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Directorate:	Corporation	
Minutes of:	HCUC Governing Body	
Date:	Tuesday 9 July 2019	Time: 5.30pm
Venue:	A004/A005 – Uxbridge College, Uxbridge Campus	
Present:	Nicholas Davies	Governor (<i>Chair</i>)
	Steven Cochran	Governor (<i>Vice Chair</i>)
	Lucy Khennache	Staff Governor (Uxbridge)
	Alasdair MacLeod	Governor
	Mariann Rand-Weaver	Governor
	Laraine Smith	Governor (<i>Group CEO and Principal Uxbridge</i>)
	Karen Tyerman	Governor
	Paul Walker	Governor
	Sally Westwood	Governor
Apologies:	Tracey Critchley	Staff Governor (Harrow)
	Nasim Khan	Governor
	Steve Owen	Governor
	Ketan Sheth	Governor
In attendance:	Pat Carvalho	Deputy CEO/ Principal Harrow
	Darrell DeSouza	Vice Principal Uxbridge
	Dylan McTaggart	Vice Principal Harrow
	Shane Woodhatch	Group Director – Finance & Resource Planning
	Tracy Reeve	Clerk to the Corporation

HCUC Governors' pre-meeting

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

Student Feedback Presentation, Kiran Rami (KR), Head of Guidance and Student Support (Uxbridge College)

Governors noted feedback from the students on careers and employability. The meeting was interested to see the learner views on the career guidance that they had received at HCUC and their suggestions for what additional support or information they would like. Governors were pleased to note the positive feedback from learners on the aspects of their course that had made them work ready and the benefits of work experience.

The Chair sought confirmation on how the College tracked what was done in response to student voice and whether it made a difference. KR reminded the meeting of the 'You Saidwe did' marketing that was used heavily around the College campuses and the impact was tracked through the learner surveys, internal and external.

The student feedback presentation was NOTED.

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1. Apologies for absence

Apologies had been received from Tracey Critchley, Nasim Khan, Steve Owen and Ketan Sheth. The Chair and Governors gave a vote of thanks to Lucy Khennache, Staff Governor Uxbridge, who would be leaving the College at the end of the term. The meeting wished her well in her new role.

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 21st May 2019

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

5. Matters arising from Minutes of the Governing Body Meeting held on 21st May 2019, which were not agenda items.

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

ITEMS FOR DECISION**6. Chair and Principal's Update**Chair's Update

The Chair had no further update for the meeting.

CEO/Principal's Update

The CEO (LS) highlighted that she had signed the 'FE Principal's letter to the government' which raised concerns about funding levels in FE.

Ofsted safeguarding complaint: LS informed the meeting that two Ofsted Inspectors would be coming back into HCUC for 1 additional day (11th July) after they had completed the Monitoring Visit (MV). This was to review an incident which had taken place with a PMLD learner which had been investigated by the Local Authority. Subsequently the Local Authority had flagged the incident to Ofsted. LS confirmed that the College had acted completely according to protocol at the time of the incident: an agency staff member was removed from HCUC; parents of the learner were contacted; LADO was informed; and the policy cautioned the member of staff. All due process was followed and the learner in question was returning to HCUC for 2019/20. Governors spent some time gaining assurance that all aspects of this case had been dealt with correctly and seeking any learning points for the future. LS highlighted that staff had now been reminded never to put themselves in a vulnerable position with learners and to be mindful when lone-working. The meeting noted that the final Ofsted MV Report would include a reference to their findings after the visit on 9th July to review the paperwork and talk to key staff.

NOTED**7. Governing Body Draft Work Plan 2019/20**

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 meeting agreed that the sign off for the annual HE assurance statement 2018/19 would be handled the same way as it had been during the previous two years; authority would be delegated to the QCS Committee. The HE assurance and supporting information would be taken to the December 2019 Governing Body meeting for ratification.

The Annual Work Schedule for Corporation and sub-committees 2019/20 was APPROVED.

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8. Governing Body Meeting Schedule 2019/20

The Clerk presented the final timetable of Corporation and sub-committee meetings as well as Stakeholder and Scrutiny Committee dates for 2019/20; this had been considered in draft format at the last meeting.

The Meeting Schedule 2019/20 was APPROVED

It was AGREED that the Corporation meetings should be held at rotating campuses during 2019/20 with the first meeting in September 2019 at Uxbridge.

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 2019. The meeting noted the process which was still underway for the AoC to make a salary recommendation; LS 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 Principal confirmed that it was the SLT view that the 1% Cost of Living (COL) increase should be applied for 2019/20 to all staff except those on protected salaries; this would cost circa £200,000. Governors noted the following:

- 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 of the merger during the last two years.

