

## MINUTES



**Directorate:** Corporation

**Minutes of:** HCUC Governing Body

**Date:** Tuesday 30 March 2021 **Time:** 4.30pm

**Venue:** Remote meeting via Zoom video conference

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**Present:**

Nicholas Davies	Governor ( <i>Chair</i> )
Simon Boulcott	Governor
Melissa Bridge	Uxbridge Staff Governor
Tracey Critchley	Harrow Staff Governor
Darrell DeSouza	Governor ( <i>Group CEO and Principal</i> )
Nasim Khan	Governor
Alasdair MacLeod	Governor
Johanna Morgan	Governor
Amanda Priem	Governor
Mariann Rand-Weaver	Governor
Ketan Sheth	Governor
Zamzam Hashimi	Uxbridge Student Governor

**Apologies:**

Steve Cochran	Governor ( <i>Vice-Chair</i> )
Areeba Asghar	Harrow Student Governor
Steve Owen	Governor
Paul Walker	Governor

**In attendance:**

Pat Carvalho	Harrow Principal and Deputy CEO
Dylan McTaggart	Vice Principal Harrow
Shane Woodhatch	Group Director – Finance & Resource Planning
Gavin Hughes	Director of Student Services ( <i>item 13 only</i> )
Andy Miller	Exec Director Corporate Services ( <i>items 7 &amp; 9 only</i> )
Tracy Reeve	Clerk to the Corporation

### Governors' pre-meeting

In light of the ongoing remote meeting via Zoom there was no Governors' pre-meeting. However, the Chair did seek assurance that there were no specific items that any of the Governors wanted to raise outside of the formal meeting.

### Presentations

The Corporation Members received a presentation from the HCUC Director of Student Services (GH) which gave Governors a mid-year update on the HCUC Safeguarding Report 2020/21. (Report and discussion minuted at item 13 below, page 8).

#### **1. Apologies for absence**

Apologies had been received Steve Cochran, Steve Owen, Paul Walker and the Harrow Student Governor. The Chair informed the meeting that the Corporation had received Paul Walker's resignation as Governor of HCUC as he was moving away from the area for a new job. In his absence the meeting passed a vote of thanks for Paul Walker's contribution to the governance at HCUC over the last 20 months.

#### **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 8th December 2020

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

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### 5. Matters arising from Minutes of the Governing Body Meeting held on 8<sup>th</sup> December 2020, which were not agenda items.

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

### 6. Chair and CEO's Update

The Chair informed the meeting that he did not have anything particular to feedback to Governors; he would include his update as agenda items were discussed in relation to the merger with RuTC.

#### Principal's Update

DDS informed the meeting that the agenda covered most of his recent activity.

**NOTED**

## ITEMS FOR DECISION/ APPROVAL

### 7. Update on COVID-19 Action Plan

#### Covid Operation and revised risk assessment

The Exec Director Corporate Services (AMi) joined the meeting to present a comprehensive update on College arrangements in relation to the Covid19 response during Spring Term 2021. Governors were reminded that Spring term 2021 had seen the College and its learners endure another lockdown period until March 8th. During this period, the majority of delivery was delivered through remote means, with the full planned learning hours (PLH) complement being timetabled to meet the funding agreement. Overall attendance during this lockdown period was reported as 83%, lower than 86% minimum target and lower than attendance rates prior to lockdown. A limited amount of onsite delivery continued through lockdown for vulnerable learners.

The Government had announced a national re-opening of educational establishments from 8<sup>th</sup> March and the College prepared the estate for this return as well as putting into operation facilities to conduct Lateral Flow Device (LFD) tests. There has been a phased return of staff and students together with LFD testing, which commenced week commencing 1<sup>st</sup> March. There had been a mix of onsite delivery, supplemented by remote delivery, with a planned reduction in the latter as the weeks advanced. AMi assured the meeting that the College's CV19 Risk Assessment (RA) and associated RA action plan continued to be updated in light of Government guidance and this was informing College arrangements. Governors were assured that the SLT would continue to make local decisions based on safety & capacity, in line with learner & staff need and this advice.

AMi highlighted the following:

- Face coverings were now mandatory in classrooms as well as in communal/corridor areas. Compliance had been good to date, with a minority of exceptions.
- The College's refectories were operating a 'Grab & Go' facility, with a limited number of socially distanced individualised dinner tables made available, to further reduce transmission risk.
- Following an unannounced local LBH Health and Safety Executive (HSE) visit to Uxbridge campus on 15/3/21, a few recommendations to enhance CV19 measures had been implemented - directive regarding opening of windows to increase ventilation in classrooms to be observed, ensuring full compliance with mandatory facemasks in classrooms, and clearer social distance marking in the LFD

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area to assist management of the occasional surge in numbers; the College is arranging for outdoor shelter /marquee facilities to manage over-spill during busier times.

- The bubble concept continued to be used to house curriculum areas, aligned to coloured lanyard ID for ease of identification and bubble arrangements had been revised to further reduce flow of learners around the premises and between classes.
- LFD testing operations were in place at all four campuses. Approx. 10,000 tests had been conducted, with six positive tests recorded to date. These individuals have been made to isolate for the requisite period. Government guidance was for the initial three tests to be conducted on site, for students are able to access home LFD self-test kits. Staff from 8<sup>th</sup> March had access to self-test LFD.
- The ongoing review of the Digital/ IT Strategy continued to be a priority focus, mindful of the CV19 landscape.
- Finance metrics were being monitored in relation to CV19 impact; contingencies had been utilised to meet the additional expenditure and to ensure the estate complies with Government CV19 expectations.
- The meeting was assured that contact continued to be maintained with Public Health England (PHE) and the local authority on regular basis.

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## Human Resources

HR Director (IA) presented the HR update. Governors were assured that all HCUC Staff had been kept informed about the developing situation and College arrangements through 'All Staff' e-mails and an HR Newsletter. Remote staff meetings continued and DDS/PC and members of the SLT continued to deliver whole staff Zoom meetings. Weekly All Staff email updates, Covid19 updates and regular HR Newsletters kept staff informed and advised on Covid-19 safety and well-being matters. Staff Covid-19 metrics continued to be collected and reported on a weekly basis by HR; on average 650 staff responded to the Work Status Survey. The meeting noted that 58% of staff were currently working onsite compared to 8% during the recent lockdown. No staff had recently reported testing positive for Covid compared with 78 positive reports between 1<sup>st</sup> October and 31 January. The meeting also noted that 52% of staff had now received at least one dose of the Covid-19 vaccination; this was in line with the national roll-out. After the government extended the definition of the Extremely Critically Vulnerable (ECV) category the college now had 46 staff defined as ECV (compared with 25 under the original classification). No staff were currently furloughed. IA also assured the Governors that constructive dialogue and consultation continued with the Trade Unions in relation to Covid-19 arrangements.

