete initiatives and Apprenticeships, Significant Partnerships for HCUC and Key regional opportunities. The meeting was reminded that at the Training Day four options had been considered for the future direction of HCUC through strategic partnerships or other growth opportunities. Governors had favoured the first option to continue to grow organically and to potentially pursue other growth areas e.g. construction growth. However, it was noted that more work was needed in order for the College to understand what, if any, digital options to pursue. An update of the Estates Strategy and Strategic Development Plan would also be required to inform any future decisions.

Institute of Technology: PC highlighted the considerable activity - including attendance at a DfE seminar and a one-to-one meeting with DfE officials - that had taken place to progress the commercial agreement for the Institute of Technology (the recommendations of the Resources Committee on this matter had already been discussed by the meeting). Other key activity that had taken place was noted as follows:

- 20th May, Executive Director for Employer Services, West Met Skills presenting the HCUC offer to employers across different sectors.
- 21st May, Employer Event to explore employers' higher level skills needs led by HCUC with proposed IoT partners Heathrow, Fujitsu, West London Business and Brunel University. The meeting was informed that this event, hosted by Heathrow, had been well attended by employers (40+ were in attendance) who were keen to hear more about the plans for the West London IoT and contribute their input to the new initiative. The CEO confirmed that there seemed to be a genuine wave of enthusiasm from employers for the IoT and the commitment of the Colleges IoT partners was palpable.

The Partnerships Report was NOTED.

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11. Academic Report

The meeting considered a report which covered the following: Performance Indicator (KPI) Dashboard for HCUC Year-to-date 2018/19; attendance data; complaints and disciplinary report; a summary report on progress against the Quality Improvement Plans (QIP) 2018/19 for Harrow College (HC), Uxbridge College (UC) and West Met Skills; updates in Learner Surveys; Higher Education Report and Awarding Body Centre Quality Reports. The report was presented by the two College Vice Principals (DDS and DMcT). This report was largely taken as read with Governors asking questions where they sought additional clarification.

KPI Dashboard for in-year monitoring: The meeting noted the summary dashboard which provided year-to-date (YTD) performance 2018/19 for HCUC, HC and UC for the following metrics: Retention, Work Based Learning (WBL) updates, FT Attendance, Employability, Lesson Observations, Complaints and Disciplinaries. 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. DDS and DMcT highlighted the following aspects of performance:

Retention YTD was high and improved on the prior year – (based on the 3rd May ILR)

- Retention for classroom based learning across both ages was well above national average (NA) and improved compared with YTD 2018.
- By Qualification type: 11 of the 12 qualifications for 16-18 learners were on or above NA (other than ESOL at UC). For 19+ learners 11 of the 12 were above NA other than Certificates which was marginally below. A-Levels and Access were above NA for both age groups.
- By SSA: 13 of 14 SSAs for 16-18 were above NA (other than Art/ Media at HC). For 19+ 12 out of 14 were on or above NA with Sport/ Travel and Engineering below.
- Headline 16-18 retention was at 95.1%, noted as being 1.2% higher than at May 2018. 19+ retention was at 97.1% and was also up by 1.1%.

Workbased Learning (WBL) outcomes were predicted to be improved on the prior year

- Overall QAR WBL minimum/ mid predictions were 66.4%/ 71.3% compared with 64% in prior year (NA at 69%). The College was continuing to monitor the WBL data against Minimum Standards.