The meeting also noted the history of COL pay awards at HCUC and Uxbridge College over the previous 7 years. It was confirmed that the cost of implementing the proposed 1% increase in August 2019 had been included in the HCUC Budget 2019/20. The meeting was assured that this matter had been discussed in detail at the Resources Committee on 19th June 2019 and the committee members were recommending the 1% increase.

The proposal for the 1% cost of living increase to be paid to all HCUC staff (including Senior Post-holders), apart from those on protected salaries, from 1st August 2019 was APPROVED.

10. HCUC Budget 2019/20 & Plan 2020/21 – 2021/22

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 19 June and the Committee was recommending approval as presented. SW gave the meeting a PowerPoint presentation which highlighted the key elements of the End-Year Out-turn 2018/19, Budget 2019/20 and Plan Years 2020-21. This presentation backed up the detailed HCUC budget and plan along with a comprehensive commentary which had been circulated in advance of the meeting.

- **HCUC Forecast Final out-turn 2018/19**

The revised forecast reported an operating surplus for the period of £710,000 compared to the previous forecast surplus of £750,000 (negative variance of £40,000). The detailed end-year commentary with a line by line variance report was taken as read. SW highlighted the following:

- Cash balance at £19,368,000 compared with mid-year forecast of £16,000,000
- Reserves at £60,863,000
- Financial Health Rating of 'Outstanding'
- Key performance indicators (KPIs):
 - EBITDA (Earnings before interest, tax, depreciation and amortization) 11% (same as prior year). Governors were reminded that this was essentially a measure of 'operating profit'.
 - Staffing as a percentage of income at 63% (65% prior year).
 - Cash days in hand 139.1 (129.4 in 2017/18)
 - Current ratio: 2.00 (2.07 prior year)
 - Borrowing as a percentage of income at 4% (5% in prior year).

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- HCUC had spent £9,555,000 on capital works during 2018/19 as follows:
 - £6,805,000 on enabling works at Harrow – Armstrong and Newton buildings – and the IoT at Uxbridge.
 - £600,000 on summer works throughout the campuses.
 - £900,000 on IT, mobile devices and smartboards.
 - £400,000 on curriculum and service area equipment.

The meeting commended the strong end-year performance and the sizeable surplus which had been reinstated only 2 years post-merger. Governors noted that the College's score on the SFA financial health scorecard was 290, out of a maximum 300 (this was the same as in the prior year); so was a very strong 'outstanding' score.

Budget 2019/20

The detailed budget and commentary was considered by the meeting; it was noted that an operating surplus for the period was now budgeted at £1,028,000 compared to the approved plan (approved in February 2019) of £1,300,000. 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:

- Cash balance was now budgeted at £17,415,000 compared with the planned £14,371,000. This positive variance of £3,044,000 was due to delayed capital expenditure, improved outturn 2018/19 and included the likely profit from the sale of the house at Harrow Weald.
- Reserves at £61,842,000:
- KPIs for 2019/20 (compared to the plan):
 - EBITDA: 11% (11%)
 - HCUC staffing as percentage of income at 64% (64%). Harrow would be at 65% (66%) and Uxbridge at 64% (64%)
 - Cash days in hand at 119.1 (98.8)
 - Current ratio of 1.74 (1.52)
 - Borrowing as percentage of income at 2% (2%)

Income

- *Agency (SFA and EFA) Recurrent Funding:* The budget was based on 111 additional 16-18 learners than the current year and this had resulted in an increased allocation of £564,000 compared with the 2018/19 allocation. There was also an additional £275,000 under the Capacity Delivery Fund (CDF) for work placements (2,124 learners). The total classroom based income for all ages was now budgeted at £38,592,000 compared to the planned £38,042,000. SW confirmed that the budget included a provision for non-achievement; the balance of the additional allocation had been placed within corporate services and would be released to each of the Colleges if enrolment was above forecast.
- *Agency Income:* The allocation for Work Based Learning was based on profiles and assumed similar levels of delivery as during 2018/19. No partner delivery was assumed.
- *Learner Support/ Bursary Fund:* Marginal increase to plan included at £1,549,000
- *Teachers Pension Scheme:* The budget included £456,000 that the College would receive to partially cover the increase to the employers' contribution rate.
- *Free School Meals:* The allocation had been the same as the current year at £222,000.
- *HEFCE Income:* A reduction against the plan for HE income moving to £1,362,000 (£1,399,000 in plan). Within this headline HE Fees income was up and the HE Grant income was down.
- *Additional Learning Support (Element 2 and Local Authority):* ALS Element 2 income had increased from £2.274m to £2.958m to reflect the higher number of high needs learners at both Harrow and Uxbridge. The total income including the amount recoverable from the local authorities would now be £6.832m with a net figure of £2.777m once staffing costs were deducted.

