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Directorate:	Corporation	
Minutes of:	HCUC Governing Body	
Date:	Tuesday 25 September 2018	Time: 5.30pm
Venue:	A004/A005 – Uxbridge College, Uxbridge Campus	
Present:	Steven Cochran	Governor (<i>Vice Chair</i>)
	Mike Cox	Governor
	Tracey Critchley	Staff Governor (Harrow)
	Nicholas Davies	Governor (<i>Chair</i>)
	Lucy Khennache	Staff Governor (Uxbridge)
	Alasdair MacLeod	Governor
	Camila Mendes	Student Governor (Harrow)
	Mariann Rand-Weaver	Governor
	Ketan Sheth	Governor
	Laraine Smith	Governor (<i>Group CEO and Principal</i>)
	Sally Westwood	Governor
	Dariana Zoicas	Student Governor (Uxbridge)
Apologies:	Nasim Khan	Governor
	Steve Owen	Governor
	Antonio Weiss	Governor
	Sara Sands	Group Director – Finance & Resource Planning
In attendance:	Imtiaz Aziz	HR Director (<i>item 14 only</i>)
	Pat Carvalho	Harrow Principal and Deputy CEO
	Darrell DeSouza	Vice Principal Uxbridge
	Dylan McTaggart	Vice Principal Harrow
	Gavin Hughes	Director of Student Services (<i>item 13 only</i>)
	Andrew Miller	Exec Dir Corporate Services (<i>items 14 & 15 only</i>)
	Tracy Reeve	Clerk to the Corporation
	Len Scott	Health and Safety Manager (<i>item 15 only</i>)

Governors' pre-meeting

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

Presentations

The Corporation Members received the following presentations:

- The College Safeguarding and Prevent Annual Report 2017/18 from the Curriculum Director of SEND, Safeguarding and Prevent (minuted at item 13).
- The annual Human Resources Report to the Corporation (minuted at item 14).
- The annual Health & Safety Report 2017/18 (minuted at item 15).

1. Apologies for absence

Apologies had been received from Nasim Khan, Steve Owen and Antonio Weiss. The Chair welcomed the new student governors to their first meeting. All of the governors introduced themselves and the student governors updated the meeting on their courses of study.

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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 and Confidential Minutes of the Governing Body Meeting held on 10th July 2018

this amendment the Minutes and the Confidential Minutes were APPROVED as an accurate record and signed by the Chair.

5. Matters arising from Minutes and Confidential Minutes of the Governing Body Meeting held on 10th July 2018, which were not agenda items.

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

6. Updates**6.1 Chair's Update**

There was no specific update from the Chair that was not already covered within the meeting papers.

6.2 CEO/ Principal's Update

The CEO did not have anything additional to add outside the papers being presented to the meeting.

6.3 Update: additional Governors' activities at the College July – September 2018

There was nothing to add from the other governors over the summer period.

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Governing Body Matters**7. Search Committee Recommendations**

The meeting considered a recommendation from the Search Committee in relation to the appointment of two new governors. The Search Committee had recently considered how to fill two vacancies on the HCUC Corporation. One vacancy was immediate after Mark Billington resigned from the Corporation in July 2018 and the other was to replace Antonio Weiss who had informed the Chair that due to other commitments he would step down as a Governor of HCUC after 10 years' involvement with Harrow College and subsequently HCUC.

The Search Committee were recommending the following two appointments:

Paul Walker; Corporate Director for the Community Directorate at Harrow Council. As Corporate Director he was responsible for the following areas: Environment & Culture; Commissioning & Commercial Services; Housing; Regeneration; and Economic Development & Planning. Paul Walker joined Harrow from North West England in November 2017; he was previously Chief Executive at Copeland Borough Council among other roles.

Karen Tyerman; As a Member of the Harrow Stakeholder and Scrutiny Committee since 1st August 2018, Karen Tyerman had been involved with HCUC since merger. She was previously a Governor at Harrow College for more than two years. She had considerable experience within the public sector in London local authorities at director and assistant director level and would bring considerable knowledge in commissioning of adult and 14-19 education. Karen was a member of the Central London Connexions Board for ten years and had considerable experience with FE Colleges and other education providers.