YTD performance against target for attendance 2018/19

- Attendance overall at 86% for 16-18 and 85% for 19+, against the 86% target. There was variation within certain Schools, monitored at SSC/ SLT level and followed up on a weekly basis.
- The strategy was now to retain students and support their achievement. However, attendance at cross-college English and maths continued to be below that of the substantial vocational course provision. Governors challenged the SLT on how they would address this ongoing under attendance at maths and English teaching throughout the year during 2019/20. DDS highlighted that the College would continue to make it clear to learners that attendance was obligatory, as it was a condition of funding. Additional work would be done to help learners appreciate the value of English and maths qualifications and the difference it would make to their careers prospects. More work would also continue to be done on improving the quality of teaching and learning in English and maths to try and keep the delivery fresh and interesting. Governors were assured that all non-attendance was dealt with quickly: staff chased learners and their parents; attendance warning flags were put on registers; very tight control of non-attendance allowed all issues to be addressed in a timely manner. PC informed the meeting that timetabling and rooming for English and maths would be in place from Day 1 of the new term and would optimise English and maths timetables. Staff Governor LK asserted that the students did not value the GCSE qualification; many of them had taken English and/ or maths up to three times and continued to fail. This was demoralising for learners and it was hard to motivate them to reengage with English and maths. The meeting noted the possible change for the future where learners achieving a level 2 Functional Skills qualification in English and/ or maths would not be subject to a mandatory follow-on to GCSE condition.

Complaints 2018/19

- A detailed complaints report had been presented at HC & UC SSCs and at QCS Committee.

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- There had been 26 formal complaints in total to date at HCUC, 13 had been upheld. The same figure in the prior year was 27 complaints received.
- The meeting was assured that complaints were being dealt with in a timely manner and only one – in relation to student non-attendance because of mental health issues - was considered to pose a legal or financial risk to the institution. Most complaints were in relation to ‘course administration’ and ‘staff behaviour’.

In-year progress against Quality Improvement Plans (QIPs) 2018/19: 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 2017/18 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’
- WBL Timely and overall QAR – ‘amber’
- A level offer at HCUC (particularly at HC) – ‘amber’. AS level offer now classified as ‘green’.
- Greater consistency of learner outcomes for a few SSAs – ‘green’.
- Further improvement in 19+ Access to HE – now ‘green’ with retention much improved.
- Robust judgements of TLA quality to confirm greater consistency of high standards – judged as ‘green’.
- Further stretch & challenge for all learners through better assessment for learning – ‘amber’

Learner Survey Spring 2019: 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. In total 3670 HCUC students took part in the internal version of the learner satisfaction survey. The meeting noted that both HC and UC results showed improvement on the main questions in the survey. Overall satisfaction for HCUC was 8.2 out of 10 (compared with 7.7 last year); individual College results were 8.5 for HC and 8.0 for UC. The meeting was informed that further analysis of the Spring Learner survey across different curriculum areas showed significant variations: ranging from 6.8 – 9.2 at HC and 7.2 – 9.1 at UC. .

	Highest scoring schools		Lowest scoring schools	
HC	ICT 9.2	BPS 9.1	HSC 6.8	SPR 7.3
	SCI 8.3	ELD 8.5	HAB 7.8	MED 7.1
	ART 8.3	CON 8.5		
	ESO 9.1			
UC	ELTFS 9.1	BUS 8.3	ENGME 7.2	COMP 7.6
	HBHEP 8.2	STPS 8.2	ENGTI 7.8	HSCCA 7.9
			UCA 7.6	

The survey showed that 80.7% of HCUC students would recommend the College to a friend or family (83.1% HC and 79.1% UC). Governors sought clarification on what the SLT did with this learner feedback; DDS assured the meeting that the survey results were being interrogated at group level in order to draw local conclusions and agree follow up action. DDS confirmed that the NSS results would be available in the summer term and would be brought to the next meeting of the Governing Body if published in time.

Higher Education (HE) Update:

- In-year retention for HCUC was at 85% in May 2019 (against a minimum target of 80%).
- Some two year courses were run at UC and retention for those completing courses was at 70% for 2018/19. However, the first year of two-year courses was currently at 97%.
- The National Student Survey (NSS) response rate for 2018/19 was 88% which was much higher than the average for the sector.
- Good progress was being made on the majority of HE areas for improvement (Afls) 2018/19.
- The College had submitted its detailed action plan in response to the enhanced monitoring notice from the Office for Students (OfS) for Condition B3 (Quality and Standards) relating to continuation for students. Governors noted that there had not yet been any response from the OfS in relation to the

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action plan. The meeting noted that 63 HE institutions had been put under enhanced monitoring for condition B3; this included some Russell Group Universities.