Employee Costs

The budget included a consolidated 1% increase for all staff not on protected salaries. The Principal reminded the meeting that as funding levels were not increasing the College could only fund this annual salary increase by looking for efficiencies. It also included a 1.8% increase in employers LGPS pension contribution from 1 August 2019 (at a cost of £177,000) and a 6.52% increase in TPS (Teachers'

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Pension Scheme) contributions from September 2019 (at a cost of £745,000). The budget for employee costs was £33,685,000 against the planned £33,359,000 (adverse variance of £327,000). 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 0.5% apprenticeship levy had also been included for the full year (£122,000). It was noted that the average proportion of agency teaching was now budgeted at 7% across all the schools; the final outturn 2018/19 had been circa 10%. The meeting noted that staff costs as a percentage of income in the 2019/20 budget were 64% which was the same as in the plan.

Non-Pay Costs

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 £15,747,000 compared with the planned £15,022,000. The following variances from plan were highlighted:

- *Estates:* An adverse variance of £79,000 with a budget of £3,365,000 against the planned £3,285,000. The meeting noted that this reflected higher routine maintenance to reflect current levels of repair to the College estate.
- *Finance:* An adverse variance of £194,000 against the planned £1,537,000. This included an additional cost for a new data connection between sites (£70,000) and additional software costs associated with legacy systems at Harrow. There was also a contingency of £200,000 included.
- *Executive:* An adverse variance of £190,000 against the planned £255,000 due to the delivery costs associated with conditional funding, (CDF for work placements).
- *Depreciation:* The adverse variance of £144,000 against the planned £4,355,000 was in line with capital spending and reflected a final review of Harrow assets.

Capital

The £16,508,000 budget for capital spend during 2019/20 included the following:

- £6,725,000 (35% grant funded) for Armstrong Building.
- £6,027,000 (100% grant funded) for the new building for the West London Institute of Technology.
- £600,000 for summer works across HCUC.
- £1,964,000 for IT and equipment required by curriculum and service areas.

Governors sought confirmation that the budget for IT renewals was sufficient to ensure that the College maintained excellent resources for learners; this was a key factor in recruiting learners and to operational delivery of the curriculum. SW confirmed that the budget would be sufficient to bring Harrow College resources up to the same high level as at Uxbridge. Moving forward there might be a need to look at taking all resources across HCUC to the 'next level'. ***It was agreed that a review of the curriculum delivery and use of IT resources was something that the SLT should consider during autumn 2019 and present to the Corporation in December 2019.***

Plan Years 2020/21 and 2021/22

SW confirmed that the income and expenditure plans for the two plan years had been reworked to reflect the proposed budget for 2019/20. 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 2020/21 and 2021/22 showed operating surpluses of £316,000 and £598,000 respectively. The stand-still assumptions for 16-18 and 19+ learner number growth and rate of funding were noted. The plan years assumed 8% growth in WBL funding under the apprenticeship levy-funding regime. Other income was assumed to be subject to 3% inflation except for short courses where a rate of 5% inflation had been used. The planned Employee costs included: all pay increments; a pay award of 1% in each of the plan years; no further increases in LGPS and TPS employer contributions were included. The detail of the capital investment programme over the plan years was considered; capital expenditure of £4,670,000 and £3,050,000 was assumed. Inflation of 3% was assumed in relation to non-pay expenditure and non-pay efficiencies were assumed at £200,000 in each Plan Year. An apprenticeship levy of 0.5% of salaries was included each year. Governors were pleased to note that cash levels would remain strong at £16,792,000 and £17,807,000 in each of the two plan years. SW confirmed that the health category

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of the College would remain at 'outstanding' for both plan years and the detailed Financial Performance Indicators for each of the plan years were noted.

The KPIs for the two plan years were noted as follows:

- KPIs for 2020/21 (and 2021/22):
 - EBITDA at 9% (9%)
 - HCUC staffing as percentage of income at 66% (66%).
 - Cash days in hand at 112.1 (114.7)
 - Current ratio of 2.12 (2.50)

Members commended the very thorough budget and planning process and the clear accompanying narrative which gave them clarity and assurance around the College financial plan. The meeting talked about the strong position that the College was in due to a clear financial strategy and tight control but also asked SLT to consider how the large cash reserves could be used for future development. **LS confirmed that a new Estates Strategy would be brought to the Governing Body in May 2020 which would feed into the next iteration of the HCUC Strategic Plan 2021-2024. The Corporation APPROVED the HCUC Budget 2019/20 and Plan 2020/21-2021/22 as presented, as recommended by the Resources Committee.**

ITEMS FOR INFORMATION (To be taken as read – questions taken.)