The meeting agreed that the appointment of PW and KT would enhance the balance of knowledge and experience on the Governing Body at HCUC. In their absence, the Corporation thanked Mark Billington and Antonio Weiss for their contribution to governance at HCUC and Harrow College.

The Corporation APPROVED the following:

- **The appointment of Paul Walker (PW) as a Member of HCUC Corporation for a four-year term of office, (1st October 2018 to 30th September 2022). PW to also be a member of the HCUC Quality Curriculum and Student (QCS) Committee.**

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- ***The appointment of Karen Tyerman as a Member of HCUC Corporation for a four-year term of office, (1st October 2018 to 30th September 2022). KT to also be a member of the HCUC Quality Curriculum and Student (QCS) Committee.***

8. HCUC Policy on Attendance at Corporation Meetings

The Clerk presented the HCUC Policy on Attendance at Governing Body and Committee meetings for biennial review. Governors were given assurance that the policy continued to meet all good governance guidelines.

The HCUC Policy on Attendance at Corporation Meetings was APPROVED as presented.

9. Governance Items: To receive a report on Governors attendance at meetings

The Clerk reported on the attendance of HCUC Governors at Corporation meetings during 2017/18. Overall attendance was 78.5% which exceeded the Governance Key Performance Indicator target (75%). It was noted that where Governors had not met the attendance target individual exceptions had been due to work commitments. **The Clerk confirmed that she would calculate attendances at HCUC Corporation and sub-committee meetings when collating the self-assessment report for 2017/18 as attendance at the Committee meetings was traditionally very strong.** The meeting was reminded that the attendance statistics had to be included in the formal Members Report which accompanied the annual Financial Statements.

The report was NOTED.

10. Draft Programme for Governors Training Day – October 2018

The Principal outlined the arrangements for the Governors Training Day to be held on 17th October 2018. It was noted that the programme would include: an update on HCUC enrolments; an update on QAR outcomes for 2017/18; a focus on the strategic context for HCUC; a review of the Board Intelligence e-governance system which had been implemented in December 2017; a Governors' self-assessment exercise to contribute to the College SAR; and Governors' Safeguarding and Prevent Training. There would also be some time for Governors to review the current HCUC governance structure and whether it should be amended in any way for 2019/20 as the College moved into its third year of operation.

The arrangements were APPROVED.

ITEMS FOR DECISION

11. Approval of Corporate Goals 2018/19

The meeting was reminded that the development of standardised KPIs that each College worked towards in 2017/18 had ensured that both Colleges were working towards appropriate and common outcomes. At the same time, each College had the flexibility to work towards achieving these outcomes in a way that took account of their local context. The CEO (LS) informed the meeting that a similar approach had been adopted when developing the Corporate Goals for 2018/19; but there was now closer alignment between Harrow and Uxbridge. The detailed Corporate Goals reports for each of Harrow and Uxbridge Colleges was noted.

The July 2018 Corporation meeting had previously approved the proposed coverage under each of the main four headings listed on the front page of the Corporate Goals: Outcomes and SAR progress; Teaching, learning and assessment (TL&A); Responsiveness and compliance; and Corporate Performance. This coverage was now reflected in the draft Corporate Goals for 2018/19 but the CEO highlighted the following:

- In terms of format, the KPIs were grouped slightly differently on the front page to improve the coherence, but apart from that, the main change on the front page was under the TL&A heading. The change was that externally validated learning walks and lesson observations were now being reported on a comparable way at both colleges in 2018/19, (this had not been the case in 2017/18).

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- Within the body of the draft Corporate Goals the right hand side 'Notes' column provided an explanation of the Corporate Goals target or objective.
- One of the main Corporate Goals content differences in the approaches of Harrow College and Uxbridge College was in the way the Colleges promoted and developed links with employers.
- The 2016/17 national averages (NAs) for classroom based FE provision were not yet available; the 2015/16 national averages were out-of-date and had not been included. The meeting was informed that it was hoped that updated NAs would be available by the time Governors next saw the Corporate Goals update at the December 2018 Corporation meeting. The meeting noted that WBL NAs had been updated.

The meeting APPROVED the one page summary reports for the Corporate Goals and the target key performance indicators in each of the two colleges for 2018/19.