## Curriculum, quality and enrolment

DMcT reminded the meeting there had now been confirmation that GCSE & A-Levels summer exams were cancelled, as were VTQ exams from January to March although limited January exams were allowed to continue for occupational competence Vocational Technical Qualifications (eg. electrical). The Ofqual/ DfE consultation was now complete and it had been confirmed that GCSEs, AS and ALs would be calculated by teacher assessment using a 'basket of evidence'. VTQs including BTEC, C&G, UAL would also use Teacher Assessed Grades and some occupational competency (delayed assessments continue). The outlier was Functional Skills (FS) and ESOL where exams and assessments would continue with teacher assessment grades only allowed if an assessment could not run eg. due to future lockdowns. This decision was unfortunate as it will disadvantage up to 3,500 students for three reasons: (i) ESOL & FS students disproportionately represent the most disadvantaged groups (looked after children, free college meals, high needs students, digital poverty) and will have experienced the most disrupted learning, (ii) a lack of parity with GCSE English and Maths students who will not be tested on the full year's work and have calculated grades and (iii) their progression to study is dependent on their having achieved these qualifications. DM confirmed that the college had provided a robust response to the two joint DfE-Ofqual consultations but the decision around ESOL and FS would stand. Again, there would be no performance data tables published for the 2020/21 year.

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2020/21 TLA Headline updates: HCUC had completed 170 formal observations from September until March – presenting a TLA profile of 93%\* (against a target of 86%). DM highlighted that although this evidenced a volume of strong delivery but it should be read with a note of caution in that it is a significant increase on 2018/19's 85% and had not been externally validated. Managers were currently completing a round of collating remote-observation drops.

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The meeting noted that student *digital poverty* remained a national challenge – HCUC was quick to audit student access to kit and employed both its own funds and successfully bid for further funding to source more digital resources for learners.

Closing student knowledge-gaps: DM informed the meeting that all vocational areas had developed 'baseline knowledge-gap assessments' to capture the priority gaps in student knowledge and the College continued to apply the as much of the £961,000 '16 to 19 tuition fund' as the available staffing resource would support; £190,000 had been used YTD).

HCUC Enrolment & College Calendars:

DfE Results-Days had been moved from the usual circa 18<sup>th</sup> August (2019/20), to the initially proposed late August 2020/21, but had now settled at the 10<sup>th</sup> August (A Levels) & 12<sup>th</sup> August (GCSEs). This earlier date was to allow time for the increased number of appeals. An unintended but significant consequence of this would be that the GCSE results day would trigger college full enrolment, during what was traditionally the middle of staff leave. DM assured the meeting that the College has front loaded its enrolment approach to ensure that it would meet local competition and supported a strong enrolment. DDS informed the meeting that some staff would be given an earlier leave opportunity at the start of the Summer break to mitigate the negative impact on staff holidays.

**The COVID-19 Update Report and Action Plan was NOTED and RECEIVED.**

## 8. Mid Year Forecast Update

### ➤ Revised Mid-Year Forecast 2020/21

The Group Director Finance & Resource Planning (GDFRP) (SW) presented the consolidated revised forecast 2020/21 and revised plan 2021/2 which was being recommended for approval by the Resources Committee, (having been considered in detail at their meeting on 29<sup>th</sup> January 2021). SW informed the meeting that he had not prepared a plan year 2022/23 as the proposed merger with RuTC would make this redundant. The 16-18 learner numbers against allocation were noted by the meeting: overall HCUC figure of 5,693 (budget 6,052). This under recruitment would have a negative impact on income but this would not affect 2020/21 income due to lagged funding; it would be seen in the ESFA allocation for 2021/22.

The historical cost surplus for 2020/21 was now forecast at £1,104,000 compared with the previous forecast surplus of £382,000; a favourable variance of £721,000. The meeting noted a detailed narrative giving clear explanation for any variance and reforecast on a line-by-line basis.

Significant variances were highlighted:

#### INCOME:

Now forecast at £53,288,000 against a budget of £53,665,000 (adverse £377,000):

- Education income: £625,000 positive against a budget of £48,267,000 due to the additional funding received for small group and skills recovery work awarded post-budget. There were also higher vulnerable bursary claims. Partly offset by lower recruitment of High Needs, HE and Mainstream learners.
- Services and other activities: £238,000 adverse variance due to the variation in the catering contract as a result of the pandemic lockdown and college closure.

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- Employer services: £809,000 adverse variance against the budget due to the impact of Covid-19 on commercial, apprenticeship and IoT provision. Partly offset by a reduction in staffing costs.

## EXPENDITURE:

- Staff Costs now forecast at £35,024,000 against a budget of £36,344,000 (positive variance of £1,320,000). Savings due to vacant posts were offset by additional posts required to deliver the additional funding awarded post-budget. Also, a reclassification of IoT staff to Employer Services. Governors were reminded that the 2020/21 budget assumed all posts were filled for the whole of the academic year.
- Non-Pay costs now forecast at £17,160,000 for the HCUC group against the budget of £16,939,000 (adverse variance of £221,000). Savings in most areas had been partly offset by higher security, pension and finance costs. There had been savings in most areas which had been offset by higher Covid-19 related expenditure within Estates e.g. PPE and cleaning equipment (adverse £214,000), merger costs (£400,000), higher security, and pension finance costs (adverse £49,000).
- The £84,000 negative variance against the budgeted FRS17 Retirement Benefits Charge. This had been revised to reflect the actuarial predictions in the 2019/20 year-end reports plus a 10% increase due to Brexit and the impact of Covid-19 on market performance.

The meeting noted that the exact merger costs were not yet defined but the forecast contained £400,000 for due diligence and pension costs in the current year; RuTC were also allowing for merger costs in year. The meeting sought, and was given, confirmation that there was an agreement between the two colleges to split any merger and consultancy costs 50/50 if the merger did not proceed.

