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Directorate:	Corporation	
Minutes of:	HCUC Governing Body	
Date:	Tuesday 6 July 2021	Time: 4.30pm
Venue:	Remote meeting via Zoom video conference	
Present:	Simon Boulcott	Governor
	Melissa Bridge	Uxbridge Staff Governor
	Steve Cochran	Governor (<i>Vice-Chair and Acting Chair of meeting</i>)
	Tracey Critchley	Harrow Staff Governor
	Darrell DeSouza	Governor (<i>Group CEO and Principal</i>)
	Nasim Khan	Governor
	Johanna Morgan	Governor
	Steve Owen	Governor
	Amanda Priem	Governor
	Mariann Rand-Weaver	Governor
	Ketan Sheth	Governor
	Zamzam Hashimi	Uxbridge Student Governor
Apologies:	Nicholas Davies	Governor (<i>Chair</i>)
	Alasdair MacLeod	Governor
	Areeba Asghar	Harrow Student Governor
In attendance:	Dylan McTaggart	Vice Principal Curriculum & Quality
	Shane Woodhatch	Group Director – Finance & Resource Planning
	Jo Withers	Exec Director Employer Partnerships
	Gavin Hughes	Director of Student Services (<i>Items 1-7 only</i>)
	Andy Miller	Exec Director Corporate Services (<i>Item 16 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 Acting 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 Student Governor Uxbridge (ZH) and the HCUC Director of Student Services (GH) which gave the Governors an update on Learner Voice across HCUC. The Acting Chair (SC) sought confirmation from ZH on whether there was anything more that the SLT should be doing in response to Student Voice. ZH did not raise any issues but highlighted the large number of key assessments that students had undergone in order for teachers to justify the Teacher Awarded Grades (TAGs) in place during 2021; these had been very stressful for learners. However, learners did understand why they were necessary. SC asserted that it would be useful to consider this feedback from learners within the context of the results for 2020/21. Governors sought, and were given, additional information on the work that was undertaken during the Covid-19 closure to provide learners with additional IT equipment and WiFi access via dongles. DMcT reminded the meeting that the College had received an additional 641 laptops from the DfE but these had not arrived until May 2021 which was disappointing. A very large number of College laptops had been issued in advance of the DfE allocation. The meeting thanks ZH for her presentation and her input as Student Governor during the year. A vote of thanks was also minuted for Harrow Student Governor, Areeba Asghar in her absence.

The Student Learner Voice presentation was NOTED and RECEIVED

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1. Apologies for absence

Apologies had been received from the Corporation Chair, Nick Davies, from Alasdair MacLeod and from the Harrow Student Governor Areeba Asghar. The Vice-Chair (SC) would be Acting Chair for the meeting.

2. Notification of any urgent business Members may wish to raise under any other business, and any items to be taken as read that Members may wish to discuss

There was no other business notified.

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

No specific interests were notified.

4. Minutes of the Governing Body Meeting held on 18 May and 23 June 2021

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

5. Matters arising from Minutes of the Governing Body Meeting held on 18 May and 23 June 2021, which were not agenda items.

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

6. Chair and CEO's Update

In the absence of the Chair the meeting noted that much of the ad-hoc work had centred around the RuTC merger and additional meetings which had been arranged with key stakeholders to try and resolve the RuTC Phase 2 development. There was nothing else to note which would not be covered by the meeting agenda.

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ITEMS FOR DECISION/ APPROVAL**7. Governance**

- **Final Schedule of Governing Body and sub-committee meetings in 2021/22**

The Clerk presented the final timetable of Corporation and sub-committee meetings as well as Stakeholder and Scrutiny Committee dates for 2021/22; this had been considered in draft format at the last meeting. It was noted that subject to prevailing government guidance meetings would go back to being campus based in September 2021 but there would be some flexibility moving forward if committees decided to hold some remote meetings. It was agreed that mixed meetings – with some attendees remote and some in the room – would not be the preferred option.

The Meeting Schedule 2021/22 was APPROVED

- **Governing Body Draft Work Plan 2021/22**

The Clerk (TR) presented the annual work plan for HCUC which outlined the business to be considered by the Governing Body, sub-committees of the Corporation and the two colleges Stakeholder and Scrutiny Groups. TR confirmed that this had been updated to reflect any compliance requirements and to include any outstanding actions. ***The Chair of QCS Committee (MRW) asked for the HE Assurance which was delegated to the QCS Committee in November to be added to the work schedule; this would need to be ratified by the Governing Body in December 2021.***

The Annual Work Schedule for Corporation and sub-committees 2021/22 was APPROVED subject to the addition above in relation to Annual HE Assurance.

- **Updated HCUC Policies**

The meeting noted a number of policies which had been amended and updated in readiness for the merger with RuTC on 31 July 2021. These policies had taken the best practice from HCUC and RuTC

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Policies to produce an update. DMcT highlighted that although these were badged as HRUC policies they would now be amended to reflect adoption by HCUC as a stand-alone entity; organizational references and job titles would be amended to reflect HCUC. The updated policies considered by the meeting were as follows:

- Admissions Policy
- Equality Diversity and Inclusion (EDI) Policy
- Learner Involvement Policy
- Preventing Terrorism and Radicalisation Policy
- Safeguarding and Child Protection Policy
- Student Charter

The meeting discussed each of the policies in more detail and the following changes were highlighted.

Admissions Policy: DMcT informed the meeting that this had evolved from the existing HCUC policy with some amendments included from RuTC. One key addition had been to tighten up the rules on allowing 15 year olds on site across the campuses. The amendment had also closed a couple of loopholes in relation to Schools putting learners in early for exams and to deal with the situation of adults doing A levels where it needed some additional discretion on allowing learners over 19 to be in the same teaching space as 16-18 learners.

EDI: This was based on the previous HCUC policy with some additions from RuTC. The wording and intent of the policy had been redrafted to reflect current best practice eg better awareness around transgender issues and a move to being more open around all aspects of EDI. The aim was for the EDI Policy to be more progressive and Governors commended this as they believed that this area was evolving at pace year on year. The meeting agreed that this new redraft EDI Policy felt very 'current' and commended the good collaborative work that had gone into the detailed update.