- The Access to HE programme was being closely monitored as noted under the update on QIP areas for improvement.

HCUC Awarding Body - Centre Quality Reports: The Uxbridge College Academic Standards Assessment Health Checks, and Harrow College checks conducted by Curriculum Managers, showed good compliance with awarding body assessment regulations. The external verifier reports to date were positive. Pearson Edexcel Centre Visits conducted separately at Harrow and Uxbridge were both positive with no actions.

QAR data 2017/18 benchmarking against other Colleges

The meeting commended the graph clearly showing HCUC's position as number one in London for 16-18 QAR at 85.6%. The number of HCUC learners had been 12,800. The position of other local Colleges was noted; West Herts was second in London with a QAR of 85% and 6,890 16-18 learners.

The Academic Report was RECEIVED.

12. Finance and Corporate Services Report

- **HCUC Management Accounts, April 2019**

The GDFRP (SS) presented the composite HCUC management accounts to 31st April 2019. The meeting noted that an operating surplus for the period ending 31st April 2019 of £1.598m compared to a year to date forecast surplus of £1.363m giving a favourable variance of £235,000. Income overall was below forecast by £74,000 at £39.364m; expenditure was showing a favourable variance of £309,000 at £37.766m against the forecast (£38.075m). The significant variances were highlighted as follows:

- Funding income of £32.634m compared with a YTD forecast of £32.598m giving a positive variance of £36,000. Noted as being due to a higher than forecast income for Learner Support (both age groups) including Advanced Learner Loans.
- Tuition Fees and Education Contracts Income of £2.957m compared to forecast of £3.1m, (a negative variance of £144,000). Due to higher than forecast withdrawals for HE and 19+ learners
- Employer Services: Income at £2.731m against a forecast of £2.674m (favourable variance of £57,000).
- Staff costs of £24.995m compared to forecast of £25.247m, (favourable variance of £252,000 due to vacant posts at UC and West Met Skills partly offset by additional support costs at HC).
- Other Operating Expenses: an adverse variance of £57,000 against the forecast of £12.828m. This was noted as mainly due to higher exam and estates costs offset by the release of a contingency.
- All ratios were healthy: cash days in hand at 130 (full year forecast of 114.6); and current ratio at 2.33 (full year forecast 2.09). Reserves as a percentage of income were at 106%.
- The College was currently complying with all loan covenants.

The HCUC Management Accounts to 31st April 2019 were RECEIVED

- **Capital Project Update**

The meeting took the Capital Update Report as read, this had been considered in detail at the Resources Committee meeting in March 2019 and there were no decisions currently required. Key current bids and projects were noted as follows:

LEP Further Education Capital Investment Fund for Health & Social Care Building: The Health and Social Care building had now been in use since November 2017. There were still some snagging issues to be resolved. The final account had not yet been agreed and the College was taking advice from Gardner Theobald regarding next steps. Governors were given assurance that the College still held a retention which could be used to fund the outstanding snagging issues.

The Skills for London Capital Investment Fund – Stage 2: The report confirmed that the Stage 2 applications for refurbishment of Newton Building and Armstrong Building submitted on 28th February 2019 were confirmed as successful in April 2019. The refurbishment work in Newton Building had been phased

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to minimise disruption and maximise the timetable.

Institute of Technology: The meeting was reminded that planning approval had now been received for the proposed IoT building at the Uxbridge campus. The College was still awaiting confirmation of the additional £1.6m funding for the car park deck from DfE.

House at Harrow Weald: The meeting was informed that alterations to the boundary, allowing access to the gas lines at a cost of £35k would take place during the May half-term week. The house would be put on the market at the end of the Summer break and the sale receipts (circa £600,000) would fall into the 2019/20 financial year.