11. Partnerships Report

The meeting received an update report on employer engagement and partnership activities for HCUC presented by the Deputy CEO/ Principal Harrow College for the 2018/19 year. This included an update on the Institute for Technology proposals. The meeting commended the range of activities and partnership development work across HCUC - highlights were showcased under the following headings:

- **Employer Activity – Staff/ Student Engagement:**
 - Programme of Study Activity: Governors were pleased to note the wide range of work experience, work placement and volunteering activity that was being undertaken across the two Colleges. There were numerous strong links with employers throughout the group. At Harrow there had been 1234 work placements (72% of students) during the year and 59 extended work placements and at Uxbridge 2985 work placements (c 73%). The strong employer involvement with careers fairs, enrichment, mentoring and other opportunities for learners across the group was commended.
 - West Met Skills: The meeting noted that the Hayes Business Studies were fully occupied and the College was ahead of its financial target for the meeting room lettings. CfBT (Educational Trust) were also continuing to rent office space at Hayes for another year. Management were waiting for the outcomes of 6 tenders that had recently been submitted to Slough, Ealing and Harrow Councils for various office based apprentices. Governors were also given confirmation that the 2018/19 apprenticeship targets had been exceeded across 241 employers; more of which were levy paying employers than expected.
- **Employers/ Employer Groups:** The meeting noted the update on the ongoing work with Heathrow Skills Partnership, HS2 (who were interested in the IoT), Central West London and the Mayors Construction Academy West London Construction Hub.
- **Partner Organisations:** The meeting noted the ongoing partnership work that HCUC was undertaking with Hillingdon and Hayes where Section 106 money had become available for the hospitality sector. The College had submitted a bid which had been accepted in principle. HCUC representatives continued to attend the Enterprising Harrow meetings. The work with the NHS within a consortium of West London colleges to meet their workforce needs was also noted.
- **Activity Supporting Strategic Plan Development:** The meeting noted the work that had been undertaken with the West London Alliance, Greater London Authority (GLA), the Association of Colleges (AoC) and the DfE to support the delivery of the HCUC Strategic Plan. Highlights were noted as follows

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- GLA: HCUC was now a member of the newly established Skills for Londoners (SfL) Higher Level Skills Advisory Group. This Group would be a subordinate body of the SfL Board and would steer and support the development of City Hall's approach to promoting higher level skills (Levels 4-7, non-degree) provision and qualifications, including apprenticeships and Advanced Learner Loan funded qualifications. The college was currently awaiting contracts for the successful GLA capital bids.
- DfE: HCUC was taking forward the development work on the successful IoT bid in dialogue with the DfE, see below for more detail.
- **Institute of Technology (IoT):** The College was in regular dialogue with the DfE officers regarding, capital, financial scenarios, agreeing KPIs and updating a number of associated documents including risk register, and the project plan. Eversheds had now reviewed the licence agreement and sub-licence guidance and drafted the Commercial agreement. The commercial agreement with the core partners was being finalised; a draft of this agreement had been reviewed at Resources Committee but the process was taking slightly longer than expected. Governors were reminded that work on the car park deck at Uxbridge would start during the late summer and the IoT Building project would commence in October 2019 with a completion date to enable the IoT to commence enrolment in 2020/21. The detailed IoT timeline was noted by the meeting.

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

12. Corporate Goals

● 2018/19 – Update on progress

The CEO (LS) provided an update on the Uxbridge College's and Harrow College's Corporate Goals YTD achievement. The meeting was reminded that the KPIs within the Corporate Goals and progress against them had been standardised across HCUC for 2018/19. However, there was still the flexibility within these for each college to achieve the common outcomes in a way that took account of their local context. The 'RAG' rated front summary pages of each Corporate Goals (CG) report were now virtually identical, reflecting the fact that both Harrow and Uxbridge had been working to comparable KPIs for 2018/19. LS highlighted that the RAG rating system flagged up those items on the front page where progress in relation to a particular KPI or performance area had either faltered, prompting mitigating actions (amber rating), or stalled such that full achievement was now not possible (red rating). Governors were reminded that within the body of the CG reports considerable further detail was provided about the amber and red rated items flagged on the cover pages. In addition, some other items within the extended commentaries were flagged as amber or red because progress had not been as expected; a brief explanation was included in the right hand column where this was the case. The CEO highlighted that the main faltering ('amber') or negative ('red') indicators related to the financial indicators listed. These financial matters had been considered within the Group Director Finance & Resource Planning's Draft Budget and Management Account reports. The faltering ('amber') indicators for quality progress were in relation to Subject Sector Area (SSA) retention, apprenticeship predicted outturn and overall full time attendance against target. These were referenced as part of the Academic Report presented to the meeting.

● Draft Corporate Goals Guidance and Reporting 2019/20

The CEO provided an outline of the factors which would determine the development and format of the College Corporate Goals for 2019/20. Governors noted that as HCUC moved into the third year post-merger there would be further development of group-wide approaches which would be reflected in the Corporate Goals.