## BALANCE SHEET

- Cash was in a strong position with a £25.424m forecast against the budget of £24.629m; positive variance of £795,000. Cash days in hand were forecast at 161.66 against a budget of 157.25. Fixed Assets was showing a positive variance of £2,846,000 due to the timing of capital expenditure on the Armstrong Building and the IoT Building at Uxbridge. SW reminded the meeting that the College had also received additional funding under the FECA scheme post-budget to improve any building 'dilapidations' and take any buildings from category D to C. Governors were reminded that any work undertaken with this money had to be completed by 31 March 2021; this was currently on track. The current ratio was forecast at 2.65 against a budget figure of 2.43. SW informed the meeting that Reserves as a percentage of income was forecast at 140% against the original budget of 138%. Borrowing as a percentage of income was forecast at 0% which was in line with the budget. At a forecast of 11% the EBITDA figure was forecast to exceed the budget of 9%. The staffing ratio was now forecast at 63% compared with the budget of 65%; GDFRP assured Governors that the College SLT were very mindful of the need to aim for the 65% staff: income ratio. It was confirmed that during budgeting work for 2021/22 the SLT would review staffing/income ratio to ensure that the College stayed close to the 65% figure.
- Financial Health. It was noted that under the reforecast the College's financial health as assessed by the ESFA would remain at 'Outstanding' for 2020/21 with a score of 300 (against a maximum point score of 300) in line with the budgeted 300 score.

**Plan Year 2021/22**

The GDFRP presented assumptions for the plan year, based on the original 2020/21 budget and the revised forecast. It was confirmed that the plan year had been adjusted to allow for known factors such as the ESFA and GLA allocations, increases in pension contributions and NI, and capital expenditure. The GLA had now confirmed an increase in the base rate 2021/22 so this would provide some mitigation. The plan year showed a historical cost surplus of £500,000. The cash balance for the plan year was forecast at £27.984m and Reserves would be at 156% of income.

Income assumptions were based on the following:

- 16-18 allocation – funding for 2021/22 based on the same number of students as during the current year (5,693). SW highlighted that this income prediction might change based on the final

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allocation and the 'toolkit' calculation which would include the uplift in funding and increase in weighting factors. The increase included the high value premium funding and the 4% increase to the base rate. The meeting noted that the ESFA High Needs Element 2 Funding for 2020/21 was based on confirmed 558 learners (an increase of 65 on the current year);

- 19+ allocations – no increase assumed.
- ESFA ALS Funding – Funding would be lower as it would be based on a lower student number.
- WBL (Apprenticeship) – an increase of 5% for both ages (levy only) assumed for each of the plan years.
- Institute of Technology – Income for the plan year was based on the income shown on the Business Plan agreed with the DfE to maintain a prudent approach.

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The plan assumed no salary increase due to the current income projections and no further pension increases for LGPS or the Teachers' Pension Scheme during the period. The meeting was reminded that LGPS was now fixed at 23.4% for 3 years and TPS at 23.68% for the same period. The staff costs assumed that all posts were filled for the whole of the plan year; the meeting was assured that the annual zero-based staff budgeting exercise was already underway throughout the College to generate a realistic budget for 2021/22. Pay efficiencies of £2,882,000 had been included in the plan year. SW confirmed that there was a contingency provision of £250,000 in the plan year, a further contingency of £150,000 to allow for restructuring costs in the plan year, and a provision of £200,000 had also been included for holiday pay accrual. The plan also included a provision for the apprenticeship levy of 0.5%. Expenses in the plan year had been reworked to reflect adjustments made in the forecast 2020/21 and Non-pay inflation was assumed at 4%. A provision for efficiencies of £270,000 had been included; this was in relation to the ongoing purchasing work with Tenet. Capital expenditure had been included in the plan year at £3.5m but it was noted that the final capital strategy would not be agreed by Governors until the final budget for 2021/22 was approved in July 2022. Depreciation had been recalculated to reflect the timing of the current projects and assumed future projects. SW confirmed that no new loans were assumed in the plan year.

The KPIs for the plan year were noted: Cash days in hand were shown as 191.7; Current Ratio was shown as 2.89; reserves as a percentage of income were shown as 156%; and the EBITDA figure would be 10%. The meeting was reminded that the sector average figure for EBITDA was 5-6%. The meeting also noted that staff costs as a percentage of income would be 67% in the plan year. SW assured the meeting that staff costs had been fully reworked to annualise all authorised posts included in the forecast for 2020/21 and assumed all posts were filled for the whole year but there was actually a vacancy factor of £5.2m for the full year. As previously noted, a pay efficiency of £2.882m had been included. SW confirmed that this would need to be fully worked through in advance of the issue of the budget for 2021/22 and the scale would be dependent on the final funding allocation for the College for 2021/22. SW assured the meeting that most of this efficiency could be offset by freezing vacant posts for the first six months of the academic year including release of the contingencies listed above. Governors were assured that further work would be required including reviewing financial performance at school level and where intervention was required, possible restructuring would take place at school level to mitigate any shortfall.

The College would retain a financial health category of 'Outstanding' in the plan year with a maximum score of 300 points. SW highlighted that the key elements of risk in the forecast and plan centred around the assumed 5% growth in Apprenticeship income and the assumed income from the IoT. SW confirmed that the revised forecast had been submitted to the ESFA to meet the February 2021 deadline.

***The Revised Forecast for 2020/21 and Plan for 2021/22 and Finance Record was RATIFIED as APPROVED by the Resources Committee.***

## 9. IT Security Update

The meeting was given an update on IT systems and ongoing security. AMi assured the meeting that systems had been stable since the last update in December 2020. The focus was now on the capital

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expenditure required to update the college's underlying infrastructure and on continuing the process to reduce complexity and our reliance on 'on-premises' servers. The meeting noted that HCUC's 'on-premises' server count had been reduced by 46% since the cyber incident with an additional reduction of 20% of the remaining servers possible in the next 6 months through an on-going program of system upgrades. Governors were assured that SLT and IT staff continued to work with external consultants to review and improve the security and resilience of HCUC's network, with the attention moving from actioning immediate improvements to implementing tactical and strategic solutions. The detailed update on the network was taken as read. Page | 7

Governors were given assurance that HCUC continued to engage with specialist consultants S-RM. SLT intended to seek their support in implementing conditional access policies to the college's cloud based systems. to support the college with their long-term cyber risk management strategy, which included working towards 'Cyber Essentials +' certification. All HCUC servers were now protected with Carbon Black; an advanced anti-virus threat protection suite with defences against encryption attacks. There had also been improvements and enhanced account security put in place for all HCUC users especially in relation to remote access.

IT Strategy: AMi confirmed that ET Works in partnership with Fujitsu were appointed in December 2020 to formulate a long term IT strategy for HCUC. Based on the scope given within the tender, an IT infrastructure audit was first required before formulating a IT strategy. The findings from the IT infrastructure audit would: a) provide possible solutions to address specific concerns or vulnerable services indicated from the audit b) look at innovative ways of scheduling resources. Governors noted that this audit was now complete and an IT Strategy draft proposal has been submitted by ET Works for review and discussion by management and governors at the Corporation Training and Planning day on 28th April 2021.