- **Risk Management Update**

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 current controls and mitigation actions for each of the risks were noted by the meeting.

- 1.08 Insufficiently qualified and equipped staff to support the delivery of study programmes and quality outcomes for learners. (Risk score at 12 'red').
- 1.09 Failure to recruit sufficient staff qualified at the appropriate level (Risk score at 12 'red').
- 1.13 College SAR and/ or Ofsted rating falls below Outstanding. (Risk score at 12 'red').
- 3.11 Underachievement of funding targets. (Risk score still at 15 'red'). The meeting was assured that this was still being monitored on a weekly basis by SLT.
- 3.14 Management Information – timely/ accurate (Funding, Finance and Human Resources. (Risk score at 12 'red'). Governors were reminded that consistent procedures across HCUC were now in place. However, new composite HCUC systems were relatively new (e.g. the new cross-college HR system) so the risk was still deemed as high.
- 3.20 WBL non-levy 16-18 and 19+ apprentice targets not met including in-year variation and cross year expenditure, in addition to unknown allocations beyond March 2019 (Risk score still at 12 'red'). The meeting was assured that WBL delivery against the ESFA allocation was being closely monitored.

The Finance Directorate Report and HCUC Risk Register was RECEIVED.

13. Corporate Goals 2018/19 – Update on progress

The CEO (LS) provided an update on the Uxbridge College's and Harrow College's Corporate Goals YTD achievement. The meeting was reminded that the RAG rating system flagged up those items on the front pages of the two reports 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). The meeting considered 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 Principal highlighted that the Corporate Goals Reports had used the ILR Data return submitted on Tuesday 7th May, for the hard data reported in relation to in-year quality KPIs. However, the financial performance information was also based on the May 2019 return but also included an estimate of further in-year enrolments. The exception was noted as the 16-18 actual figures as these were drawn from the December 2018 ILR because that was the main reference point for ESFA funding purposes.

The meeting was given additional information in relation to the main faltering ('amber') or negative ('red') indicators relate to the financial indicators listed. The following additional detail was noted:

- The negative figure for Uxbridge adult provision (-£114,957) included -£150k for 19+ on continuing programmes undertaking English and Maths. Governors were reminded that the external audit ruling in the autumn term was that these learners were not eligible for specific funding for English and Maths participation, but this ruling only came to light after the main enrolment had taken place when this funding had been assumed in the income targets already set.

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- The over-achievement for adult provision at Harrow (+£125,048) compensated for the underachievement for adults at Uxbridge College, meaning that the overall HCUC adult allocation in the budget was likely to be met for 2018/19.
- The most significant under-achievement against budget target was for 16-18s, particularly at Harrow. The meeting was informed that there had been some mitigation achieved since December 2018 because of additional enrolments; 93 additional 16-18 enrolments, with 68 at Harrow and 25 at Uxbridge. LS confirmed that the current position was that even though Uxbridge numbers were slightly down, the overall funding level for this age group at Uxbridge was above the budget by £135,926. Conversely at Harrow both the 16-18 learner numbers and the associated funding level was below target (-£653,448 on 7th May ILR return).
- With apprentices, the Uxbridge levy budget (provision with large employers) had been exceeded while the Uxbridge non-levy budget (provision with SMEs) has not been met. There was now an overall surplus for apprenticeship funding at Uxbridge of £38,901 against budget. However, at Harrow, although the apprenticeship budget targets were much lower, the targets for both levy and non-levy were estimated as having been exceeded. Taking both colleges sets of apprenticeship performance against budget into account, HCUC was slightly ahead of the overall apprenticeship budget (+£76,254). Governors were reminded that the HCUC target for apprenticeship growth was 10% per annum, with the budget profiled at 8% per annum growth.
- The comparatively smaller budgets for Higher Education (HE fees related) would not be achieved at either Harrow or Uxbridge in 2018/19 and no in-year mitigation was possible (-£161,106 in total).