Learner Involvement Strategy: The focus of this strategy to include the learner voice in decision making was noted; this policy had not been amended to any great extent. Governors sought clarification that the Student Body had been involved in this update and that their contribution was reflected in the current draft. DMcT informed the meeting that he would verify the student involvement in this strategy. The Acting Chair emphasised the need for the Stakeholder and Scrutiny Committees (SSC) at each college to ensure that this Strategy was put into practice.

Prevent Policy and Safeguarding Policy: The Director SEND and Safeguarding (GH) assured the meeting that these two policies had not required much amendment as they were reviewed on an ongoing basis, two or three times a year to ensure they always met current guidelines. GH also reminded the meeting of the biennial audits of safeguarding across HCUC undertaken by specialist auditors Leaders in Safeguarding; this had last been completed in June 2021. The very strong HCUC policies for Prevent and Safeguarding would be adopted post-merger across RuTC. Governors sought confirmation on why there was a reference to extremism in the Safeguarding Policy i.e. it was in both which seemed like duplication. However, GH responded that the reference to extremism across both policies reinforced the message around this important issue. Governors (SO) asked the SLT what the College was doing to respond to the Peer on Peer sexual abuse issue. GH informed the meeting that the current policy did contain a section which related to peer abuse and sexual harassment but he would work to enhance this during the autumn term 2021 when the College had received additional feedback from the Government and Ofsted on what Colleges should be doing. GH informed the meeting that the Safeguarding Policy would be amended to include reference to 'Everyone Is Invited'. ***Any updates to the Safeguarding Policy would be reported to the Governing Body in autumn 2021.***

The Safeguarding Lead Governor (NK) suggested that the increased threat of right wing terrorism needed to be highlighted in the Prevent Policy. ***Action – GH to update HCUC Prevent Policy to reflect this.***

Governors expressed concern that the HCUC Safeguarding Policy was very long – especially when the appendices were included – and might prove unwieldy for staff. GH confirmed that this Policy had been

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externally reviewed during the recent Safeguarding Audit and was the necessary length to meet best practice guidelines. He informed the meeting that he would not want to change the Safeguarding Policy especially when an Ofsted inspection was likely in 2021/22. Governors suggested that there could be value in developing a summary sheet which referred back to the full policy but laid out clearly the necessary actions for staff to take in any specific situation. Staff Governor (TC) assured the meeting that even though safeguarding rules and expectations got wider every year the Safeguarding Policy was clearly laid out. Although it looked 'unwieldy' TC confirmed that it provided a very good reference point for staff to read through and know exactly what was expected. **Action – GH to consider developing a safeguarding summary sheet for HCUC staff.**

Student Charter: DMcT informed the meeting that this new document had been developed with RuTC and informed by two Student Conferences. The second of these had focussed on learners aspirations and priorities and management had received very powerful student input from all three colleges. The Student Charter had been revised to reflect this student session and included the very clear focus on being happy, feeling safe, achievement and progression. This new linkage which stressed the importance of being happy and safe with learners' qualifications plus progression would be reflected on new posters going into every classroom across all three colleges to reinforce the student feedback. The meeting commended this strong student input.

The meeting APPROVED the revised policies for: Admissions; Equality Diversity and Inclusion; Learner Involvement; Preventing Terrorism and Radicalisation; Safeguarding and Child Protection; and a Student Charter subject to the amendments necessary for them to be HCUC only.

- **The effective date for the amended policies would be 1 August 2021.**
- **Clean copies of these amended policies would be posted on the Board Intelligence system for Governors' information.**

8. Merger with Richmond Upon Thames College (RuTC)

- **Update on revised timeline and communication strategy**

The meeting noted several papers outlining the communications with staff and stakeholders over the delay to the proposed merger date. The Press Statement issued by RuTC was also noted. The planning issues with the Phase 2 RuTC campus development were likely to take some time to resolve, as discussed at the Governing Body meeting on 23 June 2021. The CEO (DDS) informed the meeting that a 'round table' meeting of all key stakeholders was now scheduled for Monday 12 July 2021 and HCUC Chair and CEO would be present at that meeting, convened by LocatEd (the property quango within DfE). DDS highlighted that the aim of that meeting would be for all stakeholders to understand their role within the planning issue including the impact of delay or cancellation on their objectives/ priorities. would mean to them. – what they will gain/ what will delay/ what they will lose. The MP for Richmond was looking to be at that meeting. A final merger Joint Steering Group (JSG) meeting for 2021/22 would then be held on Monday 12 July; JSG meeting would recommence in September 2021. DDS reminded the meeting that a joint All Staff Zoom for HCUC and RuTC would take place on Wednesday 7 July at 9am to provide additional assurance for staff and encourage ongoing collaborative working. The two colleges' senior leadership teams had also had a productive two-day conference – although RuTC staff were in attendance remotely as they had all been required to self-isolate due to a close-contact with a positive Covid-19 result. Governors commended this ongoing close collaboration until a revised merger date was confirmed.

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- **College Name change post-merger**

The meeting was reminded that as Hertford Regional College had objected to the proposed name change from HCUC to HRUC a new solution would have to be found. The meeting was reminded of the pre-merger work undertaken by the Joint Steering Group which had included a name change workshop on Monday 22 March 2021. In considering options for a new name the JSG had been mindful that

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recent anecdotal evidence suggested 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 College and Harrow College. In this second merger HCUC was looking to retain that strong local brand and the three College identities and branding – Harrow College, Richmond upon Thames College and Uxbridge College – would remain after merger. Governors were informed that the Joint Steering Group was in favour of a name change to Harrow Richmond and Uxbridge Colleges to incorporate Richmond into the brand and to avoid any confusion with any other FE Colleges. As with the previous suggestion (HRUC) although this was not creative or exciting, it was simple and straightforward, was not disruptive and provided consistency.

The Clerk to the Corporation (TR) informed the meeting that she would formally consult with Hertford Regional College and two members of HCUC staff who had commented on the previous proposal. The meeting agreed that as the new proposal was simply an expansion of the previous acronym a full public consultation would not be required. TR reminded the meeting that during the first public consultation on the proposed change to HRUC, the three emergency services had informed the College that they had no comment or interest in a legal name change as the individual college names were not changing. This would also be the case with the new proposal so the College would not conduct a second consultation with emergency services on the expanded acronym version of the name which gave greater clarity. The meeting was informed that if a positive response was secured from Hertford Regional College, a second application letter would be sent to the DfE asking for Secretary of State approval for the name change of the HCUC Corporation to Harrow Richmond and Uxbridge Colleges with effect from the effective date of the merger (yet to be confirmed).