12. Audit Matters

Internal Audit Strategy 2018/19-2019/20

The meeting noted a paper which detailed the updated internal audit strategy and the annual plan for 2018/19. Governors were reminded of the requirements and obligations placed upon the Audit Committee and the Corporation under the overarching statutory documents of FE colleges. The importance of the challenge and scrutiny role of the Audit Committee and Governors was noted and agreed. Governors noted that since 1 August 2015 the Uxbridge College Corporation had agreed that no one firm would be appointed to deliver the annual internal audit contract; internal audit requirements were now reviewed annually and specialist firms appointed as necessary. It was confirmed that this had worked well during 2015/16, 2016/17 and in 2017/18 for HCUC. Specialist audits had been commissioned where necessary; this had provided a good level of assurance for Governors and had also proved to be good value for money. It was confirmed that this approach was proposed to continue into 2018/19 for HCUC.

The meeting noted the key areas of concern raised by a review of both colleges risk registers for 2018/19 and in discussion with College senior managers. Areas planned for inclusion in the internal audit plan 2018/19 were noted as: Key Financial Controls; Payroll; Funding compliance; and compliance with the new GDPR legislation. The meeting noted that the proposed audit of Human Resources operations and systems at HCUC would be deferred until early 2019/20; this was a key area for audit as HCUC now employed more than 700 staff. **Governors were informed that the Audit Committee meeting (20 September 2018) had asked for a Human Resources action plan to be presented to them in November 2018.** This action plan was to show the development work to be undertaken within the HR department in the current year in order to be ready for an audit in autumn 2019. Governors noted that £38,000 had been included in the HCUC College budget for 2018/19 (the prior year budget had been £55,000 which was the sum of the two separate colleges spend). The outline proposals for 2019/20 were noted as: Safeguarding including Prevent; Health and Safety; Key Financial Controls; Funding compliance; and HR systems, processes and operations.

The meeting was assured that this annual plan and strategy had been considered by the Audit Committee on 20 September 2018.

The Strategy for Internal Audit and the detailed audit plan for 2018/19 and 2019/20 was APPROVED.

ITEMS FOR INFORMATION

13. Safeguarding Report 2017/18

Members considered the annual report, presented by the Curriculum Director of SEND, Safeguarding and Prevent (GH), which gave an overview of the Safeguarding and Child Protection issues raised during 2017/18. The report covered both Harrow College and Uxbridge College. The meeting noted overall numbers of serious safeguarding cases and the breakdown by category of incident during 2017/18 for both Colleges.

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Safeguarding Register: Categories within the 27 serious safeguarding cases at Uxbridge (UC) and 31 cases at Harrow (HC) were noted and this was benchmarked against the figures for the prior year.

Prevent: There had been 1 Prevent referral at UC resulting in no further action and 1 at HC which resulted in the Channel Process being activated. The meeting sought, and was given, assurance that the College was in full compliance with the specific duties placed on FE colleges as a result of the Counter-Terrorism and Security Bill 2015. Governors sought, and were given confirmation, that HCUC was looking at all incidences of potential radicalisation including right-wing groups as well as Islamic groups and that the Prevent training delivered to staff and students covered all of the possible avenues for radicalisation.

Safeguarding Audit: The meeting noted details of the recent audit of Safeguarding and the recommendations which had all been accepted by College management. GH highlighted the accepted recommendation for all staff in future to have face-to-face safeguarding training every 4 years and online training every 2 years.

Mental Health: The meeting had a discussion around the increased incidence of mental health issues with the student group and GH confirmed that this had raised considerably this year with student self-declaring. The issue of lack of mental health support services for young people was noted but management asserted that Colleges could do a lot to help with this issue. **It was noted that the College was working to develop a Mental Health Action Plan in place across HCUC; this would be brought to the Corporation for information in March 2019 to demonstrate progress.**

The CEO reminded the meeting of the arrangements for a Link Governor for Safeguarding which had been instigated in 2017/18. Each of the two Stakeholder and Scrutiny Committees had one nominated non-executive adviser (NEA) member with a specialist remit for safeguarding; these two NEAs (Mike Crane for Uxbridge SSC and Liz Warriner at Harrow), attended the individual colleges Safeguarding Committees. This local focus was then brought together at HCUC Corporation level with Nasim Khan acting as the Corporation lead on Safeguarding issues; he liaised with both of the specialist NEAs and the SLT links to keep an over-arching watch on both Colleges.