The meeting was also reminded about the issue raised at the December 2018 Corporation Meeting in relation to recording of positive destinations. The Corporate Goals Report was showing a stark difference in the 2017/18 positive destinations figures for Uxbridge (93%) compared to Harrow (68%); there had been a much more developed approach to capturing destination information over a number of years at Uxbridge, which was now being introduced for Harrow. LS assured Governors that there would be a much closer alignment achieved for 2018/19 destination data once the common approach to recording and monitoring destinations had been fully implemented.

Governors were reminded that considerable further detail was provided within the body of the Corporate Goals reports about the amber and red rated items flagged on the cover pages. In addition, some other items within the extended commentaries were flagged as amber or red because progress had not been as expected; a brief explanation was included in the right hand column where this was the case. Due to the demanding agenda, the meeting took the detailed reports 'as read' but Governors were invited to contribute any queries.

The meeting RECEIVED the Corporate Goals update report.

14. Uxbridge College Stakeholder & Scrutiny Committee – 26th March 2019

The minutes of the meeting were noted.

NOTED

15. Extraordinary Resources Committee – 16th May 2019

The minutes of this additional meeting to consider the detail of the IoT proposal were noted. This item and the recommendations of the Resources Committee had already been discussed by the Corporation meeting.

NOTED

ANY OTHER BUSINESS

16. Any other business as previously notified

- ***FE Commissioner's letter to the Sector, June 2019***

The meeting noted the recent letter to Chairs and Principals from the FE Commissioner, Richard Atkins. This letter gave an update on the recent activity of the FE Commissioner Team, identified some key learning points for the sector from their work and explained their role within the recently published DfE document

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'College Oversight: Support and Intervention Policy'. The meeting considered the 'Ten 'C' characteristics of a well-run college' which had been identified by previous FE Commissioner Dr David Collins in October 2014. The Clerk suggested that the Governors should also rank governance at HCUC out of a maximum score of 10 on each of the 10 characteristics; this would be then used in the governance self-assessment process for 2018/19.

The FE Commissioner letter was NOTED

It was AGREED that Governors should be asked to rank HCUC against the '10 'C' Characteristics' within the 2018/19 Governance self-assessment exercise to be undertaken in autumn 2019.

There was no other business.

17. Preparation For Next Meeting

The Chair reminded the meeting that any items that they wished to be discussed at the next meeting should be notified to himself or the Clerk.

- **Date and time of next meeting**

The next Corporation meeting was noted as Tuesday 9th July at 5.30pm. Governors were reminded that this meeting would be preceded by an afternoon tea event – with HCUC SLT, Governors and external attendees - to mark the retirement of Laraine Smith as CEO of HCUC.

There was no other business. The meeting closed at 7.35pm.

Signed

Date.....

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Minute Ref	Action	By who	By when
1	Recruitment of HCUC Governor to replace Mike Cox.	Clerk & Search Comm	September 2019
6	Non-availability for GB or committee meetings 2019/20 to be notified to the Clerk.	All Governors	2 July 2019
7	Institute of Technology (IoT) <ul style="list-style-type: none"> The IoT should be progressed under a Contractual Joint Venture arrangement with core partners. That the College should start the capital works for the IoT required under the Section 106 of the IoT Building planning approval; a car park deck in Uxbridge College car park. Resources Committee to be given delegated authority to approve the Commercial Agreement with the DfE by 'written resolution' to meet the deadline of 14 June 2019. The name of the IoT to be the West London Institute of Technology. 	SLT (PC/ SW)	9 July 2019
16	The Fe Commissioner's '10 'C' Characteristics of a well-run College' to be incorporated into HCUC governance self-assessment 2018/19.	Clerk Governors	October 2019
17	SSC Members and external guests to attend afternoon tea with Corporation Members to mark Laraine Smith's retirement as CEO of HCUC in August 2019.	External guests SSC Members Governors SLT Clerk	9 July 2018 at 4.00pm