**The IT Update was NOTED.**

#### 10. Fees and Charges Policy for 2021/22

The GDFRP presented the HCUC Fees and Charges Policy for 2021/22 which had been considered in detail by the Resources Committee on 16<sup>th</sup> March 2021. It was confirmed that changes to the policy had been made in light of funding guidance from the ESFA and the Office for Students; consideration had also been given to market forces and the fees and charges made by other providers. Governors were assured that there was no significant change to the content of the policy but was reminded that the fees and charges were now common across all campuses of HCUC. The meeting noted the Table of Fees, the following changes were being proposed:

- The College registration charge to be raised to £40 (from £30) for full-time students and to £30 (from £25) for part-time students across HCUC. Parking fees to be increased to £190 for full-time and £95 for part-time students (£170 and £85 in current year). ID card charges to increase to £9 (currently £5) and the cost of a replacement ID card to remain at £10. The Administration charge for a withdrawal and refund request would remain at £40
- 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.
- HE Fees as shown in the Appendix to the fees policy. The meeting was reminded of the £6,000 cap imposed by OfS as HCUC did not want to implement a full Access & Participation Plan.
- A range of fees for international students: FE £6,900 (prior year £6,300) and HE students not eligible for OfS funding would be raised to £7,350 (from £6,700).

Governors noted the categories of learners highlighted in the policy and the level of discounts and remissions that they received; they sought clarity on any other areas of hardship that the College considered. It was confirmed that the College offered bursaries for other cases of hardship.

**Fees & Charges Policy 2021/22 was APPROVED as presented as RECOMMENDED by the**

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**Resources Committee.****11. April 2021 Training & Planning Day for Governors**

The CEO outlined the main themes for the Governors' Training and Planning Day which would be held at Denham Grove on Wednesday 28 April 2021. The programme for the day would include an update on: finances, in-year learner achievement and quality of TL&A, the merger with RuTC, and Covid-19 impact. Much of the day would be spent looking at Strategic Planning priorities 2021-24 including some detail on the Digital Strategy and improvements to the IT infrastructure. The Deputy CEO would also run a session looking at the impact of the DfE White Paper for HCUC. The Chair asserted his desire for all Governors to attend in person as there would be strict Covid-19 protocols in place at the conference venue. The Clerk confirmed that she had sent all governors a link detailing the Covid-19 precautions being undertaken by the conference venue.

***The programme for the Governors' Training Day, 28 April 2021 was APPROVED as presented.***

**12. Merger with Richmond upon Thames College (Items for approval)**

As part of the pre-merger work the Merger Joint Steering Group (JSG) was considering the governance framework post-merger and the Corporation membership. However, as it was HCUC that was the remaining Corporation it would be the HCUC governance framework that would remain in place as Richmond Upon Thames College dissolved. The meeting considered the proposals which had been approved by the JSG. The need to have a staff governor and a student governor from each of the 3 colleges during the first-year post-merger was highlighted. Although this would mean a large number of 'internal' governors within the overall Corporation the representation for each College would be key during year one of the new organization. This would be reviewed at the end of 2021/22 to see whether it was a long-term requirement or whether the staff and student governor roles could revolve around the 3 colleges.

***It was AGREED that:***

- i. Staff and student membership on the Board to be one representative from each college during 2021/22.***
- ii. Executive attendance on the Board would be agreed after the final Exec structure was agreed.***
- iii. Timetable and process for search and recruitment of members to the RuTC SSC to be agreed and taken forward by RuTC.***
- iv. The timetable process for appointment of RuTC governors to the post-merger Governing Body to be approved as presented (designate appointments to be confirmed at the 6 July 2021 Corporation meeting).***
- v. The JSG should take forward a timetabled governance plan for the new Board (Governance Professionals from both colleges to work on this pre-merger).***

- ***College name change***

The meeting was reminded that as part of the pre-merger work the Joint Steering Group had held a name change workshop on Monday 22 March 2021. In considering the options for a new name a number of factors were considered including the kudos within the London FE sector that was now attached to the HCUC name. DDS had reminded the meeting that Ofsted had accepted that students aligned with the college they were at and not HCUC; this was strengthened by the maintenance of the individual college brands as Uxbridge and Harrow College. In this second merger HCUC was looking to retain that strong local brand. The workshop and subsequently the steering group was in favour of a name change to HRUC to incorporate Richmond into the brand. Although this was not creative or exciting, it was simple and straightforward, was not disruptive and provided consistency. DDS had also



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suggested HRU with the C wrapping round like an arc – to reflect the West London arc concept – as a possible logo for the new 3-college group.

The meeting noted that there was a strict process for a college corporation to apply for a name change which involved a month-long open consultation and then an application to the Secretary of State for Education. The Clerk highlighted the need to consult with emergency services in advance of making an application to DfE. The timeframe for approval was usually 4 weeks so it was proposed that the name change consultation would go live on 12 April 2021. Page | 9

***The meeting APPROVED the proposal to move forward with a public consultation on changing the name of the HCUC Corporation to HRUC from 30 July 2021.***

***Results from the consultation would be brought to the next Governing Body meeting (18 May 2021).***

### ITEMS FOR INFORMATION

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

#### 13. Safeguarding Report: Mid-year update 2020/21

The Director of Student Services (GH) joined the meeting; GH was the Designated Safeguarding Lead (DSL) with responsibility for child protection and safeguarding at Uxbridge College. The meeting was reminded that Nasim Khan was the governor Safeguarding Champion for HCUC with responsibility for safeguarding and prevent. The meeting was also 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. Members considered the mid-year report which gave an overview of the Safeguarding and Child Protection issues raised during the first half of 2020/21.

*Safeguarding Registers:* The number of learners on the Safeguarding Register was noted.

*Uxbridge:* Members noted that 48 students (45 new cases in the current year and 3 carried over cases), during the first half of the 2019/20 academic year had required a serious safeguarding response (compared with 24 at the same point in 2019/20). Issues during the current year had included sexual exploitation (8), neglect (8), mental health (5), domestic violence (14), Missing from home (3), emotional abuse (1), stalking and inappropriate behaviour (3), forced marriage (1), and involvement in gangs and county lines (1), broken home (3) and Female Genital Mutilation (FGM) (1). GH informed the meeting that 7 of the 48 were on a Child Protection Plan (2 in prior year), and 26 were on a Child in Need Plan (18 last year). The number of students on the secondary 'at risk' register was at 921 (compared to 967 in the prior year). The meeting noted that there were currently 206 'looked after' (LAC) students.