The report was RECEIVED.

14. Annual Human Resources Report 2017/18

The HR Director and Exec Director Corporate Services presented this report.

Recruitment: The meeting noted the large element of recruitment work undertaken during the year; 165 recruitment campaigns with 84% of these being for Uxbridge College (UC) vacancies.

Workforce Equality Data: Governors noted the very different profiles of the College staffing. At HCUC 47% of the workforce were in the 45+ age group: at Harrow College (HC) the 45+ age group was at 70%; and at UC the 45+ age group was at 55%. The age profiles at HCUC and in particular at HC suggested that succession planning needed to remain a key priority for managers. Governors were very keen that the College continued to address the need for talent succession plans across HCUC and that any new recruitment should take account of this.

Females made up 73% of the workforce at HC and 74% of the workforce at UC. The College-wide target for BME representation was 35% and had been met or exceeded in both Colleges: UC at 35%; and HC at 46%. Governors questioned whether the target of 35% was still relevant and suggested that it should be updated and increased to reflect more recent census data. Representation of disabled staff at HC was 5.9% and at UC was 6.9% (the FE sector average was noted as 4%).

Training: Both Colleges had achieved a high completion rate of 98% for Prevent and Safeguarding training. The meeting questioned the apparent disparity in the Training & Development Budgets between the two colleges: £220,000 at UC and £35,000 at HC. This was noted as largely being due to the higher incidence of Teacher Training Qualifications being pursued at UC. The new HCUC contract mirrored the previous UC model and asked for new staff to be teacher qualified within two years; the Principal asserted that the funding would have to follow where new staff were employed. The meeting was assured that although existing staff could not be made to undertake formal teaching qualifications any existing staff at HC who wished to undertake formal teaching qualification would be encouraged and funded to do so.

Employee Relations: It had been a challenging year due to the required changes post-merger but Governors were assured that good relationships with the trade unions had been maintained. This

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reflected considerable effort by management during the year to manage the change process. The Chair sought confirmation that the management team had learnt lessons from the restructuring processes during the year; the Principal (LS) confirmed that changes would be implemented for any future restructure work (e.g. weightings within the redundancy process would change). Governors sought clarification on how staff satisfaction was being gauged post-merger; this was noted as being largely through the Staff Focus Groups (4 during 2017/18 and 6 planned for 2018/19). **A Staff Survey would be considered later in the 2018/19 academic year after the restructuring work had been finished.** LS highlighted that there would be a strong focus on promoting HCUC Values across both colleges during 2018/19.

Pay and Conditions: Considerable work had been undertaken to ensure that there was fairness and equity in terms and conditions across the two Colleges. Changes agreed during the 2017/18 year had included:

- Support staff annual leave changed with effect from 1/2/18
- Agreement that incremental dates aligned from August 2019
- Lecturing staff to move to HCUC pay scale from August 2019
- Restructure of support staff departments at HC and corporate areas resulted in all staff who took on new roles in the restructured areas moving to HCUC contract and Terms and Conditions.

HCUC HR Database System: A major challenge during 2017/18 had been the implementation of the new HRIS (iTrent) system. Significant progress had been made in the implementation of the system with many concerns being positively addressed. However, the meeting noted that iTrent remained unpopular with staff/ managers because of their views of legacy systems.

HR Department Restructure: As part of a review of the corporate services areas, the HR department had been restructured in 2018; the new HR structure came into effect from 3 September 2018. The new HR team was centrally located at Uxbridge and had built on the models of HR that operated at UC and HC. **However, staff were keen for some HR presence at HC and this was being considered by management. Governors asserted the positive impact post-merger that a visible HR presence would provide for staff, even on a part-time basis.**

The annual Human Resources Report 2017/18 was RECEIVED.