Outcomes and SAR progress: The target outcomes, measured against national averages, would remain the same and include success (QAR) rates for all qualification types, SSA success rates, 16-18 and 19+ classroom based QAR rates reported separately, and apprenticeship provision reported both by timely/overall percentage outturn and by age. Retention would continue to be a key in-year indicator when considering the progress of all classroom based provision in 2019/20. In addition, student progression and destinations will continue to be an important KPI, with a target of 94%+ learners

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achieving a positive destination. The final indicator listed for this section will continue to be in-year progress in delivering the outcomes captured in the College's SAR Quality Improvement Plan 2019/20.

Teaching, learning and assessment (Quality of Education): The meeting was reminded that with the new Ofsted EIF (Education Inspection Framework) becoming effective from September 2019, the approach to Learning Observations and Learning Walks would need to be reconsidered. This might impact on how the summary details were presented in this section and in the body of the Corporate Goals document. There would still need to be a way of measuring and presenting both the overall standards and the level of consistency achieved at the two colleges with respect to the Quality of Education elements, involving teaching, learning, assessment and support.

Within the EIF, the current PDBW indicator that is included in the Common Inspection Framework (CIF), has been translated into two separate areas within the EIF – 'Behaviour & attitudes' and 'Personal development'. The meeting noted that College management were still considering how to revise this Corporate Goals summary section, and the body of the report, to reflect this change. The CEO highlighted that the target for attendance at 86% remained appropriate for 2019/20. However, based on feedback from the recent Ofsted Monitoring Visit and other general feedback, the minimum target for Work Experience/ Industry Placements would be increased to 80%.

Responsiveness and compliance: The headline Corporate Goals areas listed remained relevant for 2019/20: partnership activity (public sector, community, employer and other commercial), health and safety, equality and diversity and safeguarding and Prevent.

Corporate Performance: All of the income areas listed currently remained relevant in 2019/20: achievement of Agency contract values, achievement of learner numbers for 16-18s, apprenticeship income targets, HE income targets and all other non-Agency income. The financial KPIs that contribute to maintenance of the College's 'outstanding' financial profile remained relevant, as did the separate staffing & Human Resources KPIs that Governors monitored with the support of routine HR reports at the Resources Committee. The meeting noted and approved the suggestion that given that Element 2 and Element 3 funding (with respect to learners with additional needs) now comprised approximately 10% (£5million) of HCUC's funding, both the target income and the actual levels achieved would be included as headline indicators on the front page of the Corporate Goals Report for 2019/20. In addition during 2019/20 there would be a major estate development at both Harrow and Uxbridge; it would be appropriate to include a reference to this in this section of each College's summary page, and also within the more detailed commentary.

The proposed content and guidance for HCUC Corporate Goals reporting 2019/20 was APPROVED as presented.

17. Academic Report

The meeting considered a report which covered the following: Performance Indicator (PI) tables for HCUC Year-to-date 2018/19; an update on work undertaken on driving quality of TL&A; attendance data; complaints and disciplinary report; a summary report on progress against the Quality Improvement Plans 2018/19 for Harrow College (HC), Uxbridge College (UC) and West Met Skills; and Higher Education Report. The report was presented by the College Vice Principals (DDS and DMcT). This report was largely taken as read with Governors asking questions where they sought additional clarification.

KPI Dashboard for in-year monitoring: The meeting noted the summary dashboard which provided year-to-date (YTD) performance 2019/20 for HCUC, HC and UC for the following metrics: Retention, Work Based Learning (WBL) updates, FT Attendance, Employability, Lesson Observations, Complaints and Disciplinary. The meeting noted that this dashboard had been presented at each of the Stakeholder and Scrutiny Committees (SSC) and in combined format at Quality, Curriculum and Standards (QCS) Committee. Governors commended the clear 'RAG' rated format which enabled them to identify any areas of under-performance very easily. DDS and DMcT highlighted the following aspects of performance:

Retention YTD was high and improved on the prior year

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- Retention for classroom based learning across both ages was well above national average (NA) and 1% improved compared with YTD 2017/18.
- By Qualification type: 11 of the 12 qualifications for 16-18 learners and for 19+ learners were on or above NA.
- By SSA: 11 of 13 SSAs for 16-18 were above NA. For 19+ 12 out of 14 were on or above NA.
- Headline 16-18 retention was at 93.7%, noted as being 1% higher than at the same point in 2018. 19+ retention was at 96.8% and was also up by 1%.

Work-based Learning (WBL) outcomes were predicted to be improved on the prior year

Overall QAR WBL minimum/ mid predictions were 69.0%/ 72.6% compared with 62% in prior year (NA at 66.7%). Governors were assured that the College was monitoring the WBL data against Minimum Standards and the percentage of Apprenticeship Frameworks falling below the Minimum Threshold Standard (62%) would be within the tolerances allowed for 2018/19.