*Harrow:* Members noted that 17 learners had required a serious safeguarding response and or close work with social services or other external agencies (19 at the same point in 2020/21). The current retention rate for students on the Serious Cases Register was 89%. Issues during the current year had included domestic violence (2); neglect (2); serious mental health concerns (1), at risk of criminal exploitation (3), linked to knife crim (7), human trafficking (1), and physical abuse (1). GH informed the meeting that 4 of the 17 were on a Child Protection Plan, and 2 were on a Child in Need Plan. There were also 47 students being supported on the secondary safeguarding register; retention of these students was 98%. The meeting noted that there were also currently 210 LAC students at HC (compared with 217 in 2019/20) and this number would be likely to increase as ESOL learners were still being enrolled. The meeting noted that Harrow currently had 996 learners in receipt of a financial bursary.

*Safeguarding implications of Covid-19:* GH reminded the meeting that the move to online learning during the first lockdown in 2019/20 had prompted the College to issue an Annex to its Safeguarding Policy which covered potential issues and expected standards of video conferencing between staff and learners from home. This included clear protocols for staff to follow during this new format of delivery which had continued to apply during the latest lockdown in 2020/21.

*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

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guidelines. Details of the specific training provided at each of the colleges were noted by the meeting. GH confirmed that 100% of all permanent staff had now completed the required face-to-face training on Safeguarding and the Prevent Agenda. A remote safeguarding training update was delivered during lockdown.

**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 number of health and mental health initiatives. Page | 10

**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 monthly Harrow Serious Incident Group and the termly Harrow Borough Designated Safeguarding Leads meeting.

**Prevent:** The meeting was given assurance that HCUC attended the London HE/FE Regional Prevent Meetings, which had led to the Regional Coordinator reviewing the College's Prevent Risk assessment/Action Plan. Both Colleges used 'key word' detection on all computers to identify students accessing inappropriate websites etc.

**Uxbridge 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 2020/21 (compared with 4 cases at the same point in the prior year)mit 1 case was carried over from the prior year.

**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 2020/21 (this figure was also zero in the prior year).

**Safeguarding Audit 2021:** GH informed the meeting that a full safeguarding audit was conducted between 25<sup>th</sup> January – 1<sup>st</sup> February 2021 by Dr Dan Grant HMI. The audit report was very positive and stated the following:

- 'The college safeguarding arrangements are fully compliant with all statutory requirements.'
- 'The college has clear comprehensive and effective safeguarding policies and procedures which all staff understand.'
- 'HCUC has very well-established and effective arrangements to ensure all decision making processes relating to safeguarding matters remain independent from wider-college or other interests. The DSL and safeguarding officers operate within a clearly defined structure which is transparent and open to scrutiny.'

The meeting noted that the following recommendations from the audit had been fully accepted and were being actioned by management:

- i) Review the job description for the safeguarding adviser role and remove reference to government initiatives which are no longer current: "Every Child Matters".
- ii) Ensure the college has effective lockdown procedures at all sites by conducting a drill at the Uxbridge and Hayes campuses and by making sure there is an effective alarm to signal to staff and learners when lockdown is required.
- iii) Ensure that enhanced DBS checks are completed for all staff every 3 years by implementing a structured cycle of rechecks with agreed targets for completion. The current pace of rechecks is too slow.

The meeting thanked GH for the concise presentation and commended the very comprehensive Mid-Year Safeguarding Report.

**The report was NOTED**

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#### 14. GDPR Update (See full minute in Part 2 confidential minute)

The meeting noted an update report on the implementation of the General Data Protection Regulation (GDPR) which had come into force on 25 May 2018 to ensure better security of data and improved rights for the individual. The College's Data Protection Officer (DPO), the Executive Director Corporate Services (AMi) joined the meeting to answer any questions.

AMi informed the meeting that HCUC had made minor amendments to College policies and processes where necessary to allow for Brexit. Materially nothing had really changed as the College GDPR policies had been written to abide by DPA 18. Page | 11

**The GDPR update report was NOTED and RECEIVED**

#### 15. Proposed Merger with RuTC

- **Update on Merger progress/ project plan**

The meeting noted a report from the CEO which gave an update on the key activities already underway as well as those which would be completed pre-merger.

- **Joint Steering Group (JSG) meetings** continued and had focused on the Public Consultation document, Workstream activity, Risk Register, Legal & Financial Due Diligence, the proposed Senior (Executive) structure and the process for establishing the governance structure.
- **Governors Vision & Culture workshop 1** brought Governors up to date on key the basis for the proposed merger, Workstream activity progress and critical timeline activity. The Principals' joint presentation was noted by the meeting. DDS reminded the meeting that Workshop 2 (26 April 2021) would allow for more in-depth discussion and visioning of the merger by Governors.
- **Legal due diligence and Financial due diligence** was now completed and had been discussed by both Boards and at JSG – importantly, no critical red flags preventing merger. The risk areas had been considered at previous governing body meetings.
- **Public Consultation** – JSG and both Governing Bodies had approved the public consultation document for publication; this would be launched on Thursday 25<sup>th</sup> March. Governors noted that this would coincide with (a) local press release ( b) individualised communication to stakeholders at both Colleges and (c) to follow in April, virtual 'town hall' meetings led by the CEOs/Chairs. The consultation period would close on 3<sup>rd</sup> May and a response would be published by 14<sup>th</sup> June.
- **HCUC 'All Staff' Zoom meeting** was scheduled for Friday 26<sup>th</sup> March and would be accompanied by a special bulletin focused on the merger and including FAQs.
- **Student conferences** at both Colleges were scheduled for w/c 29<sup>th</sup> March with a focus on merger and again will contain FAQs'; student responses would be fed into the consultation process.
- **Human Resources:** Letters confirming merger intent were due to be issued to the Trade Unions by Friday 26<sup>th</sup> March. **TUPE consultation** was scheduled to commence on Tuesday 20<sup>th</sup> April and would be led by both Principals with HR directorate support.
- **Senior (Executive) Structure** – had been discussed at JSG and presented to HCUC Remuneration Committee on 23<sup>rd</sup> March for approval. Recommendations would be considered for approval within the Confidential part of the current meeting. DDS confirmed that the planned schedule would see an internal (ring-fenced) selection process, early to mid-May and completed by the end of May, with successful candidates due to commence their new roles on 1<sup>st</sup> August to coincide with the planned merger date.
- **Governance and Stakeholder group structures** – Discussion and searches had commenced to agree the make-up of the new Governing body, with an intent to ensure critical skills sets were represented, and which also reflects the diverse and inclusive nature of the three Colleges and their communities. The meeting noted that 4-6 RuTC Governors were expected to be added to the current HCUC Governing body make up.