Subject to no objection from Hertford Regional College or other consultees (two members of HCUC staff):

The HCUC Corporation RESOLVED to apply to the Secretary of State at the DfE to change the name of the HCUC Corporation to Harrow Richmond and Uxbridge Colleges to come into effect at the point of merger (date yet to be confirmed).

9. Pay Award

The meeting considered a proposal to award the proposed 1% cost of living pay award to all HCUC staff, except those on 'protected salaries' from 1st August 2021. The meeting noted the process which was still underway for the AoC to make a salary recommendation; DDS reminded the meeting that UC had not traditionally waited for this recommendation. Governors were reminded that HCUC was in a comparatively strong position financially, although the annual funding settlements to the sector continued to be challenging. The Group Director Finance & Resource Planning (SW) highlighted that SLT were recommending that the 1% Cost of Living (COL) increase would be dependent on 16-18 enrolment recovering to pre-Covid levels for 2021/22. Current application numbers were strong compared with the prior year and final enrolment numbers 2021/22 would be confirmed in October 2021 and back dated to 1 August 2021. SW confirmed that the forecast increase to learner numbers was not in the Budget 2021/22 which was based on the baseline ESFA allocation of 5,708 learners. The 1% pay award was included in the Budget 2021/22 which would be presented later in the meeting.

The meeting also considered the following factors in relation to the decision:

- The comparatively strong position of HCUC – quality and finances.
- HCUC pay levels were currently broadly in line with other colleges and that there was merit in taking steps to maintain this comparability, especially given staff recruitment & retention challenges.
- The way that staff from both colleges had risen to the challenges post-merger during the last four years.

The meeting also noted the history of cost of living pay awards at HCUC and Uxbridge College over the previous nine years. The meeting was assured that this matter had been discussed in detail at the

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Resources Committee on 23 June 2021 and the committee members were recommending the 1% increase. The CEO confirmed that previous AoC recommendations for a 2.4% pay award had now been mediated down to a 1% figure.

Governors suggested that it was harsh to make the 1% COL increase contingent on increased learner numbers. Staff had worked very hard to great effect during the last year and the particular challenges associated with the pandemic. There had also been all the additional work associated with the merger with RuTC. Governors sought additional clarity on the number of staff receiving spine point increase and asserted that 1% did not seem over-generous or inappropriate. The consensus of the Governing Body was to lock the pay award in rather than make it conditional on enrolment.

Governors AGREED that a 1% COL increase should be APPROVED and paid to all HCUC staff (including Senior Post-holders), apart from those on protected salaries, from 1 August 2021 regardless of HCUC enrolment numbers.

10. HCUC Budget 2021/22 & Plan 2022/23 – 2023/24

The GDFRP (SW) presented the report to the meeting and confirmed that this final version of the budget and plan had been considered in detail at the Resources Committee meeting on 23 June and the Committee was recommending approval as presented. SW's commentary highlighted the key elements of the End-Year Out-turn 2020/21, Budget 2021/22 and Plan Years 2022/23 and 2023/24. SW confirmed that the five-year outturn, budget and plan was presented on the basis of a stand-alone option for HCUC due to the slippage in the proposed date for the merger with Richmond Upon Thames College as previously discussed in the meeting. The meeting noted the following key points in relation to the five-year budget and plan:

- The financial health score was at the maximum of 300 out of 300 for each of the 5 years.
- All KPIs across all five years were universally strong.
- Cashflow was very strong - the lowest point was 163 days cash.
- The College had no borrowing (the previous loan had been paid off two years ago)
- EBITDA – HCUC was a cash generating organisation with this at 12% (the sector norm was much lower than this).
- The budget 2021/22 was based on prudent assumptions, eg. The likely upturn in learner numbers was not included.

• **HCUC Forecast Final out-turn 2020/21**

The revised forecast reported an operating surplus for the period of £1,055,000 compared to the previous forecast surplus of £1,104,000 (a shortfall of £48,000). SW highlighted the following significant points:

- **Income:** Education Income was now forecast at £50,803,000 against a budget of £51,757,000 (negative variance of £954,000).
 - **Tuition Fees – home:** a negative variance of £85,000 against the forecast of £790,000 due to a number of late withdrawals.
 - **HEFCE Fees:** The meeting noted that although this figure for 202/21 was much lower than the prior year (£275,000 compared with £1,087,000), most of this income was now classified within the IoT income.
- **Services and other activities:** This was showing an adverse variance of £38,000 against the forecast deficit of £172,000; the annual catering contract contribution had been affected by lower Refectory performance than forecast and lower lettings income due to Covid-19.

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- **Employer Services Income:** A negative variance of £32,000 (against the forecast of £80,000). Short courses income was lower – mainly in Engineering – due to cancelled courses and lower recruitment due to Covid-19. SFA Contracts was showing an adverse variance of £66,000 due to reduction in contracts and other projects. Other projects was showing a positive variance of £44,000 to reflect release of the management fee.
- **Employee Costs:** A favourable variance of £1,345,000 (against forecast of £35,084,000) due to posts filled later than anticipated and use of agency staff covering vacant academic posts. SW highlighted the additional costs incurred in ENGTI where additional assessors had incurred additional costs but these were required to drive up quality.
- **Expenses:**
 - **Marketing and Student Services:** A positive variance of £93,000 against the forecast of £2,398,000 due to the increased use of digital media for advertising and promotion.
 - **Human Resources:** a positive variance of £126,000 due to a reduction in advertising and recruitment, and CPD (due to more online training).
 - **Estates:** An adverse variance of £81,000 against the forecast of £4,172,000. This had been due to higher security costs and the associated costs of PPE and H&S and cleaning expenses due to Covid-19. Response maintenance costs were also higher than expected due to additional works at Harrow. SW confirmed that the extra costs for LFD Covid testing had been circa £200k cost. Whilst the College could claim compensation for costs of Covid-19 not included in income this would not cover all costs; only £60-£80k could be claimed.
 - **Finance:** An adverse variance of £146,000 against the forecast of £2,604,000 mainly due to higher consultancy costs for the work on the College's IT infrastructure; the cyber incident in August 2020 had led to increased security. The meeting was reminded that HCUC now had a Microsoft Business agreement and the College was moving to Microsoft systems for Teaching and Learning and administrative functions which would provide better control and tighter security. There was also a higher provision for bad debts and pension costs associated with the Covid-19 impact.
- **Depreciation:** A positive variance of £10,000 against the forecast of £4,462,000; reflecting a later spend on capital works than forecast.
- **Total Overheads:** A positive variance of £1,371,000 against the forecast of £52,184,000.
- **Balance Sheet:** Cash was showing an adverse variance of £514,000 at £24,909,000 (against a forecast of £25,424,000) due to lower outturn, higher capital expenditure and delay to the sale of the house at Harrow Weald. Fixed Assets were showing a positive variance of £404,000 against the forecast of £108,732,000 due to the timing of capital expenditure offset by lower depreciation. All ratios were strong: a cash day in hand figure was at 192.6 compared with a forecast of 189.2; the current ratio was 2.55 compared to 2.65 forecast and EBITDA was 12% compared with the forecast of 12%. The 'Outstanding' SFA financial health rating would be maintained. GDFRP informed the meeting that the College score on the SFA financial health scorecard was at the maximum 300; this was an extraordinarily strong 'outstanding' score.