HCUC Teaching Learning & Assessment (TL&A)

The meeting noted a comprehensive update which gave Governors more details on the following aspects of TL&A at HCUC; convergence of TL&A quality processes across the HCUC group; confirmation that teaching was at least 'good' according to 2018/19, externally validated lesson observation grade profiles; support processes to improve TL&A at HCUC; Learner Voice relating to TL&A; a further update on the New Ofsted Education Inspection Framework (this had been covered in detail at the Governors Strategy Day in April 2019); and the plans for continuous improvement.

YTD performance against target for attendance 2018/19

- Attendance overall at 84.4% for 16-18 and 83.4% for 19+, against the 86% target. There was variation within certain Schools, monitored at SSC/ SLT level and followed up on a weekly basis.
- Punctuality was within the target of maximum 6% lateness but this would continue to be a focus across HCUC during 2019/20.
- The strategy was now to retain students and support their achievement. However, attendance at cross-college English and maths continued to be below that of the substantial vocational course provision (both at 79.3%).

Complaints 2018/19

- A detailed complaints report had been presented at HC & UC SSCs and at QCS Committee.
- There had been 26 formal complaints in total to date at HCUC (compared to 20 in the prior year). Of these 12 complaints had been upheld.
- The meeting was assured that complaints were being dealt with in a timely manner and that none of the 26 complaints was considered to pose a legal or financial risk to the institution.

Higher Education (HE) Update:

- In-year retention for HCUC was at 82.5% in May 2019 (against a minimum target of 80%).
- Some two year courses were run at UC and retention for those completing courses was at 70% for 2018/19. However, the first year of two-year courses was currently at 95%.
- Good progress was being made on the majority of HE areas for improvement (Afls) 2018/19.
- The College had submitted its action plan in response to the enhanced monitoring notice from the Office for Students (OfS) for Condition B3 (Quality and Standards) relating to continuation for students. Governors noted that there had not yet been any response from the OfS in relation to the action plan.
- The Access to HE programme was being closely monitored as noted under the update on QIP areas for improvement. Current June retention was 92% with a predicted outcome QAR of 78% to 87%.

In-year progress against Quality Improvement Plans (QIPs) 2018/19: The meeting was reminded that progress against individual HC and UC Quality Improvement Plans (QIPs) had been considered in detail at QCS Committee. A detailed summary by College was taken as read by the Corporation meeting. Progress against the Afls identified for HCUC as a whole, was summarised as follows:

- Consistency in Study Programme attendance – 'red'. Both age group headline attendance was slightly below the target of 86%. Despite significant and well supported cross-college strategies

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English and maths continued to pose a challenge. There had also been a positive drive to accurately capture lateness on registers but there were still pockets where learner punctuality issues persist.

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

Emerging headline HCUC common areas for improvement 2019/20:

These were currently noted as:

- Consistency in Study Programme attendance
- WBL timely and overall achievement rates
- Further stretch and challenge for all learners
- Increased volume of work experience including significant industry placements to 80%+
- Robust TLA judgements to increase high performing TL&A including prioritising curriculum intent and implementation (this had been highlighted from the Ofsted Monitoring Visit).
- Effectively track and support students

The Academic Report was RECEIVED.

14. Ofsted Monitoring Visit Report June 2019

The meeting noted a summary of feedback received after the Ofsted two day Monitoring visit (MV) on Wednesday 5th and Thursday 6th June 2019, involving three inspectors (HMIs). Governors noted that the final report was not yet available; it would normally be published within 25 working days of the visit and there would be an opportunity to check for any factual inaccuracies before publication. However LS informed the meeting that the final report would be delayed until the HMIs had undertaken the subsequent visit planned for 11th July to look at the safeguarding incident.

The meeting was reminded that the focus of the visit was to assess: the progress leaders and managers (L&M) had made in addressing the weaknesses identified at the last Harrow College Inspection (2016) and the progress Leaders and Managers had made regarding the HCUC merger. There were 4 specific themes:

1. progress being made by L&M to address weaker aspects of TLA
2. progress made by L&M in relation to developing curriculum provision
3. progress made by L&M in monitoring quality
4. progress made by L&M in relation to ambition, vision and mission in the newly merged HCUC

The visit comprised HMI meetings with governors, staff, learners and apprentices, examination of a variety of evidence and systems and direct observation of learning, the latter primarily focused at Harrow but involving quite limited number of examples (due to timing of year, GCSE exams and Eid). The HMIs spent time at both Uxbridge College and Harrow College. Governors were pleased to note that from the indicative feedback received from the HMIs, the College appeared to have met the threshold standards. The meeting was reminded that Ofsted monitoring visit reports did not provide grades as is the case of a full Inspection, but rather provide an indication of progress being made by way of the following descriptors in relation to progress made for each theme – *insufficient, reasonable, significant*. The meeting noted the indicative findings were ‘reasonable progress’ for themes 1 and 2 and ‘significant progress’ for themes 3 and 4. The Chair commended the strong progress achieved in the first two years post-merger and thanked College management for their strong leadership.