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- A local **RuTC Stakeholder & Scrutiny Committee** would also be formed to mirror HSSC and USSC and which will allow other current RUTC Governors to retain involvement in RUTC, as non-executive advisers (NEAs) along with other interested stakeholders.

- **Financial Performance post-merger**

The meeting noted a paper which provided an executive summary of the income and expenditure statement for both Colleges and first year of merger for HRUC. This includes the KPI's which determined the financial health of an organisation. Governors were pleased to note that this headline forecast confirmed that the financial health grade for HRUC would remain at Outstanding in 2021/22 after allowing for merger costs. SW confirmed that the financial performance by College was based on prior year actuals, mid-year forecast and plan year. Further details of income and expenditure, and the KPI's were taken as read. The meeting noted that the two college finance leads were aiming to complete a detailed composite budget for HRUC 2021/22 for presentation to the 25 May JSG meeting .

### **The RuTC/ HCUC Merger Update was NOTED**

### **16. Partnerships Report (including GLA and WLIoT update)**

The Deputy CEO/ Principal Harrow (PC) presented this report which gave the meeting an update on employer engagement and partnership activities for HCUC for the year-to-date 2020/21. Governors commended the wide range of activities and partnership development work across HCUC. The detailed report was taken as read but Governors noted the key points as follow:

**Apprenticeships:** The meeting noted that there were 42 fewer apprenticeships compared to same period last year and 27 fewer vacancies. Recruitment remained challenging with 171 (UC 143 & HC 28) starts vs 213 starts this time last year. The meeting noted that nationally apprenticeship starts were down by 27.6% for the first quarter 2020/21. However, pipeline and vacancies were almost the same as the prior year. There was also an increase in Levy employers in part due to employers using Harrow Council Levy Transfers; 160 (UC 132 & HC 23) Levy starts v 68 compared to this time last year. Achievement predictions for 2020/21 for Uxbridge range from 71.4% to 80.4% (min-max) and Harrow 63.3% to 73.5%. HCUC currently had 204 live learners, 119 had achieved and 83 withdrawals. Governors were given assurance that focussed case conferencing was taking place every month.

**Employer Partnerships:** Engaging with 7 new employers including Thames Water, Arc and CBRE (Hillingdon)

**Employability Programmes:** Started distance learning courses January 2021.

**Successful tenders:** HCUC was now supporting Harrow LA with Levy Transfer to SMEs – 15 SMEs had taken on apprentices.

**Subcontracting:** Working with 3 subcontractors (AEB £208k, GLA COVID Response Fund 350k). SLT remained mindful of the risk in relation to HCUC delivery and increased delivery for subcontractors.

**WLIoT:** Key risks remained in relation to learner numbers and employer engagement. PC reminded the meeting that the DfE White Paper puts IoTs in a key position for the strategy to meet higher level skills needs. The College was awaiting confirmation of DfE funding ring-fenced to IoTs.

**Potential Projects** GLA Good Work for All Bid – Green Skills £43.5k commitment (Mayor's Construction Academy Hub application led by EHWL College)

GLA Good Work for All Bid – Health Care and Digital £56k commitment (North West London Health Care Skills Partnership application led by HCUC).

### **The Partnerships Report was NOTED and RECEIVED.**

### **17. Academic Report**

The meeting considered a report which covered the following: KPI Dashboard for in-year monitoring; Higher Education (HE) update report; an Ofsted Inspection Update; a summary report on progress

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against Quality Improvement Plans (QIPs); and an update report on HCUC's Covid-19 response in relation to learners (quality and safeguarding). 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 2020/21 for HCUC, HC and UC for the following metrics: Retention, Work Based Learning (WBL) updates, 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. DMcT highlighted the following aspects of performance:

- Attendance- Full Time 16-18 was at the year-end target at 86% and was expected to fall below target by June 2021. The impact of the recent lockdown was noted.
- Punctuality 16-18s was holding at 3% on target.
- Retention - 16-18 retention was well-above NA and 0.7% above 1.7% YTD 2019/20. This would be closely monitored via the Corporate Goals. HE retention was high and improved on 2019/20 YTD at 100%.
- Weaker courses 2019/20 were performing well in 2020/21 YTD with 99%> NA.
- Teaching Learning & Assessment: Drop-In observations had begun again in some schools. External 'formal observations' began on 9th November and continued in schools until December when the lockdown started.
- Work Experience (WEX): Governors were reminded that there had been a delayed start & impact of COVID 19 on employer participation. Schools now had targets set for both WEX and Significant Industry Placements (SIPs) with staffing resource allocated to support the achievement. For WEX some virtual placements were now being allowed, however the guidance in relation to SIPs has not changed on this – actual placements were currently expected.
- Disciplinaries - volumes of stage 3&4 disciplinaries were below YTD 2019/20. Exclusions were also below YTD 2019/20. The period of closure was obviously a contributing factor to this.
- Complaints: were low and on par with 2019/20 YTD. No complaints had resulted in legal action to date, but two current complaints at Uxbridge College were deemed as high risk.
- Learner Satisfaction- HCUC Initial Impressions Survey had evidenced very high term 1 satisfaction, further improved on 2019/20.

## ***Higher Education (HE) Update***

DMcT presented this report and took questions from the meeting. The meeting noted that both HC and UC SSCs had discussed HE updates and a combined HE report had been presented to QCS Committee (18/03/21). The meeting took the very detailed report giving them assurance on how HCUC was continuing to meet the OfS conditions of registration as read. A summary of the ongoing HE reporting to Governors was noted by the meeting.

## ***In-Year Progress against Quality Improvement Plans 2020/21***

The meeting was reminded that the Areas for Improvement (Afls) had been identified through the detailed self-assessment analysis across HCUC for 2019/20. The in-year progress against the individual HC, UC and WMS QIPs had been considered in detail at the QCS Committee in March 2021. A detailed report by College and for WMS was taken as read by the Corporation meeting. Progress against the Afls identified for HCUC as a whole, was noted as green for all areas other than Apprenticeships. The meeting was reminded of the new Technical Apprenticeship School which had been set up to drive improvement in this key area. Governors would be discussing this area further during the Governors Training day in April 2021.

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The meeting also noted the final HCUC Self-Assessment Report 2019/20 which had been uploaded to the ESFA and Ofsted portal. This was as agreed at the previous Governing Body meeting.