Budget 2021/22

An operating surplus for the period was now budgeted at £250,000 compared to the plan (approved in February 2021) of £500,000. SW confirmed that this reduced surplus reflected a 'worst-case' scenario. Members were assured that the College would maintain its SFA financial health rating of Outstanding, based on the budget as presented. GDFRP highlighted the following significant variances to the Plan:

Income

- **ESFA 16-18 Funding:** A negative variance of £109,000 based on allocation statement of 5,708 learners. SW reminded the meeting that the management team had already lobbied the ESFA to allow an application for any additional in-year growth funding if the 2021/22 enrolment exceeded this allocation.
- **ESFA ALS Funding:** Positive variance of £390,000 based on 558 learners.
- **ESFA 19+ Funding:** A positive variance of £247,000 based on the allocation statement.
- **Agency Other Funding:** A positive variance of £376,000 as the High Needs element 3 income rates would be higher than forecast. Also, higher TPS grant. Reduction in 16-18 Bursary but in line with income.
- **Tuition Fees (home):** An adverse variance of £160,000 to reflect reduced income in the curriculum plan.

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- *Other*: A positive variance of £254,000 to reflect an insurance claim for the impact of Covid-19 on business operations and loss of income.
- *Services and other activities*: A positive variance of £14,000 as the College was assuming that the College catering contract would revert from cost-plus to profit-share from January 2022.
- *Employer Services*: A negative variance of £146,000 against the planned £152,000.
 - *Short courses*: Adverse variance of £48,000 against plan to reflect the ongoing impact of Covid-19 and uncertainty.
 - *SFA Contracts*: This was showing an adverse variance of £93,000.

Expenses• Employee Costs

The budget included a consolidated 1.0% increase for all staff not on protected salaries; Governors were reminded that as funding levels were not increasing the College could only fund this annual salary increase by looking for efficiencies. No further increases to employers LGPS pension contributions or TPS (Teachers' Pension Scheme) contributions had been assumed during the period. The budget for employee costs was £33,636,000 against the planned £31,957,000 (adverse variance of £1,679,000). The meeting was reminded that the budget assumed that all posts would be filled from the start of the year which would provide a contingency factor when vacancies occurred (the vacancy factor was noted as £5,155,000). The meeting noted the deletion and creation of posts by department. It was noted that the average proportion of agency teaching was now budgeted at 8% across all the schools. The meeting noted that staff costs as a percentage of income in the 2021/22 budget were 70% which was the same as in the plan.

• Non-Pay Expenses

SW confirmed that all curriculum expenses (staffing and non-staffing) had been rigorously challenged through the course costing model. Total expenses including depreciation were budgeted at £16,996,000 compared with the planned £16,551,000 (adverse variance of £445,000).

- *Schools*: Positive variance of £60,000 against the plan of £2,583,000 due to exams and materials costs to meet the course portfolio. There was also a reclassification of some costs to the IoT; SW informed the meeting that there was a separate I&E account for the IoT in order to give clear visibility on income and expenditure.

- *Marketing & Student Services*: Total positive variance of £76,000 against the plan of £2,425,000. This reflected lower costs for the Advanced Learner Loan Bursary and Free College Meals which was in line with allocations from the ESFA.

- *Personnel*: A positive variance of £48,000 against a plan of £705,000 due to lower staff advertising and recruitment costs. Higher training costs reflected larger numbers of teaching staff in training.

- *Estates*: An adverse variance of £83,000 with a budget of £4,276,000 against the planned £4,192,000. The meeting noted that this reflected additional costs – e.g. Energy - associated with the full return to campus after the Covid-19 pandemic. It also reflected Covid related expenditure to meet H&S requirements.

- *Finance*: An adverse variance of £155,000 against the planned £1,988,000. This reflected a release of provisions held within legal and professional fees. SW confirmed that merger costs were excluded but would be included in the final combined budget with RuTC when a merger date was confirmed. The meeting noted that a combined budget had been presented to Resources Committee but as the merger date was now delayed this had not been brought to the Governing Body. Governors noted that merger costs incurred by HCUC to date were £87,000. Consultancy costs were forecast to be higher due to project, design and survey for works within Estates, which was not planned. There would also be additional costs within systems support and development to bolster the onsite IT in light of the summer 2020 cyber incident. There was also an increase in bad debt provision due to the ongoing impact of Covid-19 on debt settlement; SW confirmed that the Finance Team would maintain a strong stance on debt recovery. There was also a release of efficiency savings into the lines above. SW confirmed that the proceeds from the sale of the School House at Harrow Weald would now be reflected in the 2021/22 budget. The meeting discussed the proposal to lease some IT equipment which would enable resources to be renewed on a triennial basis; governors agreed that this was an effective use of College resources.

- *Executive*: A positive variance of £17,000 against the planned £318,000.

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- **Depreciation:** The adverse variance of £408,000 against the planned £4,339,000 was in line with capital spend and reflected the IoT capital expenditure on building and equipment.

Balance Sheet

- **Cash:** Budget of £25,651,000 against plan of £27,984,000 (adverse variance of £2,333,000). SW confirmed that this reflected a lower brought forward balance, lower surplus and higher capital expenditure.
- **Fixed Assets:** Positive variance of £1,446,000 against planned £107,892.
- **Cash Days in Hand:** 194.7 (225.7 planned).
- **Current ratio:** 2.70 (2.89 planned).
- **EBITDA:** 11% in budget against 12% in the plan.
- **Financial Health Score:** This was at the maximum score of 300 points in the budget.- The meeting was assured that this would yield an ESFA financial health grade of 'outstanding'.