15. Annual Health and Safety Report 2017/18

The Health and Safety Adviser (LSc) and the Exec Director Corporate Services (AM) presented the report. The meeting was assured that good progress in all aspects of Health and Safety across HCUC had been made post-merger and the Health & Safety Advisor had travelled to all locations on a regular basis. This had given him the chance to get to know the staff at the Harrow sites and understand the local practices in addition to those already known at Uxbridge.

Health and Safety Audit (July 2018): As in previous years, this had been commissioned from an external specialist who used the AoC Safety Management audit tool; this provided the most appropriate checklist for FE requirement and gave the College a score that could be accurately benchmarked to previous years. For the 2017/18 audit, HCUC received a score of 232 'exceeds requirements'. The audit did not identify any non-conformances but had noted a few improvement opportunities that all related to the amalgamation of Uxbridge & Harrow H&S processes. The meeting was assured that an action plan was in place to implement the suggested improvements.

Health and Safety Policies: A cross college HCUC Health and Safety Policy had been prepared and approved at the start of the 2017/18 academic year. All other requisite H&S policies had also been developed during the year cross-HCUC.

Health and Safety Committee: At the start of the 2017/18 academic year, the decision had been made to adopt the Harrow format for Health and Safety Committees; the new HCUC H&S committee was comprised of senior managers and union representatives. Meetings had been held once per term and were chaired by the Executive Director of Corporate Services.

Staff Injuries: The meeting discussed the high incidence of staff injuries at Harrow Weald that had occurred during the year. On investigation, it was found that workers attending to high needs students in

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Spring House, had been injured by students on a number of occasions. In a meeting with the manager and staff, it had been agreed to: improve the evaluation process of each student at enrolment; undertake 'Person Risk Assessments' to highlight behaviour 'triggers' & control measures; and 2 team members had volunteered for First Aid training to take pressure of the ROTA First Aiders & provide quicker assistance if needed. **The Chair asked that the Corporation be updated on progress with reducing the incidence of staff injuries within Spring House (at the mid-year point).**

The annual Health and Safety Report 2017/18 was NOTED and RECEIVED.

16. T Levels – Update on HCUC Preparations

The meeting received the following update:

- The College had been successful in its bid to be part of the first tranche of T-level pilots due to be launched in 2020.
- Involvement in this first tranche would be confined to Early Years and Digital curriculum areas. Learner projections to 2027 relating to other T-Level lines had been requested by DfE and submitted for HCUC.
- Awarding bodies were in the process of tendering for each of the available T-levels and curriculum specifications were not expected to be available until this was completed in the spring term 2019.
- The DfE were providing Capacity Development funding to assist providers in preparation for substantial Industrial Placements, which was a compulsory element of the T-level. The College was due to submit an implementation plan as part of its bid for this funding in September 2018.

Governors discussed T Levels at length and noted the increased importance of work placements within the new qualification; during 2019/20 HCUC would be aiming to secure 400 substantial industry work placements for learners. DDS assured the meeting that preparation work had already started to build the required links with employers to meet this level of work placement. Governors sought confirmation on the impact on staff and noted that most staff would be involved in the pilots to some degree and would require some additional development and training. The meeting also discussed the current uncertainty around the future of the applied general qualifications – BTECs – when 'T' levels were adopted. The meeting sought clarification around the purpose of the 'T' Level pilots and noted that the aim was to enable the sector to build capacity. Governors were reminded that all of the colleges that had been successful in bidding to be part of the pilot programme to date were either very specialist or had 'outstanding' quality.

The update report on preparations for 'T' Levels at HCUC was NOTED

17. Employer and Partnerships Report

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

- ***Employer Activity***
 - ***Partner Organisations:*** The meeting noted the partnership work that HCUC was undertaking with Hillingdon local authority. HCUC was currently awaiting confirmation of Section 106 funding for training in partnership with a logistics employer based at Heathrow airport. Governors noted that HCUC was now a member of Thames Valley Chamber of Commerce (TVCC); this was a key contact point for employers within the TEC industries which would be crucial to the future Institute of Technology (IoT) bid.
- ***Activity Supporting Strategic Plan Development:*** The meeting noted the work that had been undertaken with the Greater London Authority (GLA), the Association of Colleges (AoC) and the DfE to support the HCUC Strategic Planning process. PC highlighted that the Mayor's Skills for Londoner's (SfL) Capital Round 2 was now open with a closing date of 1st October 2018. The meeting was informed that bids had to be between £200,000 and £10 million and were required to address priorities in the SfL Skills and Adult Education Strategy for London which was linked to a range of other GLA strategies including its Equality and Inclusion Strategy. HCUC was preparing three key applications under this round of bids:

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- Refurbishment and remodelling of the HC Armstrong Building to improve access, safety and poor condition of IT and ESOL classrooms and Learner Services areas as well as the canteen.
 - Refurbishment and remodelling of the HC Newton Building to house construction provision at Harrow Weald
 - Applying for industry standard equipment as an Mayors Construction Academy (MCA) quality provider.
 - **Institute of Technology (IoT):** The meeting noted that the 'Interim guidance for Stage 2 Applicants' had been published at the end of July 2018. Details of the Stage 2 process and the proposed timeline were noted. PC gave the meeting an update on the project activity undertaken so far which outlined the following aspects of the IoT project: governance and legal status; clustering; employer engagement; capital development funding; and curriculum planning. LS explained where the new IoT building would sit on the UC Park Road campus. The meeting was reminded that the College had received £99,000 development funding to work up plans for this capital project which needed to be spent by 20/12/18. The meeting noted the tight timescale for this work and also that no final deadline had been set for submission of the capital development plan for the IoT building. Governors were reminded that the nearest College still in the application process to the west of HCUC was in Swindon.
- The Employer and Partnerships Report was TAKEN AS READ and RECEIVED.**

18. Academic Report

The meeting considered the HCUC Executive Summary and the detailed papers which sat behind this cover paper were taken as read.

- Provisional review of A, AS and GCSE 2018 results.

HCUC: The overall A2 QAR was 78% (compared with 87% in 2016/17); this was a significant decline. There were also variations across HCUC for A2 high grades performance but for the majority of the 16-18 cohort this had improved compared with the prior year. AS, however, for the majority (16-18) cohort showed improvement. The meeting noted that the organisation and delivery modes for A level provision across HCUC would need to be carefully examined going forward, to ensure this provision is one that can command and sustain a high reputation over the foreseeable future. The CEO informed the meeting that the Corporation would be kept informed of any decision making around changes to this provision; more detail would be provided at the October 2018 Governors Training Day. GCSE provision was noted as being dominated by English and maths (see comments below). Other GCSE provision had shown a decline in overall QAR but improvement in high grades. Detailed performance data by subject and level at each of the two colleges was provided in the meeting paperwork and members noted details of the action plan in place to turn around any negative trends.

- English and maths Results 2017/18:

- **Functional Skills (FS)** results were yet to be finalised due to impending resits at level 1 and awarding body upload challenges. The meeting noted that the VPs could not yet report on the overall HCUC QAR with any confidence against NA or prior year performance. However the meeting was assured that FS retention had been positive with an improvement of 1% on the prior year to 92.8% (above the NA of 89%).

- **GCSE** headline QAR (with new grades 9-1) for maths had improved across HCUC while GCSE English headline QAR showed a marginal decline. HCUC high-grades (9-4) had improved across both GCSE maths & English; both were expected to be above NA.

GCSE maths: HCUC 16-18 QAR had improved by 3.6% to 90.2% (NA yet to be confirmed). Similarly the 19+ QAR was up by 6.4% to 90.1% (NA TBC). Importantly, high-grades had increased by 3.2% to 25% (NA TBC).

GCSE English: HCUC 16-18 QAR had marginally fallen by 1.3%. Similarly the 19+ QAR had fallen by 4.3% to 88.2% (NA TBC). Conversely (and positively), high-grades had increased by 3.7% to 29% (NA TBC).

- Performance Indicator Table 2017/18:

The final QAR was still awaited as some retention and achievement was yet to be finalised. Detailed QAR data to date, by College, based on qualification type and age was noted. Retention for 16-18

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provision had almost matched the prior year at 92.5% (92.8% prior year and NA of 90%). The 19+ retention data was currently at 95.1% against the prior year's figure of 95.0% (93% NA). The WBL (apprenticeship) QAR data was predicted to be 70.5%-84% overall with Timely QAR at 57.4%-82.9% (compared with the NAs of 69.1% and 60.1% respectively). The meeting was reminded of the ongoing focus and commitment within HCUC to analyse the detailed data by age, level and subject sector areas in order to drill down below headline data and ensure consistency across the full provision of the two colleges could be evidenced moving forward.