## **Covid-19 Response**

The meeting took this detailed report providing a summary of the HCUC response during the recent college closure as read. The detail on the delivery of TL&A had already been discussed in the meeting. The update on safeguarding learners provided assurance for Corporation members. Governors were pleased to note that teams had continued to attend Child in Need meetings, Child Protection Conferences and Looked After Children PEP meetings during lockdown. They also shared general wellbeing materials via the College App and VLE with links to relevant materials and support agencies as well as internal support mechanisms as well as dedicated email addresses for students to contact appropriate staff. The College had also delivered tutorial sessions focused specifically on making good progress during lockdown and Mental Health Awareness, coinciding with Children's Mental Health Week. During the latest lockdown, the Colleges have again worked together to ensure a generic HCUC bursary agreement was in place to ensure vulnerable students continued to receive their weekly payments and Free School Meal entitlement both during term time and half terms. High Risk students from the Vulnerable Student Registers (Looked After Children/Care Leavers, Safeguarding and Mental Health) were prioritised to receive regular contact from both Student Services and Curriculum during this period to ensure that they were appropriately supported, chased and monitored. Vulnerable students had been invited into College for support when deemed appropriate and also students without ICT resources, or where there was a specific risk to the learner by being at home. However, the majority of High Needs students had preferred to work remotely during this lockdown.

**The Academic Report was RECEIVED.**

## **18. Finance Directorate Report**

### **18.1 HCUC Management Accounts**

The GDFRP (SW) presented the composite HCUC management accounts to the end of February 2021 which had been considered in detail at the Resources Committee meeting on 16<sup>th</sup> March 2020. The meeting noted an historical cost surplus for the period ending 28<sup>th</sup> February 2021 of £1,901,000 compared to a forecast surplus of £1,215,000 giving a favourable variance of £687k. Governors sought, and were given, confirmation that the main reason for this variance was timing of expenditure with schools spending later than planned. The significant variances were highlighted as follows:

- Income of £29.870m against a budget of £30.010m (adverse variance of £140,000).
- Expenditure was showing a favourable variance of £814,000 against the budget of £29.437m. Staff costs of £18.885m compared to the budget of £19.410m, (favourable variance of £525,000 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 positive variance of £282,000 against the budget of £7.483m. This was noted as mainly being due to timing issues.
- Balance Sheet remained strong with a healthy cash balance.
- All ratios were healthy: cash days in hand at 140.02 (budget 157.24); and current ratio at 1.90 (forecast of 2.43). Reserves as a percentage of income were at the budgeted level of 138%.

**The HCUC Management Accounts to 28 February 2021 were RECEIVED**

### **18.2 Risk Register**

Governors considered the significant risks (rated 12 and above) on the Risk Register that detailed the risks mapped to the Strategic Aims and Corporate Goals of the College. The significant risks related to difficulties with staff recruitment, Ofsted rating, achievement of funding and a new risk in relation to COVID19. The current controls and mitigation actions for each of the risks were noted by the meeting. The meeting received the HCUC Risk Register that had been updated by the Executive Team, through a review of the 2019/20 and 2020/21 corporate goals, and projects coming on stream throughout the

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year. The meeting discussed risks with changed risk profile and the key 'red' rated risks in more detail and the mitigating actions that had been put into place:

- 1.08 Insufficiently qualified and equipped staff to support the delivery of study programmes and quality outcomes for learners. (Risk score unchanged at 12 'red').
- 1.09 Failure to recruit sufficient staff, qualified at the appropriate level. (Risk score still at 12 'red').
- 1.13 College SAR and/ or Ofsted rating falls below Outstanding within the new Ofsted EIF. (Risk score remains at 12 'red').
- 2.05 Inflexible delivery models for Apprenticeships could restrict growth (New risk with score at 12 'red').
- 3.02 Insufficient enrolment on employability pathways for adult unemployed learners will reduce spend of ESFA contract. (New risk with score at 12 'red').
- 3.03 Insufficient student demand to achieve long term growth targets (New risk with score at 12 'red').
- 3.06 Commercial school income/External projects do not meet income targets, outputs and outcomes (New risk with score at 12 'red').
- 3.10 Pension contribution increases (New risk with score at 12 'red').
- 3.11 Underachievement of funding targets (Risk score still at 15 'red'). The ongoing impact of Covid-19 on particularly Apprenticeship work was being very carefully monitored.
- 3.12 Failure to secure and respond to large levy paying employers could impact on apprenticeship income (Risk introduced in June 2020 and still had a risk score at 15 'red'). This risk had become ever more of a threat during Covid-19 lockdown; the college had recognised this and the Business Development Consultants (BDCs) were working hard to stay in touch with employers during Covid-19 business disruption.
- 3.19 16-18 and 19+ mainstream recruitment not met, leading to reduction in funding in current and future year (New significant risk)
- 3.20 WBL non-levy 16-18 and 19+ apprentices target not met. (Risk score still at raised level of 15 'red'). Current WBL delivery against the ESFA allocation was being closely monitored but had been severely impacted by the Covid-19 pandemic.
- 4.05 Failure to achieve IoT targets (Significant risk)
- 5.11 Compliance with GDPR and other data related regulation (Risk score raised from 12 'red' to 15 'red'). SLT were concerned that despite staff training and advice from the Information Commissioners Office (ICO) on best practice, destruction of obsolete data was not always happening as quickly as recommended. The Chair sought clarity on whether the College had the correct policies in place in relation to data destruction. SW confirmed that HCUC had put all requisite policies in place during 2018/19 but the issue was non-compliance from staff. AM confirmed that the HCUC Policy clearly identified all types of data – operational and personal – and gave staff time limits for holding the data before destruction. The time limits were based on AoC and JISC recommendations.
- 5.12 College loses IT capability and/ or data following a cyber-attack. (Risk score remains at 12 'red'). This risk was very real despite IT Services using up to date security software and policies.
- 5.13 Operational impact due to Coronavirus (Covid-19). (This new risk added in March 2020 was still deemed as a risk score of 12 'red'). The meeting was reminded of the measures in place and the adherence to all Public Health England and Government guidelines.

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- **IoT Risk Register**

The meeting also noted a separate Risk Register for the West London Institute of Technology (WLIoT). SW reminded the meeting that this Risk Register format was in a format specified by the Department for Education and was used by them as a monitoring tool as well as internally by HCUC. There were two 'red' risks in relation to: insufficient learner numbers (adverse impact of Covid-19), and possible changes to government policy on Apprenticeships.