Plan Years 2022/23 and 2023/24

SW confirmed that the income and expenditure plans for the two plan years had been reworked to reflect the proposed budget for 2021/22. Members noted that the college cash position and current ratios would remain strong throughout the two plan years. It was noted that the plan years 2022/23 and 2023/24 showed operating surpluses of £500,000 in each of the years. The stand-still assumptions for 16-18 and 19+ learner number growth and rate of funding were noted but the IoT growth had been included. The plan years assumed 5% growth in WBL funding under the apprenticeship levy-funding regime. Other income was assumed to be subject to 5% inflation. The planned Employee costs included: all pay increments; a pay award of 1% in each of the plan years; an apprenticeship levy of 0.5% of salaries in each year; and no further increases in LGPS and TPS employer contributions. Efficiencies were assumed in each plan year of £2,395,000 and £3,400,000. The detail of the capital investment programme over the plan years was considered; capital expenditure of £5,000,000 was assumed. Inflation of 4% was assumed in relation to non-pay expenditure. Governors were pleased to note that cash levels would remain strong at £27,692,000 and £29,991,000 in each of the two plan years. SW confirmed that the health category of the College would remain at 'outstanding' for both plan years with a maximum points score of 300. The meeting also considered the detailed Financial Performance Indicators for each of the plan years; all of these were strong. The Chair thanked SW for the clear presentation and the thorough budget and planning process.

The Corporation APPROVED the HCUC Budget 2021/22 and Plan 2022/23-2023/24 as presented, as recommended by the Resources Committee.

ITEMS FOR INFORMATION (To be taken as pre-read by Governors – questions taken.)**11. Partnerships Report**

The report from the Exec Director Partnerships (JW) gave the meeting an update on employer engagement and partnership activities for HCUC for the summer term 2021. The meeting took the majority of this report as read with questions from Governors. The meeting was pleased to note that although there was a continued negative impact from COVID, opportunities were now coming through in the shape of funding opportunities and employers activity with reference to assessment and evaluation of their workforce development. The College was seeing a slight shift in movement post Covid with an increase in adult learners and employers were more keen to benefit from the apprenticeship incentives. The meeting noted that the 'Response to CV19: Economic Drivers and Curriculum Priorities' paper provided the background to the partnership and project work that HCUC continued to engage in. The following aspects of the Partnerships Report were considered in more detail.

Apprenticeships: – The meeting was pleased to note that although recruitment was still a challenge the College was now at 53% of profile. Recruitment for 2021/22 had started well and was already at 65% of profile. The meeting also noted that the minimum predicted achievement for 2020/21 was now at 70.4% which was an improvement of +7% on the previous year and was 6% above the national average (NA).

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New Employer Partnerships: JW highlighted new employer partnerships including Graze, Marriott Heathrow and the Construction Industry Training Board (CITB). The meeting noted that 2021/22 would see a focus on increasing employer partnerships to inform the College's Curriculum Plans and support the co design/ co delivery of study programmes. Sector Based Work Academy Programmes (SWAP) were now becoming more popular and were an important feature of wider employer partnership work.

Tenders: The meeting noted that a new apprenticeship tender for Thames Water had just been submitted covering Management, Engineering and Digital.

Sub-contractors: The meeting noted that HCUC was now working with four sub-contractors to deliver the following funding outcomes: AEB £235,000; GLA COVID Response Fund £405,532 and Apprenticeships £36,964.

West London IoT: JC confirmed that the key risks continued to be in relation to learner numbers and employer engagement. Management were currently devising an Action Plan at the request of the DfE to look at KPIs moving forward. DfE had now confirmed that there would be no rebasing of profiles – as previously muted – until they had seen IoT Action Plans. Governors were informed that the interim SLT lead, Neil Brayshaw, was working to take this Action Plan forward including working with other Colleges to secure learner numbers. However, the lack of any national marketing around the IoTs continued to have an impact on recruitment. The meeting noted a recent example of good partnership work with High Value Manufacturing Catapult to create short courses and deliver short courses.

Other projects: The meeting noted the success of the recent bid under the GLA Good Work for All initiative. This two-year project in the Health Sector would have a summit launch in August 2021 where HCUC would work with the West London Alliance and the NHS to kick the project off for a September 2021 start. The meeting noted that the SLT were still awaiting the outcome for the following projects which would be due to start for the 2021/22 enrolment:

- GLA ESF High Level Skills Funding (2 year project);
- DfE a) in-work pilot for flexible/modular courses and b) higher technical qualifications capacity/development funding;
- DfE College Collaboration Fund opportunity to work with other colleges on innovative projects with the outcome to share best practice across the FE sector.

JW informed the meeting that the collaborative bid to deliver the Green Pathway which Ealing Hammersmith and West London College was leading on had not been successful. The Acting Chair thanked JW for this clear report and commended the College for its proactive work and the range of engagement with employer partners and other FE providers.

The Employer and Partnerships Report was TAKEN AS READ and RECEIVED.

12. Corporate Goals

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 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 that the Non-agency income box had been amended from green to amber on the Uxbridge College front sheet and this should also be shaded as amber on the combined cover sheet.

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DDS highlighted the following:

- Quality of Education (previously TL&A) had taken note of the reliance on remote learning delivery as a result of Covid-19 where quality was gauged mainly by learner survey. However, a significant number of formal graded observations had still been possible and were conducted when classes were run onsite. However, DDS highlighted that the current profile (93% at meets or exceeds) was considered to be a little inflated when compared with previous profiles that had included external verification.
- The likelihood of an Ofsted Inspection in the autumn term 2021 had been raised as a result of more recent Ofsted notifications and so the College was once again on a more alert footing. As a result of the altered year due to Covid-19 it was understood that safeguarding and support for learners would understandably feature strongly, along with delivery and evidence to manage gaps resulting from 'lost learning'.
- The Learner outcomes section had been updated where relevant, but it was noteworthy that due to alternative assessment arrangements, there was no published national data for 2019/20 to compare HCUC data against. As discussed earlier in the meeting Apprenticeship achievement was projected to improve compared with the prior year.
- The Finance & Funding section had been amended to reflect the impact of the pandemic and the additional sources of funding. The funding picture following enrolment 2020/21 had been further updated following the May-June 2021 ILR submissions. This had confirmed the downward pressure on 16-18, HNS, HE and apprenticeship numbers for 2020/21 and the focus was very much on recovery at the September 2021 enrolment. DDS confirmed that HCUC had exceeded the GLA AEB 90% threshold for profiled delivery and so would avoid any clawback of funding. Higher, though controlled, reliance on sub-contractors has been necessitated to deliver targeted AEB and additional Covid-19 related activity. Governors were pleased to note that current raised applications 2021/22 pointed to some level of recovery next year, but there continued to be a need for cautious budgeting and sensible efficiency measures to be put into place. DDS reminded the meeting of the ongoing impact of grade inflation after GCSE and A level exams were cancelled; this might mean learners were more likely to stay on into school sixth forms.
- Under the section on responsiveness and compliance, the focus was on the 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. The 'amber' ratings related to the impact of Covid-19 which had resulted in disrupted HE marketing and reduced employer engagement.

The Corporate Goals 2020/21 Update report was NOTED and RECEIVED

13. 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 against the 2019/20 Quality Improvement Plan. 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, 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.

YTD performance against target for attendance 2020/21: Full-time 16-18 attendance was at the year-end figure of 85% (to meet the target) but was graded amber due to the challenged attendance of 83% during lockdown and of English and maths. Punctuality/ lateness was holding at 3% (meeting target).

Governors challenged management on what strategies they would be using to get attendance back to its pre-Covid levels. The ongoing challenges around driving up English and maths attendance was discussed

as this was depressing the overall attendance figure. Governors were assured that SLT would be working with specialist staff to ensure that English and maths delivery was as engaging as it could be. JW informed the meeting that the College was also working with employers to design modules and assignments so that learners understood how important English, maths and ICT skills were to gainful employment. This would help to give learners a clearer sense of purpose.

Retention YTD: Retention was ahead of the prior year at 95.2% 16-18 and 96.8% for 19+ this was noted as well above national average (NA). HE retention was also holding at 93%, which was an increase on the prior year.

Work Based Learning: This would be considered within the Partnerships Report but was noted as showing some improvement on prior year with a minimum success rate of 70.2%. DMcT highlighted that there were still a number of learners gone through the Gateway and awaiting End Point Assessment.

Complaints 2020/20: There had been 29 formal complaints in total to date at HCUC and 17 (29%) had been upheld. The comparable figure in the prior year was 28 complaints with 32% upheld.

- The meeting was assured that complaints were being dealt with in a timely manner and none currently were considered to pose a legal or financial risk to the institution.

Disciplinaries: The meeting was pleased to note that the number of disciplinaries was significantly below the prior year (91 vs 149) and that exclusions were also lower (19 vs 27).

Quality of Teaching, Learning & Assessment (TL&A): Initial observations YTD indicated a better consistency than the previous year. The combined findings for HCUC 241 Lesson Observations (LOs) indicated that 93% overall met or exceeded expected standards (above the 86% target). However, the meeting noted that SLT thought there was some inflation to these grades and a profile of 85/86% would be more appropriate. All of the LOs had been undertaken in the summer term due to the pandemic. The meeting discussed the move to online learning for large segments of the year and Governors were reminded of HCUC's 'live delivery' which had been in place for the whole of the remote period. DDS informed the meeting that SLT would be taking a closer look at the pedagogy behind remote delivery in early 2021 in order to enhance this for the future. The College would also look at which learners were more suited to online delivery so that on-site learning could be offered to those at risk during any future lockdowns. The meeting sought clarity on whether HCUC was planning for any future periods of college closure due to the pandemic. DMcT informed the meeting that the College would be launching a new Learning Platform on MS Teams at the Whole College Learning Day on Thursday 8 July 2021. This new delivery method would be supported by College Champions across HCUC so that the College would be in a strong position to move back to remote delivery if mandated by government. It would also allow remote delivery to be bolted on to face-to-face delivery where it could enhance study programmes.

Work Experience: The meeting was pleased to note the partial recovery of this metric which had been badly impacted by the Covid-19 pandemic. Year-to-date 56% of learners had undertaken Work Experience placements (this had been reported as 7% at the May 2021 Governing Body meeting).

- **Higher Education (HE) Update**

DM presented this report (which was taken as read) and took questions from the meeting. Governors were reminded that the HE Report and an update on Access to HE had been considered by the Quality Curriculum and Student Committee on 24 June. The meeting was assured that HE outcomes were predicted to be strong as the retention rate was now stronger. The Access to HE courses had also performed well in 2020/21. Current work included a review of the HE Policies in relation to the highlighted national issues around peer on peer and sexual harassment. The Director responsible for the HE provision was also working to revise the HCUC Access and Participation Statement; DMcT thanked Governor MRW for her input to this piece of work.

The meeting noted the detailed assurance documents which continued to demonstrate HCUC's compliance with all aspects of the condition of registration with the OfS. **Governors highlighted the need for HCUC to ensure that the same high level of compliance was in place at RuTC when the merger was completed.**

- **Learner Achievement Update 2020/21**

The meeting noted an early forecast of learner achievement QAR for the current academic year. Governors were reminded that due to the pandemic no QAR data had been published since 2018/19. The forecast were also subject to moderation of the Teacher Assessed Grades (TAGs) in pace for the 2020/21 year by the Awarding Bodies. DMcT highlighted the change to TAGs from the previous year Centre Assessed Grades; TAGs were more tightly defined and assessed and there was an expectation that the overall grade profile would decrease compared with 2019/20. The meeting was reminded of the negative impact on ESOL and Functional Skills learners who still had to undertake formal examinations even though their learning had been severely disrupted. DMcT assured the meeting that plans were already in place to enable these learners to have the opportunity to re-sit exams in September 2021 so that their progression was not adversely affected.

- **Update on 2020/21 Quality Improvement Plan**

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 2019/20 had been considered in detail at QCS Committee on 24 June. A detailed summary by College was taken as read by the Corporation meeting. The meeting noted a report which detailed Common Areas of Strength 2020/21 to be maintained and RAG rated progress against the Afls identified for HCUC as a whole. The meeting agreed that the curriculum design across the College group continued to be a real strength and was working well to meet the intent of the recent White Paper for Employer Driven curriculum. This would continue to be a focus in the next academic year. Other key priorities for 2021/22 would include: to drive forward Work Based Learning within the new Apprenticeship School; continue to focus on meaningful work experience for a large percentage of HCUC learners; continue to undertake preparatory work for additional T Levels that would gradually come on stream.