The internally produced College Ofsted Feedback report was NOTED and commended

15. Staff Focus Group Summaries 2018/19

The meeting noted the summary feedback from the Staff Focus Groups that had been held in November

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2018 for lecturing staff, February 2019 for Managers and May 2019 for a group of support staff. In total 77 HCUC staff – 40 at UC and 37 at HC - had been involved during the year. The Resources Committee had previously considered detailed reports from these focus groups in November 2018 and March 2019 and July 2019 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 Staff Focus Group Feedback Report was NOTED

16. Finance Directorate Report

• ***HCUC Management Accounts, May 2019***

The GDFRP presented the composite HCUC management accounts to 31st May 2019. The accounts were taken as read as they had been fully considered during agenda item 10 Draft Budget 2019/20.

The HCUC Management Accounts to 31st May 2019 were TAKEN AS READ and RECEIVED

• ***Performance against target for ESFA contract 2018/19***

The meeting was reminded that 16-18 year old recruitment for HCUC against target was 97% with a shortfall of £514k. Harrow was 92% against target with a shortfall of £647,000; Uxbridge was at 99% of target with a surplus of £132,000. However, due to the lagged funding methodology, the reduction in funding would only take effect in 2019/20. However, when the College received the 2019/20 allocation it had not been reduced in line with the actual learner numbers, as expected. This means that for 2019/20 there was a 'windfall' which would be allocated internally subject to enrolment patterns. The meeting also noted that 19+ recruitment for HCUC in 2018/19 was above target with a surplus of £28k: Harrow was above target by £78,000 and Uxbridge was below target by £49,000. The meeting was reminded that the under-performance at Uxbridge was connected to the October 2018 audit ruling that 19+ learners on continuing programmes could not be funded for English & Maths from the 19+ funding allocation. Governors sought, and were given, assurance that these figures were included in the 2019/20 budget as presented earlier in the meeting.

• ***Risk Management Update***

The GDFRP reported on the Risk Register which detailed the risks mapped to the Strategic Aims and Corporate Goals of the College. Recent changes to the Risk Scores since last presented in May 2019 and the 'red' risks were noted as follows:

- 1.08 *Insufficiently qualified and equipped staff to support the delivery of study programmes and quality outcomes for learners.* (Risk score at 12 'red').
- 1.09 *Failure to recruit sufficient staff, qualified at the appropriate level.* (Risk score at 12 'red').
- 1.13 *College SAR and/ or Ofsted rating falls below 'outstanding'.* (Risk score at 12 'red').
- 1.19 *HE performance falls below target putting at risk future Quality Review and OfS expectations. Enhanced monitoring on condition B3 relating to student continuation.* (Risk score raised from 8 'green' to 10 'amber'.) The meeting was reminded by DDS that this issue centred around a reputational risk rather than financial.
- 1.22 *Insufficient invigilators, readers and scribes to cover exams and special access arrangements.* (Risk score at 12 'red'). This was noted as a new risk and reflected the increased

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numbers taking exams and needing special access arrangements.

- 3.11 Underachievement of funding targets (Risk score still at 15 'red'). The meeting was assured that this was still being monitored on a weekly basis by SLT.
- 3.12 Failure to secure a sufficient number of large levy paying employers to deliver apprenticeships could impact on income. (Risk score increased from 6 to 8 but still classified as 'green').
- 3.14 Management Information – finance, funding, HR (Risk score at 12 'red'). Governors were reminded that consistent procedures across HCUC were now in place. However, new composite HCUC systems were relatively new (e.g. HR system) so the risk was still deemed as high. SW was hopeful that the risks around MIS would settle in advance of the June 2019 Audit Committee report.
- 3.20 WBL non-levy 16-18 and 19+ apprentices target not met. (Risk score reduced from 12 'red' to 9 'amber'). The meeting was assured that WBL delivery against the ESFA allocation was being closely monitored and had made progress during 2018/19.

- **Capital Project Update**

The GDFRP presented the HCUC property update report to the meeting.

Health & Social Care Building, Harrow: The Health and Social Care building had now been in use since November 2017. There were still two outstanding snagging issues which related to the BMS software and leakage of water pipes; remedial work was due to commence in July. SW confirmed that the balance of the retention was still being held by the College and would be used to cover any remedial works if it was found that the pipe work damage was caused by the contractor. Compensation of £30,000 had now been agreed for the delay to the build which would be taken from the retention held by the college.

The Local Skill for Londoners Capital Investment Fund – Stage 2: The meeting was reminded that the College had been informed by e-mail in April 2019 that GLA grant funding would be available for 35% of Newton Building and 65% for Armstrong Building. As previously noted in the meeting, no contracts had yet been received from the GLA but the College was proceeding with the work 'at risk'.