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**The HCUC Resources Committee Risk Register and the IoT Risk Register were NOTED and RECEIVED.**

- **Merger Risk Register**

The meeting took the Merger Risk Register as read; this was being closely monitored by the Joint Steering Group.

### 18.3 ESFA Allocation 2021/22 against plan

The meeting noted that the ESFA allocation was £518k higher than plan. The three notable points were:

a) Main 16-18 allocation is £109k lower than plan which includes high value courses and leavers in year programme for 2020/21

b) High needs element 2 allocation is £390k higher than plan. Caution prevails since high needs learners currently stood at 495 learners; with the impact of COVID19 we may not see an increase in demand.

c) Teachers pensions allocation is £268k higher than plan. This is based on payments made to Capita, rebased for the full year and includes 23.6% employer contribution.

d) The balance of allocation is considered cost-neutral, expenditure will be re-aligned accordingly in the budget income streams.

The AEB allocation was £230k higher than plan.

### 18.4 Capital Projects Update

The meeting took the Capital Update Report as read, this had been considered in detail at the Resources Committee meeting in March 2020 and there were no decisions currently required. Key current bids and projects were noted as follows:

Institute of Technology: SW confirmed that the nineteenth drawdown had taken place on 5th March 2021; the year-to-date grant funding drawn down was now £8,598,000. The higher spec specialist equipment required for the IoT for 2020/21 was expected soon.

House at Harrow Weald: The meeting noted that the offer of £505,000 had now fallen through due to delaying tactics by the buyer. A second cash offer of £500,000 was accepted at the end of February 2021 and SW was currently working with solicitors to conclude the sale.

ESFA Further Education Capital Allocation (FECA): SW confirmed that the deadline for completion of all the work had now been extended to September 2021. The meeting was reminded that the total allocation from the ESFA had been £2.094m with HCUC also spending £523,541 (25% contribution). Governors were assured that work was all on track to meet the revised deadline.

**The Finance Directorate Report and Capital Update was RECEIVED.**

### 19. Corporate Goals 2020/21 – Update on progress

The CEO (DDS) provided an update on the Uxbridge College's and Harrow College's Corporate Goals YTD achievement. The meeting was reminded that the Corporate Goals reflected the impact of the Covid-19 pandemic. The format of this report now reflected further alignment of common HCUC KPIs that each College was working towards and the detailed commentary prioritised the HCUC joint perspective but with some flexibility to account for the local Harrow or Uxbridge context. The front page now better reflected the emphasis on the '3 Is' within the Ofsted Education and Inspection Framework. The RAG rating system flagged up those items on the front page where progress in relation to a



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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 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.

DDS highlighted the following:

- Quality of Education (previously TL&A) had been further refined to incorporate the rise in importance of remote learning delivery as a result of CV19. The latter gauged mainly by learner survey with formal graded observations still being conducted when classes were run onsite.
- Until Ofsted Inspections returned, less reliance was being placed on external validation of observations. 'Drop-ins' continued as a further means of gauging and improving the quality of teaching and learning. Although a full Ofsted Inspection for HCUC this academic year was previously thought of as not likely this had now changed and the College was being put back on high alert. Governors would be given additional briefing at the April 2021 Training and Planning Day.
- The Finance & Funding section was now amended to reflect CV19 impact and additional sources of funding. The funding picture following enrolment 20/21, is now more refined (following December-February ILR submissions). This had confirmed the downward pressure on 16-18, HE and apprenticeship numbers this year. Governors noted that although current raised applications 2021/22 pointed to some level of recovery next year, there was clearly a need for cautious budgeting and sensible efficiency measures to be put into place.
- Under responsiveness and compliance, focus is on main Government backed projects. These being, Institute of Technology (IoT), T-level pilots and associated substantial Industry Placements, Mayor's Construction Academy (MCA) and activity linked to the newly available CV19 London economic recovery projects. Amber ratings relate to CV19 impact resulting in disrupted HE marketing and reduced employer engagement.

***The Corporate Goals Update report was NOTED and RECEIVED***

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

### 20. Audit Committee – 10<sup>th</sup> March 2021

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

**NOTED**

### 21. Resources Committee – 29<sup>th</sup> January, 12<sup>th</sup> March and 16<sup>th</sup> March 2020

The Chair (AMcL) confirmed that all matters raised in the two meetings had already been considered during the meeting. He informed the meeting of an incidence of attempted fraud that had been externally perpetrated using one of the College credit cards. The minutes of the 16<sup>th</sup> March meeting would be circulated as soon as available.

**NOTED**

### 22. Quality Curriculum and Student Committee – 18<sup>th</sup> March 2020

The minutes of the meeting would be circulated as soon as available. MRW gave the meeting the following update on the key items discussed by the meeting:

- Ongoing challenge of sourcing work placements for T Levels
- Learner survey had given a strong response.
- Staff had been selfless and flexible in agreeing to change their leave window in summer 2021 to accommodate the changed A Level and GCSE results days/ start of HCUC enrolment 2021/22.
- Governors should recognise the strength of the SLT and all staff in seizing all opportunities for HCUC to be better.

**NOTED**

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

The meeting received the minutes from the two college SSCs which had met on 2<sup>nd</sup> March (Uxbridge SSC) and 3<sup>rd</sup> March (Harrow SSC). The Principals (DDS and PC) highlighted the key issues from each of the minutes which the SSC wanted to highlight with Corporation members.

**NOTED**

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**24. Feedback to Stakeholder and Scrutiny Committees**

The CEO reminded the meeting of this new agenda item to improve the flow of communication from the HCUC Corporation to the individual Colleges Stakeholder and Scrutiny Committees. After consideration, the meeting agreed that the following key items would be fed-back to the SSCs in advance of the formal Corporation minutes becoming available to SSC members.

- Merger Public Consultation process and update on progress with RuTC merger.
- Ongoing lobbying in relation to the unfair decision for ESL and FS assessments/ exams to continue for 2020/21.

**The feedback to the SSCs was AGREED**

**25. To confirm the dates and times of the meetings for 2020/21**

- Wednesday 28<sup>th</sup> April, Training and Planning Day, (at Denham Grove)
- Tuesday 12<sup>th</sup> May 2021 at 4.30pm (remote access via Zoom video conference)
- Tuesday 6<sup>th</sup> July 2019 at 4.30pm (remote access via Zoom video conference but may be back on site depending on Government guidelines in place July 2021).

**ANY OTHER BUSINESS****26. Any other business as previously notified**

There was no other business.

The meeting closed at 7.10pm.

Signed .....

Date.....

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