The Academic Report was RECEIVED.

14. Staff Focus Group Summaries 2020/21

The meeting noted the summary feedback from the Staff Focus Groups that had been held in November 2020 for lecturing staff, January 2021 for Managers and May 2021 for a group of support staff. In total 75 HCUC staff had been involved during the year and all the meetings had been conducted remotely via MS Teams. The Resources Committee had previously considered detailed reports from these focus groups in November 2020 and March 2021 and June 2021 as well as the resulting action plans to implement any agreed changes. The CEO also highlighted that the feedback from the Staff Focus Groups had been taken to the individual colleges' Stakeholder and Scrutiny Committees.

The meeting was reminded that the purpose of the focus groups was to use the forum to discuss issues that were assisting or hindering an effective work environment and work practices, with a view to addressing action that can improve things and/or to advise staff about the College's stance on the matter. Comments were not attributed to an individual member of staff and the focus group was supplemented with an anonymous questionnaire that broadly mirrored the topic areas covered. The positive comments and areas identified for improvement or action by each of the groups was presented to the meeting. Governors sought, and were given, assurance that action in relation to the areas for improvement was being taken and was being monitored at SLT on an ongoing basis. The meeting commended this clear feedback and were particularly pleased to note the positive feedback on communications especially during the Covid-19 pandemic and periods of college closure. The meeting thanked the HR Director (IA) in his absence for this important work and the detailed reporting via Resources Committee.

The Staff Focus Group Feedback Report was NOTED

15. Finance Directorate Report

15.1 HCUC Management Accounts, May 2021

The GDFRP presented the composite HCUC management accounts to 31st May 2021. The accounts were

taken as read as they had been fully considered during agenda item 10 Draft Budget 2021/22.

The HCUC Management Accounts to 31st May 2021 were TAKEN AS READ and RECEIVED

15.2 HCUC 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 the new risk in relation to COVID19. 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 unchanged at 12 'red').
- 1.09 *Failure to recruit sufficient staff, qualified at the appropriate level.* (Risk score still at 12 'red').
- 2.05 *Inflexible delivery models for Apprenticeships could restrict growth* (Risk score remains at 12 'red'). DDS confirmed that the SLT were currently developing a five-year strategy to develop plans for growth in Work Based Learning (WBL), Institute of Technology provision, and commercial income.
- 3.02 *Insufficient enrolment on employability pathways for adult unemployed learners will reduce spend of ESFA contract.* (Risk score remains at 12 'red').
- 3.11 *Underachievement of funding targets* (Risk score still at 15 'red'). The ongoing impact of Covid-19 on particularly Apprenticeship work was being very carefully monitored. The meeting was reminded that the funding allocation for 2021/22 was reduced due to the dip in learner numbers 2020/21. SW highlighted the bid for in-year growth funding that the College would be permitted to submit to the ESFA if the enrolment 2021/22 was above the allocation (as previously noted in the meeting, current application numbers were higher than in the prior year).
- 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.
- 3.20 *WBL non-levy 16-18 and 19+ apprentices target not met.* (Risk score still at raised level of 15 'red'). Current WBL delivery against the ESFA allocation was being closely monitored but had been severely impacted by the Covid-19 pandemic.
- 4.05 *Failure to achieve IoT targets* (Significant red risk with a score of 12.)
- 5.11 *Compliance with GDPR and other data related regulation* (Risk score remains at 15 'red'). As previously discussed in the meeting, SLT were still working to improve current HCUC practice on the destruction of obsolete data in a timely manner. The meeting was assured that progress was being made but the risk score had not yet been reduced in order to maintain focus.
- 5.12 *College loses IT capability and/ or data following a cyber-attack.* (Risk score remains at 12 'red'). This risk was 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 ongoing adherence to all Public Health England and Government guidelines.

- ***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: the implications of the Covid-19 pandemic which might adversely impact on DfE funding for the IoT and concerns around learner numbers during the pandemic; and, risks associated with possible changes to government policy in relation to apprenticeships.

The HCUC Risk Register and the IoT Risk Register were NOTED and RECEIVED.

15.3 Capital Projects Update

The meeting took the Capital Update Report as read; there had been little change since last considered in May 2021 and there were no decisions currently required. Key current bids and projects were noted as follows:

- Institute of Technology: The twenty-second drawdown had taken place on 7 June 2021; the year-to-date grant funding drawn down was now £8,758,517 (received £8,385,991). The meeting noted that a site visit was undertaken by the IoT Capital Account Manager at the DfE; his Close-Out report was being finalised.
- House at Harrow Weald: The meeting was reminded that the sale of the house to a cash buyer for £505,000 had fallen through due to unnecessary delay tactics by the buyer. The Group Director Finance and Resources (SW) informed the meeting that a further offer of £500,000 from an alternative cash buyer had now been accepted.

The Corporation APPROVED the sale of the house at Harrow Weald for £500,000 as proposed by management and previously considered by the Resources Committee.

- Vacant land at Harrow Weald: The meeting noted that several property developers had approached HCUC about selling land adjacent to the Harrow Weald campus bordering the A409 and Uxbridge Road. The only company to come forward with a firm offer was Heronslea Group Portfolio who had offered a cash sum subject to planning permission. Governors noted that the 'modus operandi' of the Heronslea Group was to buy land and then work with planning authorities to gain the necessary permissions to design and build bespoke homes. It was agreed that this opportunity might be of value to HCUC going forward particularly in relation to the challenges associated with the merger. There would also be the possibility of using any cash injection to finance a new SEND building at Harrow Weald due to the high demand for high need learners provision within Harrow. The meeting agreed that this would be a good idea in principle but more work would have to be undertaken to gauge the full value of the land. The meeting also suggested that an HCUC Estates Strategy should be developed in autumn 2021 to look at whether there was any chance of HCUC needing to use the vacant land for campus development in response to growth in learner numbers.

It was AGREED that the possibility of land disposal at Harrow Weald should be investigated further alongside an HCUC Estates Strategy. Further briefing to be taken to Resources Committee in autumn 2021.