Newton Building, Harrow Weald

The meeting was reminded that the work at the Newton Building had been split into two phases: refurbishment of front section; and phase 2, demolition and subsequent construction of the new building at the back of the building. The meeting noted that the contract for the work had now been issued for signing and the work remained within the target budget of £4,043,096.

Armstrong Building, Harrow on the Hill

The meeting was reminded that the cost of this work was forecast at £8,200,800; of which construction costs would be £5,025,103.

House at Harrow Weald: The meeting noted that the planned alterations to the boundary fencing had commenced week commencing 17th June and pipe-work changes were scheduled for July 2019 once students were no longer on campus. SW confirmed that the house would be ready to put on the market in September 2019; an amount for the proceeds of the sale was included in the HCUC Budget for 2019/20. The meeting was reminded that the likely marketing price would be circa £600,000.

The Finance Directorate Report and HCUC Risk Register was RECEIVED.

ITEMS TO BE TAKEN AS READ

17. Uxbridge College Stakeholder and Scrutiny Committee – 11th June 2019

The Minutes of this meeting were taken as read.

18. Harrow College Stakeholder and Scrutiny Committee – 12th June 2019

The Minutes of this meeting were taken as read.

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19. Resources Committee – 19th June 2019

The following key issues were highlighted by the Chair (AMcL):

i) Budget 2019/20:

The Resources Committee approved the Budget 2019/20 and Plan years as presented. They would be recommending this budget to the Governing Body (as discussed earlier in the meeting).

ii) Revolving Credit Facility (RCF):

Due to the high level of cash that the College was currently holding, and the reasonable cash levels detailed in the plan years, it was approved that the College should repay the existing loan at the end of 2018/19 and reduce the revolving facility from £4m to £1.6m. This RCF should be kept in place until the College had confirmation of whether the DfE would fund the additional cost of £1.6m for the Section 106 works to the Uxbridge College car park (required for the new IoT Building).

iii) West London IoT:

All was on track for the College to be able to sign the Commercial Agreement with the DfE. Resources Committee members would be updated on the final wording of the commercial agreement and would approve this having been given delegated authority from Corporation. The Commercial Agreement would then be signed by Chair of Governors and Laraine Smith as CEO.

The Minutes of this meeting were taken as read.

20. Audit Committee – 4th July 2019

The Minutes of this meeting were taken as read.

21. Quality Curriculum and Standards Committee – 25th June 2019

The following was highlighted by the Chair (MRW):

- i) The meeting provided a good summary of the 2018/19 year. Overall things were looking positive for a good out-turn.
- ii) QCS Committee was very pleased to see the SLT making such clear preparations for the introduction of the new Ofsted Education Inspection Framework. A lot of thought had already been given to the change of emphasis within the new framework and the need for Intent of the curriculum to be clearly understood in the classroom (by staff and learners).
- iii) Retention for the year-to-date was positive; there had been an improvement on the prior year figures by 1.3% for 16-18 and 1.2% for 19+ learners.

The Minutes of this meeting would be circulated once finalised.

22. To confirm the dates and times of the meetings for 2019/20

- Tuesday 24 September 2019 at 5.30pm, at Uxbridge
- Tuesday 10 December 2019 at 5.30pm, at Harrow on the Hill
- Tuesday 31 March 2020 at 5.30pm, at Uxbridge
- Tuesday 19 May 2020 at 5.30pm, at Harrow on the Hill
- Tuesday 7 July 2020 at 5.30pm, at Uxbridge

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

23. Proposals for agenda items at the next Corporation meeting (September 2019)

There were no other additional items put forward by Members.

ANY OTHER BUSINESS**24. Any other business as previously notified**

- ***Retirement of Laraine Smith***

The Chair and all meeting attendees thanked Laraine Smith for her significant input to HCUC and formerly Uxbridge College as this would be her last meeting before her retirement in August 2019. LS

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thanked the Chair and all Corporation Members for the 'tea-party' that had preceded the Corporation meeting with many external guests invited to mark her retirement.

There was no other business. The meeting closed at 7.25pm.

Signed

Date.....

Minute Ref	Action	By who	By when
8 (page 3)	Corporation meetings to rotate between Uxbridge and Harrow on the Hill campuses during 2019/20. First meeting September 2019 to be at Uxbridge	Clerk	September 2019 2018
9 (page 3)	A 1% cost of living increase to be paid to all HCUC staff (including Senior Post-holders), apart from those on protected salaries, from 1 st August 2019.	HR	1 August 2018
10 (page 5)	SLT to review future needs for maintaining top quality IT resources for curriculum delivery.	SLT	December 2019
10 (page 6)	Estate Strategy Update to be finalised to enable preparation for the next iteration of the HCUC Strategic Plan 2021-24.	SLT	May 2020

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