- Attendance & Punctuality:

The College overall target for attendance of 86% for 2017/18 had not been met with raw attendance at 84%, though attendance showed at 87% when accounting for authorised absences. A number of Schools had matched or bettered the target, but the large volume of English & Maths FS & GCSE classes, despite improvement, showed lower than average attendance. Lateness remained within the target set (6%) but was noted as an area for ongoing attention. attendance was below target at 82%; 11 out of 13 Curriculum Areas achieved 84% or above. The VPs highlighted that attendance was more of an issue at Harrow whereas punctuality would be a focus at Uxbridge in 2018/19.

- Complaints:

The meeting was reminded that 2017/18 complaints had been detailed in the July 2018 Academic Report to the Corporation. Uxbridge saw a decrease in complaints to 20 (compared to 31 in the prior year). The meeting noted that 55% of complaints made were upheld or partially upheld (same as the previous year). The meeting was assured that all complaints were handled in a timely manner and but that two complaints had been referred to the ESFA when College processes were exhausted and the complainant was not satisfied. In 2017/18 Harrow saw a slight increase with 13 complaints (compared with 10 in the prior year); 31% of these were upheld. Across HCUC the College had been careful to allocate a risk level to each complaint and none had resulted in any legal action. The meeting was reminded that the complaints reports would be considered in detail at every meeting of the HCUC Quality Curriculum and Student Committee.

- Lesson Observation Report:

The meeting noted that lesson observation profile over the year for Harrow College and Uxbridge College provided evidence of good or better quality of TLA delivery. Governors were reminded that an additional sample audit using ex-HMIs and Ofsted inspection "drop-in" methodology which was conducted in 2017/18 had found greater variation and indicated areas for attention in 2018/19. The VPs were positive about the positive impact from the TL&A audit which had identified some key areas for improvement. Learning Walks and formal lesson observations would be in place earlier in the academic year (from October 2018) in order to ensure that HCUC was 'Ofsted-ready'. Governors were reminded that there was now a common lesson observation scheme across the whole of HCUC.

- Progress against the SAR Quality Improvement Plan (QIP) 2017/18:

The meeting noted the current progress against the HCUC common areas for improvement within the 2017/18 QIP:

- Consistency in study programme attendance 84% against the target of 86% (NA 87%). *Rated 'yellow' on traffic light system.*
- Access to HE – QAR 71.2% (to be confirmed). *Rated 'yellow'.*
- A level offer – 78.1% (92.3% NA). *Rated 'red'.*
- AS level offer – QAR 72.3% (73.6% NA). *Rated 'yellow'.*
- Further stretch and challenge for all learners. *Rated 'yellow' due to inconsistent feedback from the externally commissioned TL&A audit.*
- Further development of work experience in some curriculum areas. *Rated 'green'.*

Governors noted that the QIP update would be considered at the Governors Training Day in October when additional information on outcomes would be known from awarding bodies.

The Academic Report was RECEIVED.

19. Finance Directorate Report

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In the absence of the Group Director Finance and Resource Planning the CEO took questions on the Finance Report.

19.1 Management Accounts July 2018

The accounts for HCUC had been presented to and reviewed by the Resources Committee on 19/09/18. Key performance indicators to 31 July 2018 were noted as follows: unadjusted HCUC Operating surplus £267,000; cash days in hand 133; current ratio 1.81 (all above forecast/ target). The meeting was reminded that this would not be the final position for the year; a number of adjustments were being made in preparation for the external audit and presentation of the financial statements. These adjustments would include accruals and prepayments, in addition to final adjustments relating to the funding claim. The July 2018 accounts would be reissued once the audit was completed, to highlight all adjustments.