- ESFA Further Education Capital Allocation (FECA): The deadline for completion of all the FECA 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 spend to date was noted as £2,545,871 and works had been completed for Bronte, Fleming and C Block.
- FE Capital Transformation Fund (FECTF): The meeting noted that HCUC submitted a capital bid on 22 March 2021 for £4,418,697 of which £2,945,798 would be grant funded and £1,472,899 self-funded. The project was to create a college business centre with a focus on two areas aligned to the IoT: Business Skills and Engineering (new technologies). These were two sectors with the highest future demand in West London over the next decade. Outcome of the first stage was due to be known by 14 May 2021 but confirmation was still outstanding. DDS confirmed that he had spoken to the ESFA about this bid but it seemed that they would be prioritising bids where colleges had a high level of dilapidated buildings.
- T level Capital Wave 3: HCUC had submitted a capital bid on 28 March 2021 for £972,608 of which £648,405 would be grant funded and £324,203 self-funded (33%). The project would entail refurbishment of the Brunel Building which would cater for the T Level Business & Administration and Science routes expected to be delivered in 2022/23. The meeting noted that the outcome of the first stage bids would be announced in July 2021.

The Finance Directorate Report, Property Update Report, HCUC Risk Register and IoT Risk Register was NOTED and RECEIVED.

16. Covid-19 Update

The Exec Director Corporate Services (AMi) presented an update report on the Covid-19 position at HCUC. Governors were assured that the College continued to operate following the Government Covid-19 restrictions which were currently in place. Management remained agile to respond to both hardening or softening of the restrictions although the HCUC stance would always be to err on the side of caution rather than risk the health of staff or students. Through contact with the PHE, HSE and Hillingdon and Harrow Health authorities the College remained current with all latest developments and thinking. HCUC continued to implement well developed protection measures and was now seeing only small numbers of infections, particularly with staff (there were only four new staff cases in the summer term).

The following key points were noted by the meeting:

- Risk Assessments & the related Covid-19 Action Plan were all current.
- LFD Testing kits were now available for staff, students and families at all campus exits. Home testing results were being received which was assuring management that a level of testing was taking place.
- Any positive LFD tests were followed by a confirmatory PCR test.
- All on site were are expected to wear face coverings in corridors and communal areas. HCUC policy remained for both staff and students to wear face coverings in communal areas.
- The 'Bubble' concept continued to be used to house curriculum areas, aligned to coloured lanyard ID for ease of identification.
- As at 18th June 2021 HR reports showed that 11% of HCUC staff had confirmed they were intending to travel abroad this summer. This was after the Government traffic light travel system was announced on 14th May 2021.
- As at 18th June 2021 85% of HCUC staff had received at least one dose of the vaccine and 60% had received both doses of the vaccine.
- The Delta variant of Covid-19 accounted for 90 – 95 % of new infections recorded.
- There were four positive staff cases during June 2021 and 11 student cases in the same period (as at 27th June).
- Finance metrics continue to be monitored in relation to the Covid-19 impact.
- Funding for onsite LFD testing, due to be received in June 2021, was still to be received. SW confirmed that the College would be chasing this money as more than £70,000 had been spent on onsite LFD testing at HCUC.

The CEO outlined the changes to the Covid-19 Guidelines that had recently been announced by the Prime Minister to come into effect on 19 July 2021. The detail of these proposals and how they would affect education settings had been confirmed by the Health Secretary and Education Secretary. In essence the new protocols would mean that requirements for social distancing, facemasks and number restrictions had now been lifted. The Government directive to work from home wherever possible would also go. Within the College, the requirement to keep learners in 'bubbles' had also been removed which would resolve any ongoing timetabling issues for 2021/22. DDS highlighted the management concern around learner and staff reaction to the lifting of all the restrictions. Some staff were very concerned about the prospect of going back to 'normal' operations and the College HR Team were looking at ways to ease their concerns. The meeting agreed that there was a need to consider the mental health of staff and students as guidelines for the new academic year were developed. DDS confirmed that management would also be consulting the Trade Union representatives on this during the regular meetings. The meeting noted that guidance from the Health & Safety Executive was proving useful. The meeting commended this mindful approach which would be necessary as the government walked away from prescription and would now be leaving organisations to make their own way forward.

The Covid Update Report was NOTED and RECEIVED.

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ITEMS TO BE TAKEN AS READ**17. Merger Joint Steering Group – 15 and 28 June 2021**

The Acting Chair (SC) informed the meeting that the key items from these meetings had already been considered by the HCUC Governing Body at their Extraordinary Meeting on 23 June.

The Minutes of the JSG meetings were RECEIVED.

18. Audit Committee – 16 June 2021

The Audit Committee Chair (NK) informed the meeting that all matters discussed at the meeting had already been covered.

The Minutes of this meeting would be circulated as soon as finalised.

19. Resources Committee – 23 June 2021

The Resources Committee minutes were taken as read without feedback from the Committee Chair (AMcL) due to the meeting running over time.

The Minutes of this meeting would be circulated as soon as finalised.

20. Quality Curriculum and Standards Committee – 24 June 2021

The QCS Committee minutes were taken as read without feedback from the Committee Chair (MRW) due to the meeting running over time.

The Minutes of this meeting would be circulated as soon as finalised.

21. Stakeholder and Scrutiny Committees:**Uxbridge College Stakeholder and Scrutiny Committee – 8 June 2021**

The Minutes of this meeting were taken as read.

Harrow College Stakeholder and Scrutiny Committee – 9 June 2021

The Minutes of this meeting were taken as read.

22. Feedback to Stakeholder and Scrutiny Committees

The meeting did not agree specific feedback to the SSCs in advance of the minutes being available.

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

- Tuesday 21 September 2021 at 4.30pm, at Uxbridge
- Tuesday 7 December 2021 at 4.30pm, at Harrow on the Hill
- Tuesday 29 March 2022 at 4.30pm, at Uxbridge
- Tuesday 17 May 2022 at 4.30pm, at Harrow on the Hill
- Tuesday 12 July 2022 at 4.30pm, at Uxbridge

The dates were noted and AGREED as previously discussed in the meeting.

24. Proposals for agenda items at the next Corporation meeting (September 2021)

There were no other additional items put forward by Members.

ANY OTHER BUSINESS**25. Any other business as previously notified**

There was no other business. The meeting closed at 7.20pm.

Signed

Date.....

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