The Management Accounts to 31 July 2018 were NOTED and RECEIVED

19.2 Interim Enrolment Report 2018/19

The meeting was informed that HCUC was close to meeting its FT 16-18 college target, however enrolment was continuing, as students would start to withdraw or become "no shows". The College was currently 8 below the internal target number of 5,922. HCUC had recruited 90% FT 19+ learners against internal target. Part time 19+ numbers had not yet been achieved, but the College will continue recruiting to these throughout the year, with a range of courses. The Principal informed Governors that a detailed enrolment update would be brought to the Governors' Strategy Day in October 2018.

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19.3 Risk Management Update

The College was now working with one combined risk register across HCUC which reflected the agreed Corporate Goals. This had been updated by the Executive team, through a review of the 2017/18 and 2018/19 corporate goals, and projects coming on stream throughout the year. The meeting considered the 'red' risks and the mitigating action that was in place to defend against crystallisation of the risks.

The Risk Register was NOTED and RECEIVED.

ITEMS TO BE TAKEN AS READ

20. Audit Committee – 20 September 2018

The minutes of the meeting would be circulated as soon as available. The Chair of Audit Committee (MCx) confirmed that all key issues had already been considered by the Corporation meeting.

NOTED

21. Resources Committee – 19 September 2018

The minutes of the meeting would be circulated as soon as available. The following key issues were highlighted by the Chair (AMcL):

- **Bad Debt Report:** The Resources Committee had approved the write-off of £51,219.70 in bad debts in relation to the financial year 2017/18, (in compliance with the College Financial Regulations); full provision for the write off had been made in the College accounts.
- **Property Update:** A detailed property update report had been considered by the meeting which provided an update on the major works across HCUC current and upcoming. Details of these would be shown in the minutes of the meeting.

NOTED

22. To confirm the dates and times of the meetings for 2018/19

- Tuesday 11th December 2018 at 5.30pm at Uxbridge Campus
- Tuesday 19th March 2019 at 5.30pm at Uxbridge Campus
- Tuesday 21st May 2019 at 5.30pm at Uxbridge Campus
- Tuesday 9th July 2019 at 5.30pm at Uxbridge Campus

MINUTES

23. Items for Next Meeting

There were no items suggested. The Chair asked Members to feedback any ideas to the Clerk in advance of the next meeting.

ANY OTHER BUSINESS

24. Any other business as previously notified

- **Leaving Event for GDFRP**

The CEO reminded the meeting that Sara Sands GDFRP would be leaving HCUC on Friday 7th December so would not be at the next Corporation meeting on 12th December. In her absence the meeting asked for a vote of thanks to be minuted to SS for her excellent work at HCUC and previously Uxbridge College for more than 20 years. **The CEO reminded the meeting of the ‘afternoon tea’ leaving event for SS that would be held at the College on Thursday 6th December 3.30pm; all governors had been invited as well as a number of internal and external stakeholders who had worked with SS.**

NOTED

There was no other business. The meeting closed at 7.45pm.

Signed

Date.....

Corporation Meeting 25 September 2018			
Minute Ref	Action	By who	By when
7	Paul Walker and Karen Tyerman to be formally appointed as Corporation Members for a 4 year term of office	Clerk	1 October 2018
9	Attendance statistics for committees to be calculated within governance self-	Clerk	December 2018



Uxbridge Campus
Park Road, Uxbridge, Middlesex. UB8 1NQ



MINUTES

12

	assessment 2017/18.		
12	Exec Director Corporate Services to present an action plan for HR Department 2018/19 to Audit Committee. (With a view to internal audit on HR in autumn 2019.)	AMi Audit Committee	28 November 2018
13	HCUC Mental Health Action Plan to be brought to Corporation for information.	Dir Safeguarding & SEND (GH)	March 2019
14	SLT to consider the use of a Staff Survey cross HCUC at the end of 2018/19 (post restructuring).	CEO and SLT	Summer 2019
14	SLT to consider staff request for appropriate HR presence at Harrow College.	SLT	March 2019 GB meeting.
15	Corporation to be updated on progress with reducing incidences of staff injuries at Spring House (HoH campus).	CEO Dir SEND (GH)	March 2019 GB meeting.
24	Leaving event for outgoing GDFRP (SS) to be held on Thursday 6 th December 3.30pm.	All governors	6 December 2018